Strategic Planning Committee Meeting Minutes

Tuesday, December 8th, 2020, 11 a.m.- 1:00 p.m., Zoom

Present: Julie Galgano, Richard Hernandez, Scott Farnsworth, Tania Sheldahl, Lauri Dreher, Stacey Hilton, Patrick Burns, Michael Pierce, Christopher Tenney, Wendy Present, Tom Hughes, Kammie Kobyleski, Tina Redd, Clint Ewell, Emily Weinacker, Jennifer Jacobson, Rebecca Brulet and Ivonne Zuniga.
Guest: Dr. Lisa Rhine.

ITEM	ACTION
Dr. Rhine's Presentation	Dr. Rhine shared a presentation associated with the book " No Rule, Rule: Netflix & The Culture of Reinvention " by Reed Hastings, co-founder of Netflix and Erin Meyer. Netflix vs. Blockbuster - BB ignored industry shift & customer pain. - Netflix eliminated late fees, always available & addressed industry shift to digital. If we refuse to address our students' & our employees' pain points and fail to respond to the industry shift in higher education, we could become Blockbuster. This is not just a niche, a distinction, or a tweak of the status quo but questioning the dots we see, how <u>the dots are connected-to</u> see it in a different way that brings new understanding-innovation. What dots do we see but have yet to connect in our model? Differing expectations of their educational experiences: - Baby Boomer - Gen X - Millennials - Gen Z Millennials and Gen Z: Nontraditional, seeking different methodologies and pathways to get the education they want. Dr. Rhine also shared an article on *Cord-cutting and Unbundling in the TV industry.* https://www.businessinsider.com/higher-education-colleges-universities-unbundling-to-meet-students-needs-2020-12 New generations not interested in cable TV want to unbundle options that they pick and choose. Similarly, students relying on the range of different entities to meet their education - Foregoing traditional ed and instead of pulling together a "quick" set of credentialed skills that can help them land a job - Unbundling and re-bundling their education offerings to suit what they want to meet their specific needs and what they can afford - None of this means that traditional offerings will go away, but it will unbundle in interesting ways -a new market for a new learner-diversification It's time for us to: - Be the educational experts - Diversification of our work - Unbundling our content - Expand: keep what we are doing but simultaneously expand and diversify to meet students' changing needs.

Strengths, Weaknesses, Opportunities, Threats (SWOT) Discussion (Tom Hughes and Clint Ewell)	Tom and Clint provided a brief review of the summary SWOT. Clint consolidated the SWOT issues and listed all of the strategies submitted. The group provided feedback.

Internal STRENGTHS (+)

1	Talented Employees committed to student success
2	CTE & Health Programs & Certs
3	Facilities & Technology
4	Price
5	REDC
6	Quality Reputation-
7	Community focused & supported
8	Dual/ CTED relationships led to growth
9	Unique programs: VEN, CUL, AVT, GST, 3D Const, FEC, NARTA, YCPAC, OLLI, C4K, Sports, Res Halls
10	Unique Location: Weather, Landscape, History

External OPPORTUNITIES (+)

1	Listen to Voice of Student: offer what they want (human & technical skills that lead to better jobs), how and when they want it
2	Optimize unique programs: Create more such as SW Studies, exchange student program with Mexico, environmental science, & renewable energy; expand programs such as law enforcement continuing ed or nc destination culinary; export via EdX, Acadeum, Coursera, etc
3	Create profitable programming for retirement age people
4	Better service hispanic community
5	Financial pressures could lead to deeper partnerships with HS, ERAU and Prescott College
6	Silver City needs more health (& CTE (4th IR), business, education); Economy-focused legislature might support; leverage Jobs For the Future resources
7	Refocus processes and resources on 70,000+ non-traditional in-county residents who need cert or degree
8	Create one-stop shop for customizable JIT workforce training (NCR -->CR)
9	AZ 60 could allow YC to diffentiate by helping more students complete
10	Summer use of facilities -prof dev training, camps, etc

Internal WEAKNESSES (-)

1	Program Mix: metrics to start/end programs loosely followed (eg living wage?)
2	Higher Ed Culture resists change: "YC Bubble"
3	Weak articulation: does it count toward Bachelor?
4	Though we have quality tools (Canvas, Zoom) and people (TeLs, PTSS), YC Online lacks direction. We are growing organically, not purposefully. Best practices are not consistently followed. Online student success lags F-F, though more students are migrating to this mode.
5	Inward Mindset causing sub optimal performance through silos, lack of collaboration, poor communication, etc.
6	No Focus: Trying to be everything for everyone; what problem are we solving; what is our distinct blue ocean?
7	Career Connection: ID interests, counseling, placement, apprentice/intern/coop
8	Processes/ resources geared toward shrinking traditional students segment
9	Processes complicated/ not well defined- PACE
10	Limited training opportunities for employees- PACE

External THREATS (-)

1	Competition: public universities entering traditional Community College market space, private businesses want skills more quickly than higher ed has been delivering, all colleges developing online capabilities due to COVID
2	Competitors creating new best practices based on Voice of Student: expedited certs & degrees, focus on what students want (job, speed), credit for prior learning, all majors creating human skills and technical competencies through Applied Learning and stackable credentials, provide support with non-academic life-issues, scheduling to improve efficiency & completion, articulation that leads to
3	Some competitors (eg ASU) adopting next gen online tools: personalized learning, virtual reality, chatbots, OER, competency based, predictive analytics, support for online students, Learn on demand (subscriptions)
4	Abundance of low cost education and workforce training leading to industry certifications being accepted by (preferred?) employers
5	Competitors offering lower cost MOOC and need-based scholarships such that net price is close to YC
6	Declining traditional age student population across county and country leads to fewer students for YC-- and its competitors
7	Expenditure limit
8	Global warming leading to longer fire seasons and water issues
9	Cost of housing in Yavapai County
10	Limited high-speed internet through much of county

Yavapai College's Potential Blue Oceans

YC needs to define its Blue Ocean: what do students need? What is YC good at? What differentiates us from others?

What 3-4 strategic initiatives will have the greatest and fastest impact?

YC will be known for:

1. Curriculum and programs focused on quickly imparting human and technical skills which help students gain employment in living wage jobs-- and employers remain competitive even in the era of increasing ai and automation

2. Top tier student success (retention, transfer and completion) of all student groups.

3. Outstanding CTE programming (including Health & Business), both F-F and some online

4. Comprehensive online education with tools, pedagogy and support services leading to student success

5. Helping non-traditional students succeed

6. One stop shop for customizable, JIT workforce training needs (cr or nc)

7. Non credit (destination) programming for 55+

8. Unique programs and curriculum including international exchange and applied learning in all majors

9. Partnering with non-credit workforce training providers to transcript their courses.

10. Remote Learning opportunities for rural learners

11. The highest average college credits per HS graduate in AZ

12. Outstanding customer service with easy & intuitive processes, jargon-free language, and friendly support in and out of the classroom

	Clint asked the group to provide feedback on SWOT (add, remove, or revise), Blue Ocean Strategies (add, remove or modify), and please indicates your top 6 strategies by next Tuesday, 12/15. Clint will compile them and share them with the group.
Instructional Cost Dashboard (Clint Ewell)	Clint gave an overview of the Instructional Cost Dashboard Tool. This is a tool that we have had for many years, and it allows us to look at the cost per student credit hour on our different programs and disciplines. Clint would be open to sharing this tool with anyone that wants it.
Next Steps (Tom Hughes)	Next meeting January 5, 2021. We will go back to one hour meetings.