

SPC Retreat

January 20, 2023

Today's Activities and Goals

Time	Activity
10:00 to 10:30	Strategic Plan Review
10:30 to 11:30	Dr. Rhine Presentation
11:30 to 11:40	Break
11:40 to 1:00	Environmental Scan and YC Data Trends; Working Lunch with SPC KPIs Overview & Education/Reading Recap
1:00 to 1:15	Break
1:15 to 2:15	SWOT Exercise
2:15 to 3:15	FY2024 Strategic Priorities
3:15 to 3:30	Break
3:30 to 4:00	Discussion about how to determine when initiatives/actions should be retired or changed

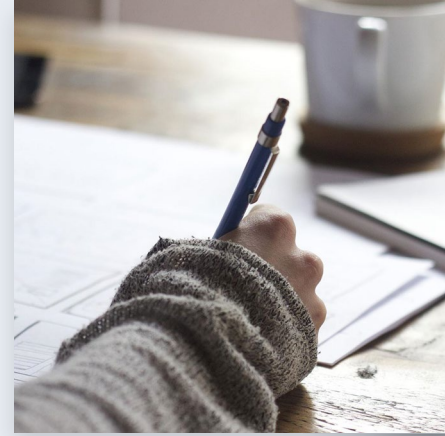
1.

Strategic Plan Overview

Rolling Strategic Plan

Current year: 2023-2025

A rolling approach to planning provides YC with an opportunity to be flexible and responsive to the dynamic higher education environment.



Our strategic planning process involves continuous assessment of the plan's progress towards achieving YC's Vision.

BALD

Belonging

- ✓ Employees feel acknowledged, engaged, inspired
- ✓ Equitable professional development
- ✓ Sense of belonging for all students

Adult Learners

- ✓ Grow adult learners, some college, no degree
- ✓ Hispanic Serving Institution
- ✓ Financially self-sustaining lifelong learning programs

Living Wage

- ✓ Programs lead to a living wage
- ✓ One-stop-shop for workforce training
- ✓ Align transfer programs to ensure junior status at transfer to AZ public university
- ✓ Develop Bachelor's degrees in Business and Nursing

Delivery

- ✓ Improve online enrollment and success
- ✓ Multiple start dates and fast track pathways
- ✓ Expand Open Educational Resources (OER)
- ✓ Improve our credit for prior learning systems

SPC Deliverables

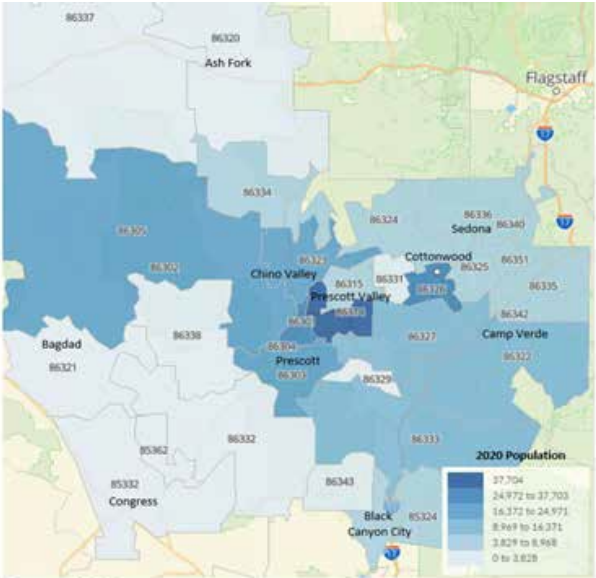
- ✓ Review and update Key Performance Indicators (KPIs).
- ✓ Conduct new SWOT.
- ✓ Update FY24 Goals, Initiatives, **Actions**.
- ✓ Develop system to determine when initiatives should be retired or changed.

2.

Environmental Scan Highlights

External Factors

Demographics



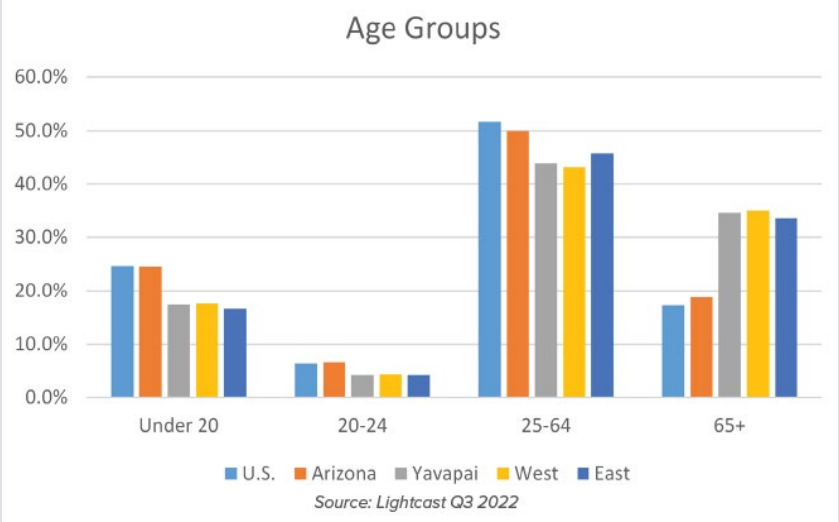
Source: EMSI



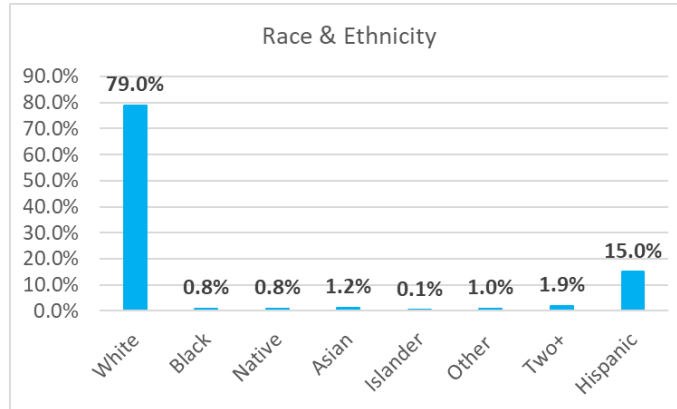
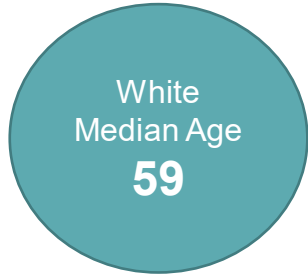
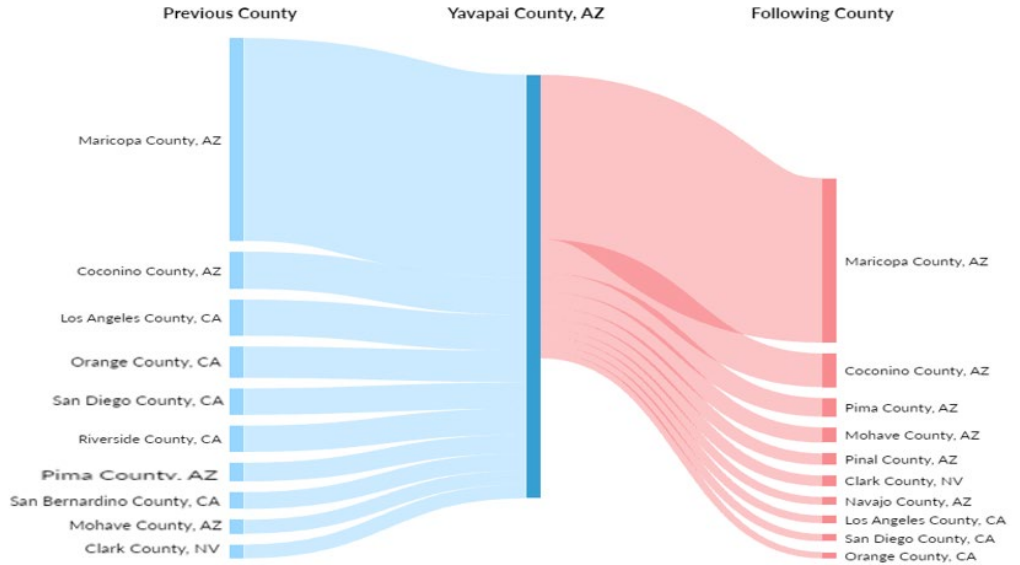
2022 Population Estimate **247,571**



Median Age **55.3**



Net Migration & Race/Ethnicity



Income Level & Financial Challenge



POVERTY THRESHOLD

Family of 4 = \$27,750

More than 1 in 5 County residents live in near poverty or worse



\$65K

Median Household
Income In The
United States
Of America



\$61.5K

Median
Household
Income In
Arizona



\$53.3K

Median
Household
Income In
Yavapai

High School Students Eligible for Federal Funded Programs

Select County High Schools	Income Eligibility 1 or 2	
	Percent	Student Count
Prescott High School	24.0%	346
Bradshaw Mountain High School	29.2%	466
Chino Valley High School	45.1%	353
Mayer High School	72.7%	128
Sedona Red Rock Junior/Senior High School	57.4%	273
Mingus Union High School	43.1%	535
Camp Verde High School	53.0%	259

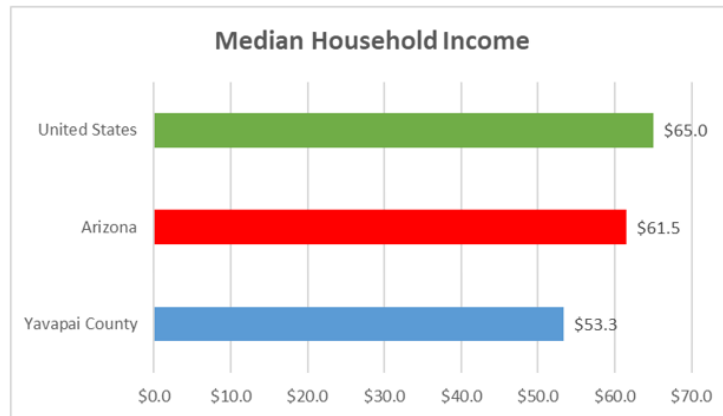
Income eligibility for federal aid programs funded under the Elementary and Secondary Education Act are another indicator of financial challenge.

Affordability

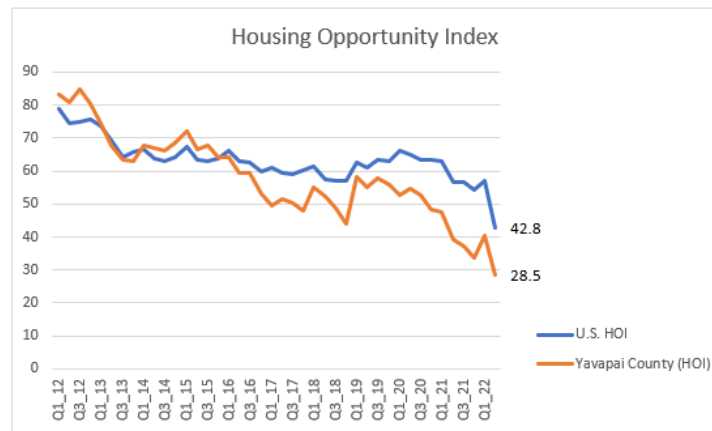


Category	Prescott-Prescott Valley Area	Phoenix-Area	National Average
Grocery	101	98.7	100
Housing	146.9	121.3	100
Utilities	90.5	103.9	100
Transportation	108.2	107.8	100
Health	94.1	97	100
Miscellaneous	113	91.8	100
Composite	117.9	104.8	100

Source: Council for Community and Economic Research, 2022 Q2



Source: Lightcast, Q2 2022



Competition

coursera **Google** **YouTube**



Outlier.org



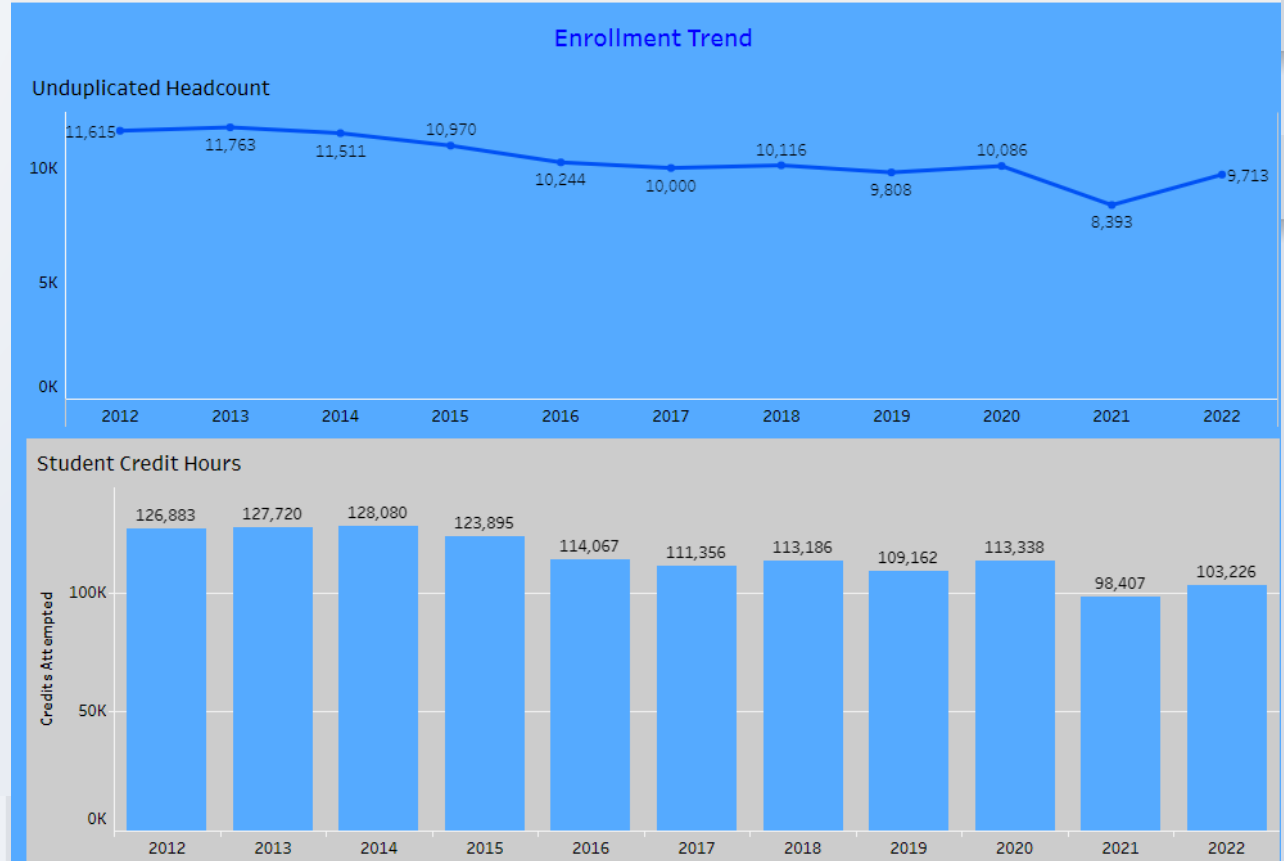
3.

YC Trends

Internal Factors

Enrollment Trends

Headcount: -16.4%
Credit Hours: -18.6%



	Fall 2012	Fall 2022
Headcount	8283	6998
Pell	42%	17%
Full-Time	19%	20%
Degree Seeking	53%	56%
Certificate Seeking	10%	22%
Personal Interest	11%	19%
Unknown	16%	1%
High School		30%
Female	57%	56%
First Generation	32%	33%
Asian	1%	1%
Black	1%	1%
Hispanic	11%	20%
Native American	2%	2%
Native Hawaiian	0%	0%
Non-Resident Alien	0%	0%
Two or More Races	1%	4%
White	63%	65%
Unknown	21%	6%
Balance	2%	3%
East	17%	18%
Other	13%	9%
Unknown	2%	0%
West	66%	69%

Student Demographics

Age Groups	Fall 2012	Fall 2022	#Change	%Change
<18 or (blank)	1086	2079	993	91%
18-24	2575	1976	-599	-23%
25-31	1161	714	-447	-39%
32-38	726	492	-234	-32%
39-45	587	347	-240	-41%
46-52	582	261	-321	-55%
53-59	516	239	-277	-54%
60-66	467	315	-152	-33%
67-73	307	351	44	14%
74-80	146	162	16	11%
81-87	38	54	16	42%
88-94	7	8	1	14%

How Students Take Classes

FALL 2012		
Delivery	Student Headcount	Percentage
Online Only	1,208	15%
Online and On-Campus	3,954	48%
On-Campus Only	3,121	38%
Total	8,283	

Delivery	Course Count	Percentage
Online Only	249	22%
Online and On-Campus	304	26%
On-Campus Only	599	52%
Total	1,153	

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FALL 2022		
Delivery	Student Headcount	Percentage
Online Only	2,040	29%
Online and On-Campus	2,552	36%
On-Campus Only	2,406	34%
Total	6,998	

Delivery	Course Count	Percentage
Online Only	389	34%
Online and On-Campus	255	23%
On-Campus Only	485	43%
Total	1,129	

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Semester Length & Student Success

Distinct Count of CRN				
POT	Fall 2012	Fall 2022	Change	%Change
(blank)	31	7	-24	-77%
1	942	665	-277	-29%
2	73	107	34	47%
3	3	2	-1	-33%
51	8		-8	-100%
52	11		-11	-100%
53	6		-6	-100%
61	15		-15	-100%
62	11		-11	-100%
81	26	156	130	500%
82	27	190	163	604%
Grand Total	1153	1127	-26	-2%

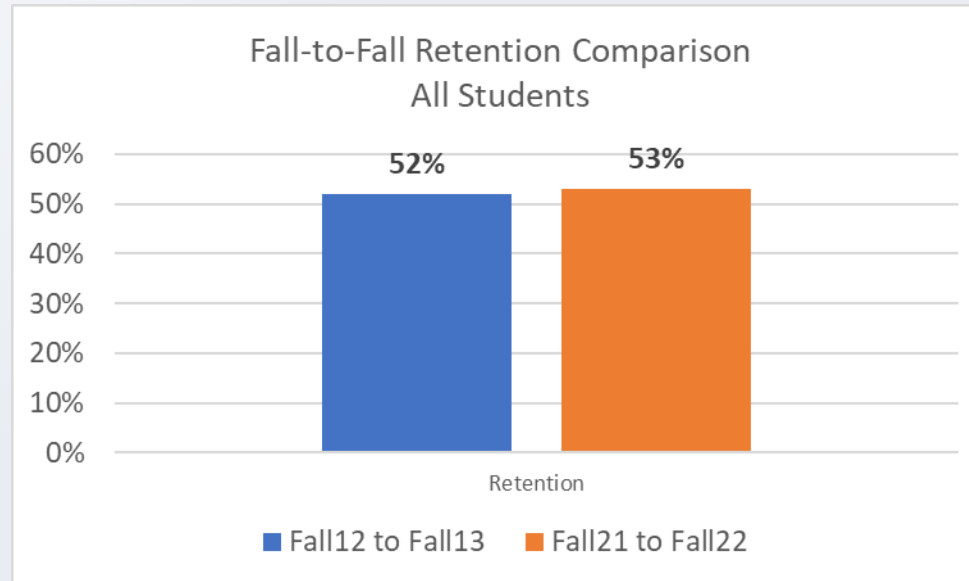
Success Rates by Part of Term		
POT	Fall 2012	Fall 2022
(blank)	84%	84%
1	73%	77%
2	88%	90%
3	100%	80%
51	81%	
52	79%	
53	61%	
61	83%	
62	80%	
81	79%	84%
82	75%	80%
Grand Total	75%	80%

Delivery Mode & Student Success

Distinct Count of CRN				
Delivery Mode	Fall 2012	Fall 2022	Difference	%Change
ACTIV	103	67	-36	-35%
APPR	6	3	-3	-50%
CLASS	546	484	-62	-11%
CLWEB	59	101	42	71%
COMP	54	1	-53	-98%
IDVPC	43	53	10	23%
INDEP	4		-4	-100%
INTRN	13	8	-5	-38%
ONLNE	248	363	115	46%
PRVT	35	21	-14	-40%
ROTC	1		-1	-100%
RSRCH		1	1	
VIDEO	41		-41	-100%
WEBLV		25	25	
Grand Total	1153	1127	-26	-2%

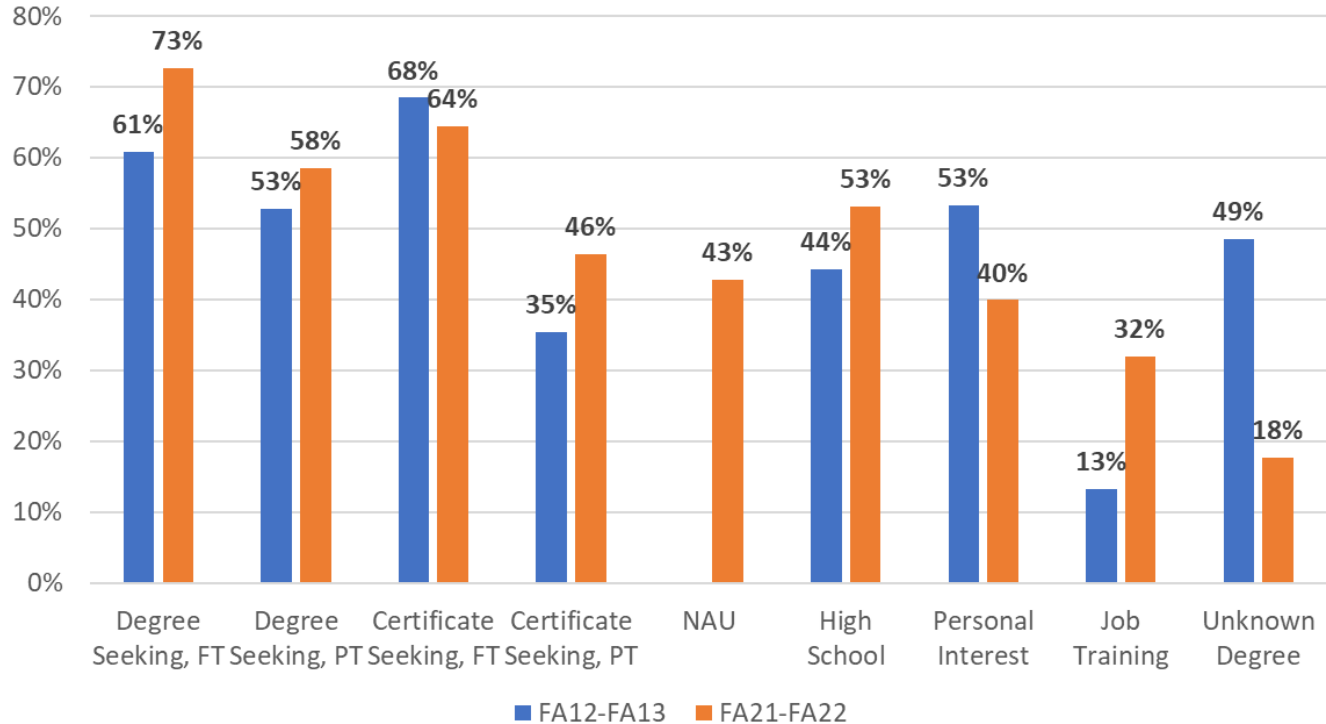
Success by Delivery Includes Dual		
Delivery Mode	Fall 2012	Fall 2022
ACTIV	82%	92%
APPR	100%	88%
CLASS	79%	85%
CLWEB	71%	81%
COMP	70%	86%
IDVPC	70%	82%
INDEP	100%	
INTRN	85%	83%
ONLNE	66%	73%
PRVT	90%	97%
ROTC	0%	
VIDEO	84%	
RSRCH		86%
WEBLV		81%
Grand Total	75%	80%

Student Retention

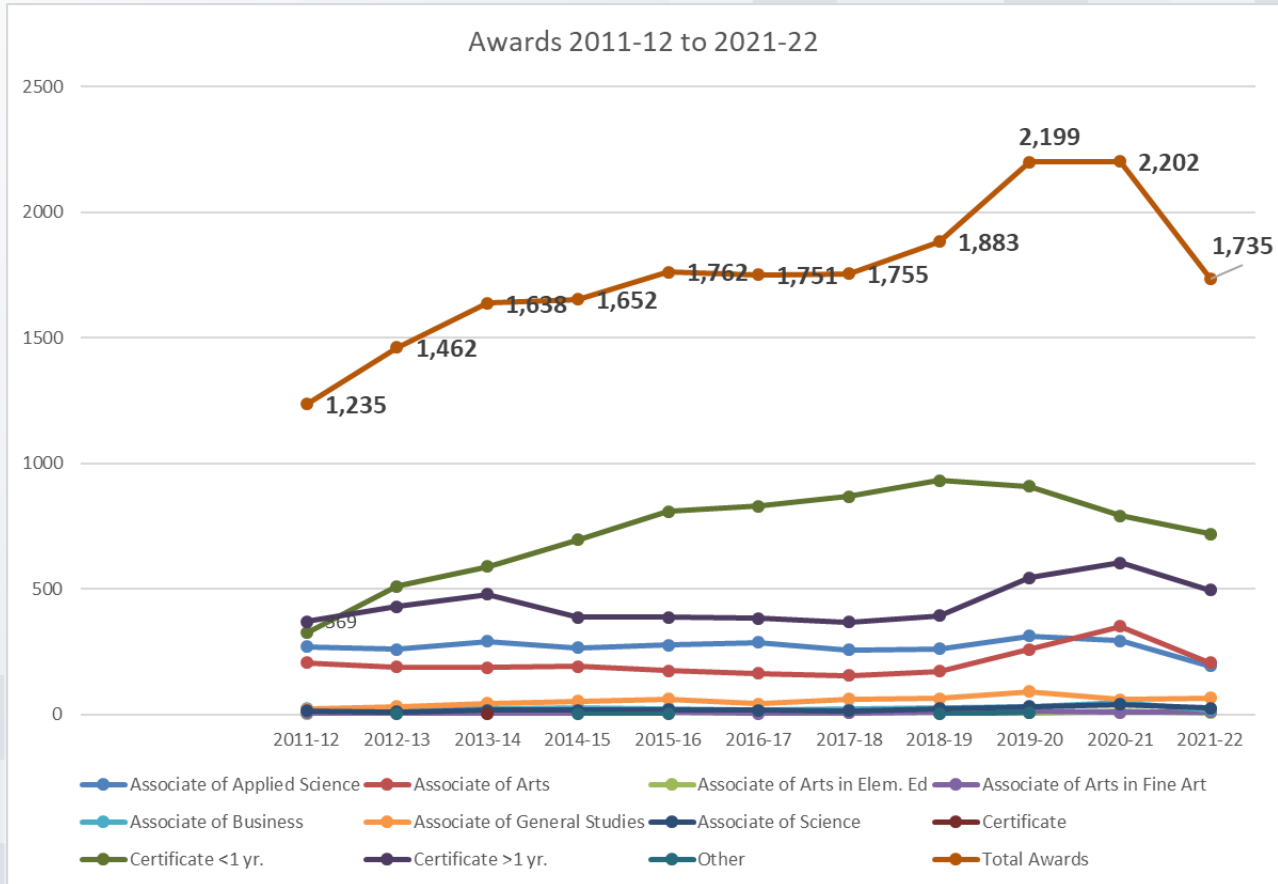


Student Retention

Fall-to-Fall Retention Comparison by Student Type
All Students
















Student Completion



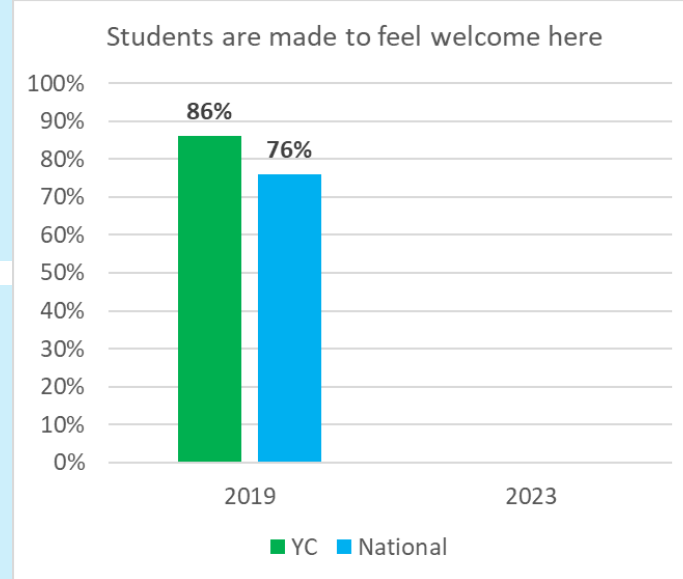
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SPC Key Performance Indicators

KPIs

Strategic Goals	Key Performance Indicators (KPIs)		
Belonging	Students are made to feel welcome here.		
	Overall employee satisfaction/belonging.		
Living Wage	>=90% of applied degree programs lead to occupations with a living wage.		
	>=90% of =< 1 year certificates lead to a positive ROI.		
	Increase REDC non-credit workforce sales \$250k per year		
	Improve transfer alignment with the AZ public universities.		TBD
Adult Learners	Increased enrollment and retention of students age 25 to 64.		
	Increase Hispanic enrollment.		
	Decrease Community Education subsidy by 50% within 5 years		
Delivery	Improve course success rates in Online and Weblive.		
	Expand Open Educational Resources 10% per year		
Strategic Plan	First-Year Retention Rate		
	Three-Year Graduation/ Transfer Rate		
	Minority Three-Year Graduation/ Transfer Rate		

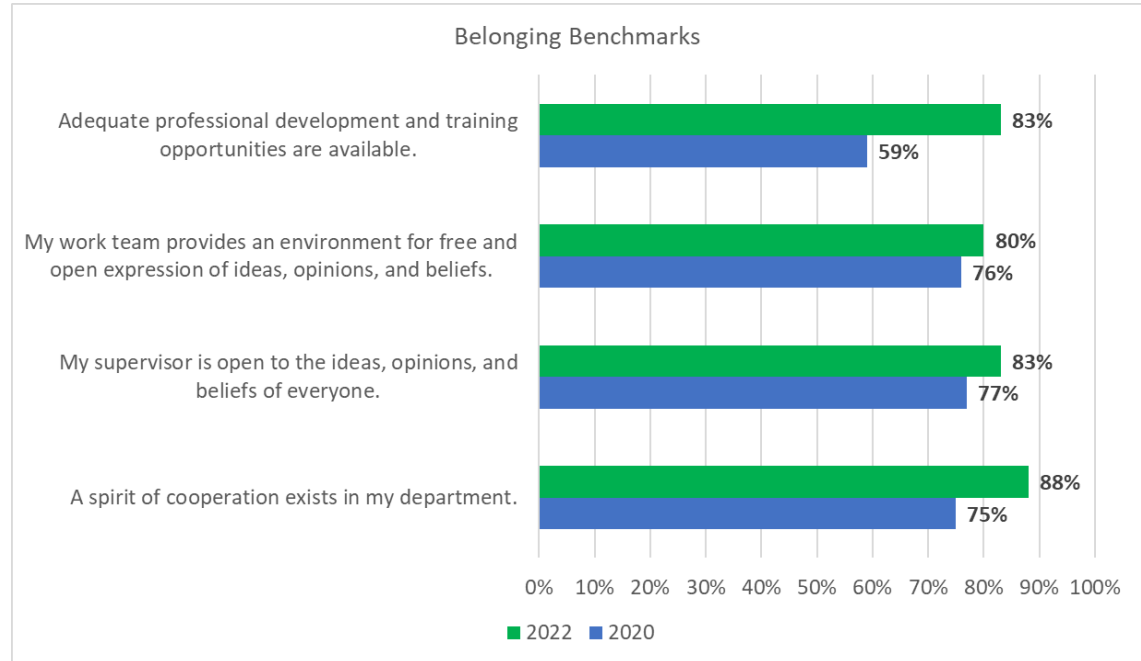
Belonging - Student



In 2019, 86% of YC students reported they were satisfied or very satisfied when asked if they are made to feel welcome. The national measure was 76%. Ruffalo Noel-Levitz scored this a strategic strength and the difference was statistically significant.

Green $\geq 85\%$
Yellow 75% to 84%
Red $< 75\%$

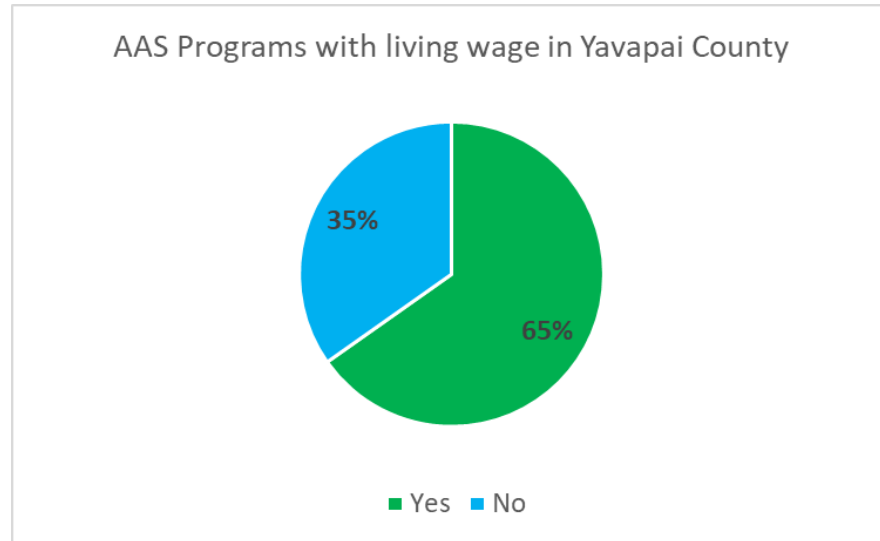
Belonging - Employee



Source: 2020 PACE Survey; 2022 YC Belonging Survey

<https://www.yc.edu/v6/marketing/pages/pave/index.html>

Living Wage – AAS Programs

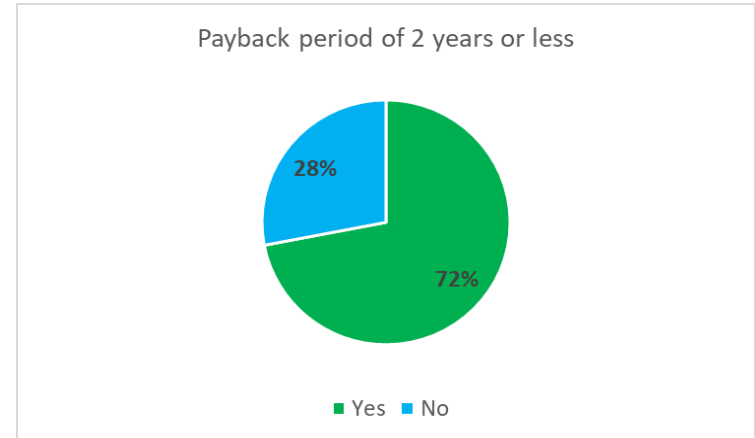


- Green** $\geq 90\%$ of AAS programs lead to occupations with a living wage.
- Yellow** 80 to 90% of AAS programs lead to occupations with a living wage.
- Red** $< 80\%$ of AAS programs lead to occupations with a living wage.

Sources:
Occupations and median wage from Lightcast/EMSI Q3, 2022
Living wage from MIT (data Dec 31, 2021) based on average family size in Yavapai County (U.S. Census).

Living Wage – Basic Certificate ROI

- Green** >=90% of <1 year cert recipients receive a positive ROI within 2-years.
- Yellow** 80 to 89% <1 year cert recipients receive a positive ROI within 2-years.
- Red** <=79% of <1 year cert recipients receive a positive ROI within 2-years.



Sources:

Occupations and median wage from Lightcast/EMSI Q3, 2022

2021-22 YC tuition; 2021-22 Books and transportation from Financial Aid

High school only salary from NCES, 2020 median earnings of full-time, year-round workers ages 25-34

Living Wage REDC non-credit Workforce Sales Growth



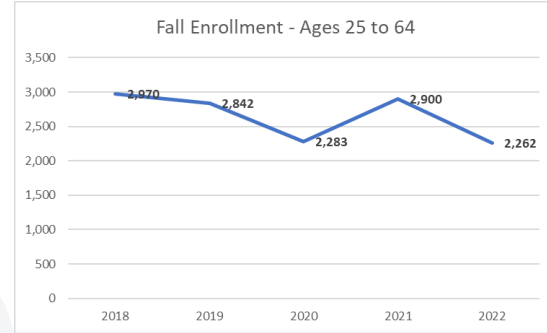
REDC & CTS P&L History								
		<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>	<u>2022</u>	<u>2023</u>	
							YTD 1-1-23	
<u>Actual Revenue:</u>								
	Total Revenue	\$ -	\$ 9,399	\$ 218	\$ -	\$ 43,623	\$ 24,341	
<u>Actual Expense:</u>								
	Total Expense	\$ 147,759	\$ 247,256	\$ 290,201	\$ 353,297	\$ 1,140,068	\$ 589,752	
<u>Actual Revenue Less Expense</u>								
	Total Net Revenue less Expenses (over)/under	\$ (147,759)	\$ (237,857)	\$ (289,983)	\$ (353,297)	\$ (1,096,445)	\$ (565,412)	

Adult Learners— Enrollment/Retention Age 25 to 64



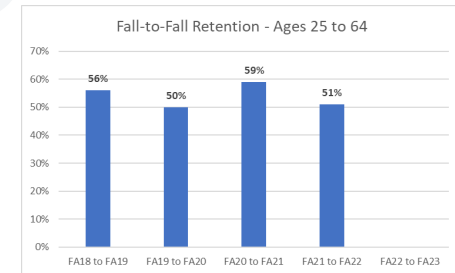
Enrollment

- Green** $\geq 5\%$ from Fall 2019
- Yellow** 2% to 4% from Fall 2019
- Red** $\leq 1\%$ from Fall 2019



Retention

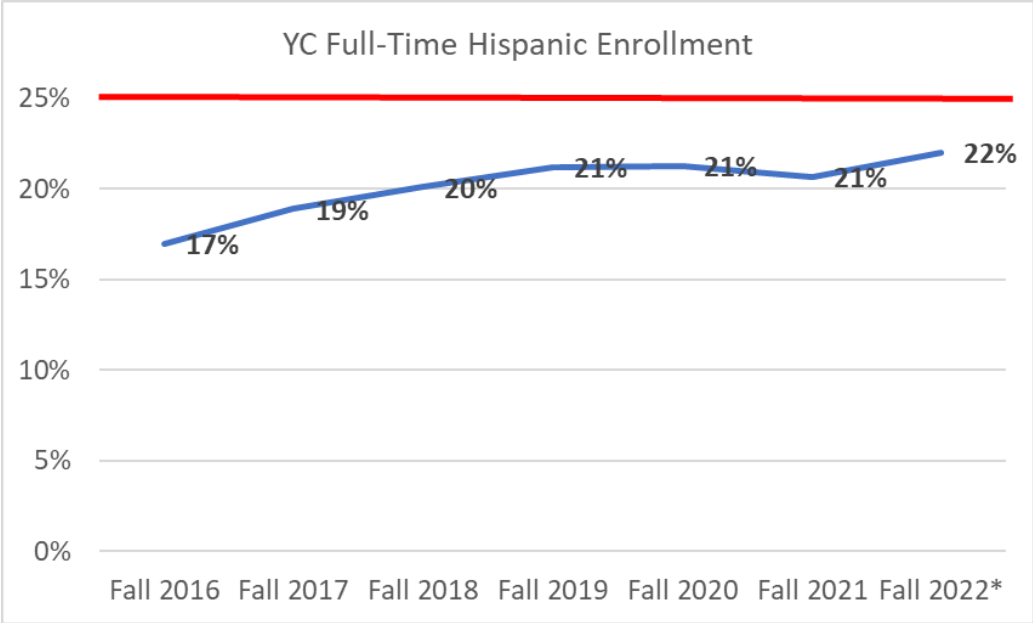
- Green** $\geq 60\%$
- Yellow** 50% to 59%
- Red** $\leq 49\%$



Adult Learners– Hispanic Serving Institution



- Green** Hispanic Enrollment $\geq 25\%$
- Yellow** Hispanic Enrollment 15 to 24%
- Red** Hispanic Enrollment $\leq 14\%$



Source: YC IPEDS Fall Enrollment

*Fall 2022 is an estimate

This is the measure that Dept. of Education uses for Hispanic Serving

Adult Learner
Reduce Community
Ed Subsidy by 50%
over 5 Years

<u>Fund</u>	<u>Orgn</u>	<u>Acct</u>	<u>Prog</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>2020-21</u>	<u>2021-22</u>
Center for Successful Aging - CE Instruction								
			Actual Revenues less Expense gain/(subsidy)	(24,155)	(32,139)	(68,403)	(98,849)	(88,331)
College for Kids - Prescott								
			Actual Revenues less Expense gain/(subsidy)	22,216	18,021	(10,111)	17,084	15,113
Center for Successful Aging - Admin								
			Actual Revenues less Expense gain/(subsidy)	(175,259)	(187,249)	(182,021)	(67,013)	(14,063)
Community Education - Verde (incl. College for Kids)								
			Actual Revenues less Expense gain/(subsidy)	(112,988)	(41,055)	(54,271)	(58,820)	(68,150)
College for Kids - Verde								
			Actual Revenues less Expense gain/(subsidy)	16,636	16,233	(2,134)	(90)	(9,890)
Edventures								
			Actual Revenues less Expense gain/(subsidy)	(16,672)	(6,127)	(33,158)	(53,403)	(37,712)
Edventures - Administration								
			Actual Revenues less Expense gain/(subsidy)	(22,627)	(23,436)	(22,527)	-	-
3143			Ending Fund Balance	(362,226)	(385,661)			
			Grand total Budgeted Current Funds					
			Budgeted Revenue	545,000	600,000	372,000	695,800	604,100
			Budgeted Expense	(807,792)	(813,412)	(691,998)	(836,392)	(800,474)
			Budgeted gain/(subsidy)	(262,792)	(213,412)	(319,998)	(140,592)	(196,374)
			Grand total Actual Current Funds					
			Actual Revenue	582,781	771,682	219,408	111,591	179,625
			Actual Expense	(895,630)	(1,027,432)	(592,033)	(372,682)	(382,659)
			Actual gain/(subsidy)	(312,849)	(255,751)	(372,625)	(261,091)	(203,034)

3 Yr Ave -\$312k

Delivery– Online and Weblive Success Rates



Success Rates by Course Delivery Mode					
	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022
Online	72%	72%	75%	76%	74%
Weblive	70%	61%	78%	81%	81%
Classroom*	80%	80%	80%	89%	82%

*Classroom excludes early college enrollment.

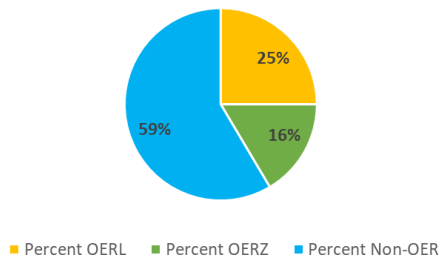
Green >=80%

Yellow 75% to 79%

Red <75%

Source: IER Dashboard

2022-2023 OER



Percent of Student Credit Hours by OER Status			
	2021	2022	2023*
Percent OERL	19%	19%	25%
Percent OERZ	11%	12%	16%
Percent Non-OER	70%	68%	59%

*Only includes Fall 2022 semester

Delivery— Expand OER

- Green** >=50% by 2025
- Yellow** 30% to 49% by 2025
- Red** <=29% by 2025

Source: IER data

Student Outcomes – Student Retention

	2019	2020	2021	3-Year AVG	%Rank
PT Retention	43%	39%	37%	40%	38th Percentile

Part-Time Retention

Green >=51th Percentile

Yellow 46th to 50th Percentile

Red <45th Percentile

	2019	2020	2021	3-Year AVG	%Rank
FT Retention	60%	62%	63%	62%	56th Percentile

Full-Time Retention

Green >=55th Percentile

Yellow 50th to 54th Percentile

Red <50th Percentile

Student Outcomes – Graduation/Transfer Rate



Notes: Median U.S. graduation/transfer rate = 46.7%

Source: IPEDS data and Aspen Institute methodology

Graduation/Transfer Rate

Green >=60th Percentile

Yellow 50th to 59th Percentile

Red <50th Percentile

	2019	2020	2021	3-Year AVG	%Rank
Overall Graduation/Transfer Rate*	49%	50%	49%	49%	61st Percentile

Student Outcomes – Minority Graduation/Transfer Rate



Notes: minority includes Black, Hispanic, and Native American

Notes: Median U.S. minority graduation/transfer rate = 38.1%

Source: IPEDS data and Aspen Institute methodology

Graduation/Transfer Rate

Green >=60th Percentile

Yellow 50th to 59th Percentile

Red <50th Percentile

	2019	2020	2021	3-Year AVG	%Rank
Minority Graduation/Transfer Rate	54%	49%	49%	51%	83rd Percentile

5.

SPC Education & Readings

Summary

Reading	ROI/Cost	Competition	Customer Focus	Competency Based	Prior Learning	College Workforce	Partnerships and Jobs
Future of Higher Education	X	X	X	X			
SCUP Trends for Higher Education Fall 2022	X		X			X	
The Shrinking of Higher Education		X	X				
Colleges Where Low-Income Students Get Highest ROI	X	X	X				
COP Housing Presentation - Cody Anne Yarnes	X						
Finishing What They Started - Adults Who Left College Without Degree			X		X		
2022 EDUCAUSE Horizon Report - Data and Analytics Edition	X		X			X	
A State Eliminates Bachelor's Degree Requirement for Many Jobs		X		X	X		
AC4 2022 End of Session Report	X	X					
The Partnership Imperative	X		X	X	X		X
How America Pays for College	X		X				
Coursera Campus Skills Report	X	X	X	X			X
College Degrees Could Become Obsolete	X	X	X	X			
Credential Transparency - Video				X			

SWOT ANALYSIS

STRENGTHS

Current internal conditions that help us achieve our mission.

A 2x2 grid diagram for SWOT analysis. The top-left quadrant is dark blue with a white 'S'. The top-right quadrant is medium blue with a white 'W'. The bottom-left quadrant is teal with a white 'O'. The bottom-right quadrant is light green with a white 'T'.

S

W

WEAKNESSES

Current internal conditions that hinder our ability to achieve our mission.

O

T

Factors that are external that create an ideal climate to assist in achieving our mission

OPPORTUNITIES

Factors that are external that could get in our way of carrying out our mission.

THREATS