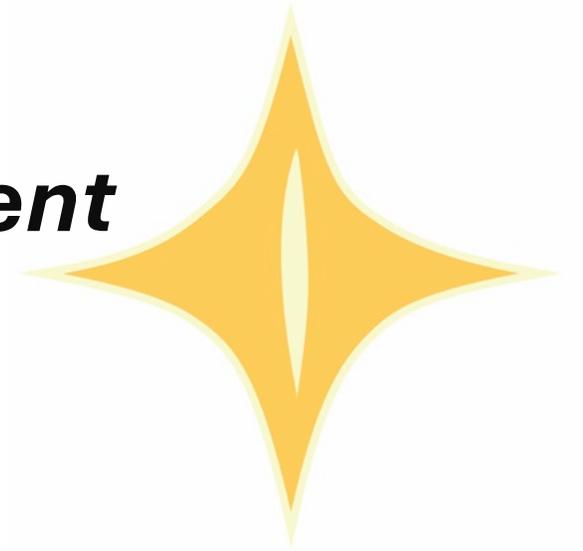


# REDEFINING RESILIENCE: A PATHWAY TO ECONOMIC EMPOWERMENT

2024 Bellwether Award Finalist – Workforce Development  
Yavapai College

Ruth Ellen Elinski, Business Services  
Karen Jones, Corporate Training  
Lauri L Dreher, Academics

# Insights into *Economic Empowerment*

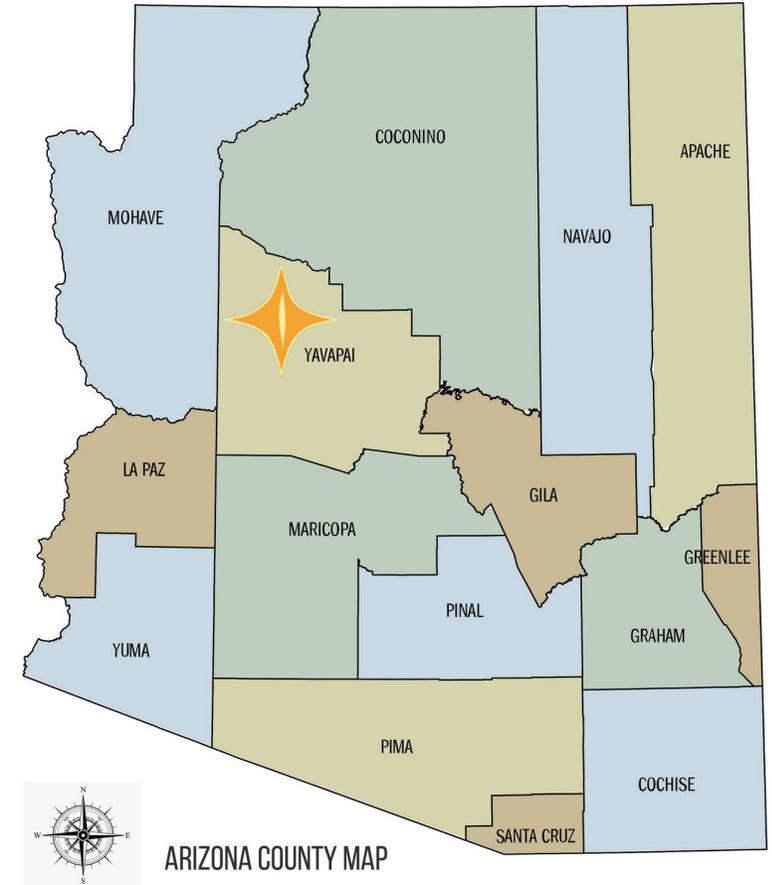


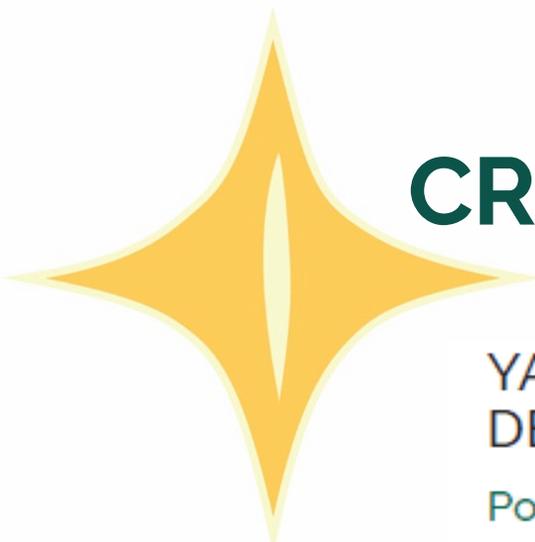
- Our Story: Can be your story
- Identity: Yavapai College's innovative role
- Journey: Strategic approach to rural challenges
- Framework: Issue, Model, Outcomes
- Lessons: Power of engagement



# CRITICAL ISSUE: Setting the Scene

- Rural location
- Economic success relies heavily on small businesses
- Business Community
  - 98% of our economy is Small Businesses
  - 85% of Small Business are 20 employees or less
  - 60% of workforce is employed in Small Business





# CRITICAL ISSUE: Demographics

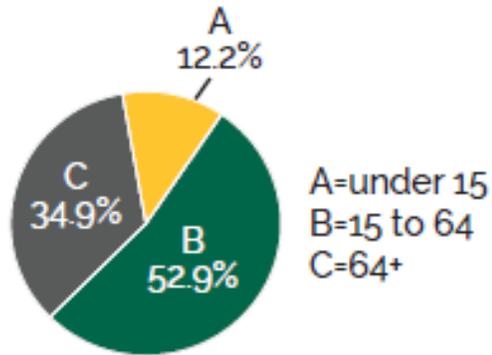
- Population
- Industries
- Workforce

## YAVAPAI COUNTY DEMOGRAPHICS

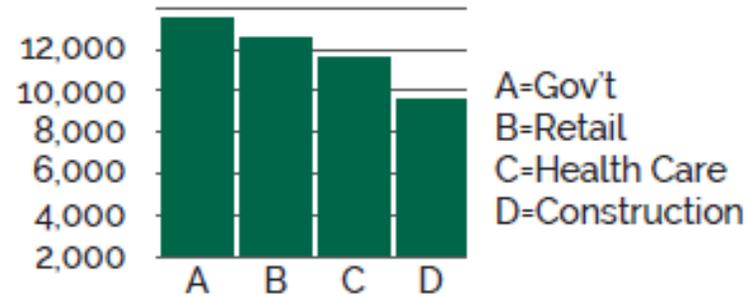
### Population



+6.2% increase by 2027



### Top Industry Jobs



### Median Household Income

**\$56,170**

\$12.9K Below National Median Household Income

### Median Age

**55.4**

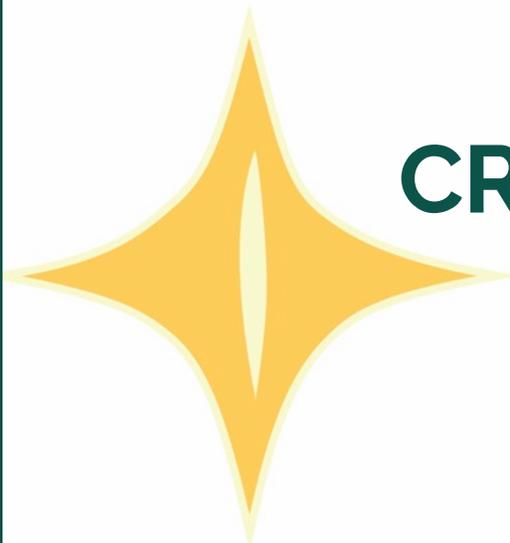
AZ Median Age is 38.9  
U.S. Median Age is 39.1

### Cost of Living

**116.5**

Median Home Price \$619K

Data Source: Lightcast™.(2023). Business Table. Retrieved from <https://kb.lightcast.io/en/>



# CRITICAL ISSUE: Barriers and Opportunities

## Barriers

- Limited access to services and resources
- Small businesses face constraints
- Workforce availability and affordability
- Need for workforce reskilling and upskilling

## Opportunities

- Favorable entrepreneurship environment
- Tapping into Arizona's fast-growing economy
- Strategic location
- Leveraging Yavapai College's assets

# INNOVATIVE SERVICE MODEL

Business Services

Corporate Training

Academics





# ADDRESSING THE ISSUE: Innovative Service Model

## Key Elements:

- Multiple entry points along the pathway to economic empowerment
- Comprehensive solution for economic empowerment
- Dynamic ecosystem of education, business, and training
- Focus on adaptability and responsiveness
- Tailored, reliable, and impactful support for businesses

The image features a 3D perspective of a golden path that starts from the foreground and winds through a dark teal, grid-like landscape towards a central sunburst. The path is composed of several parallel golden bands. In the foreground, three distinct sections of the path are labeled with white text: 'Business Services' on the left, 'Corporate Training' in the middle, and 'Academics' on the right. The path continues to curve and eventually leads to a bright sunburst at the center, which is surrounded by radiating lines. A single four-pointed star is positioned above the sunburst. The overall scene is set against a dark background with a grid of light lines, suggesting a digital or structured environment.

**Business Services**

**Corporate Training**

**Academics**

# Business Services

## *A Reinvented* Small Business Development Center

- Embraces an innovative, outward facing strategy
- Engages with businesses in their communities, on their terms
- Comprehensive services addressing unique needs and challenges

# Corporate Training

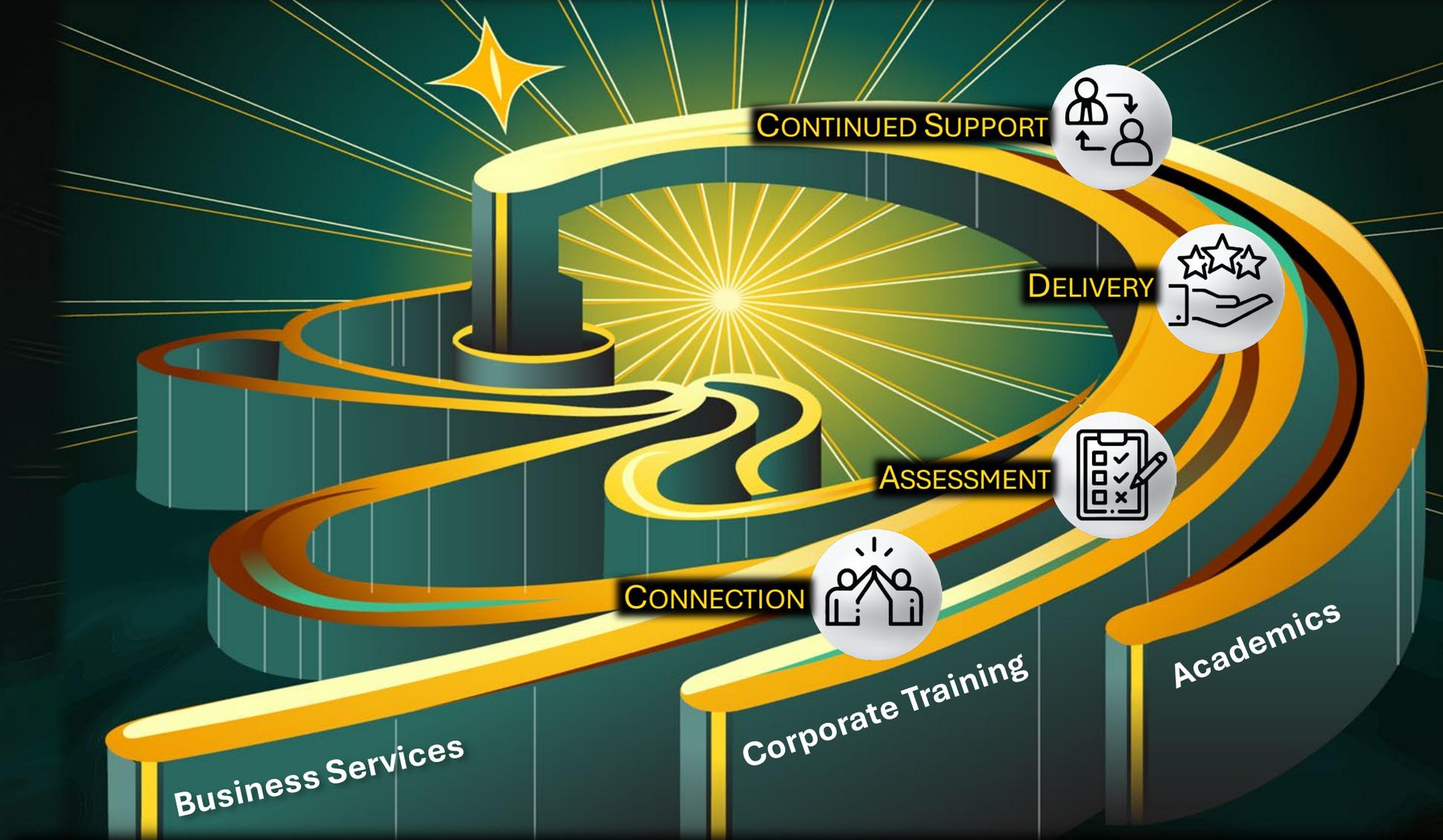
Transforms traditional training into customized solutions

- Actively engages with the community
- Direct link to all the assets of the College
- Focus on applicable skill sets and competencies

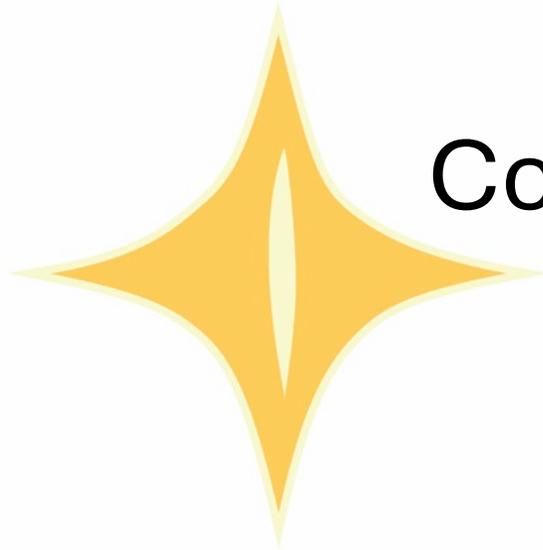
# Academics

## Aligning Education with Workforce Needs

- Introduce stackable credentials
- Launch Bachelor's in Business
- Offer targeted customized certificates
- Create motivating milestone accomplishments
- ALWAYS marketing for ALL pathways

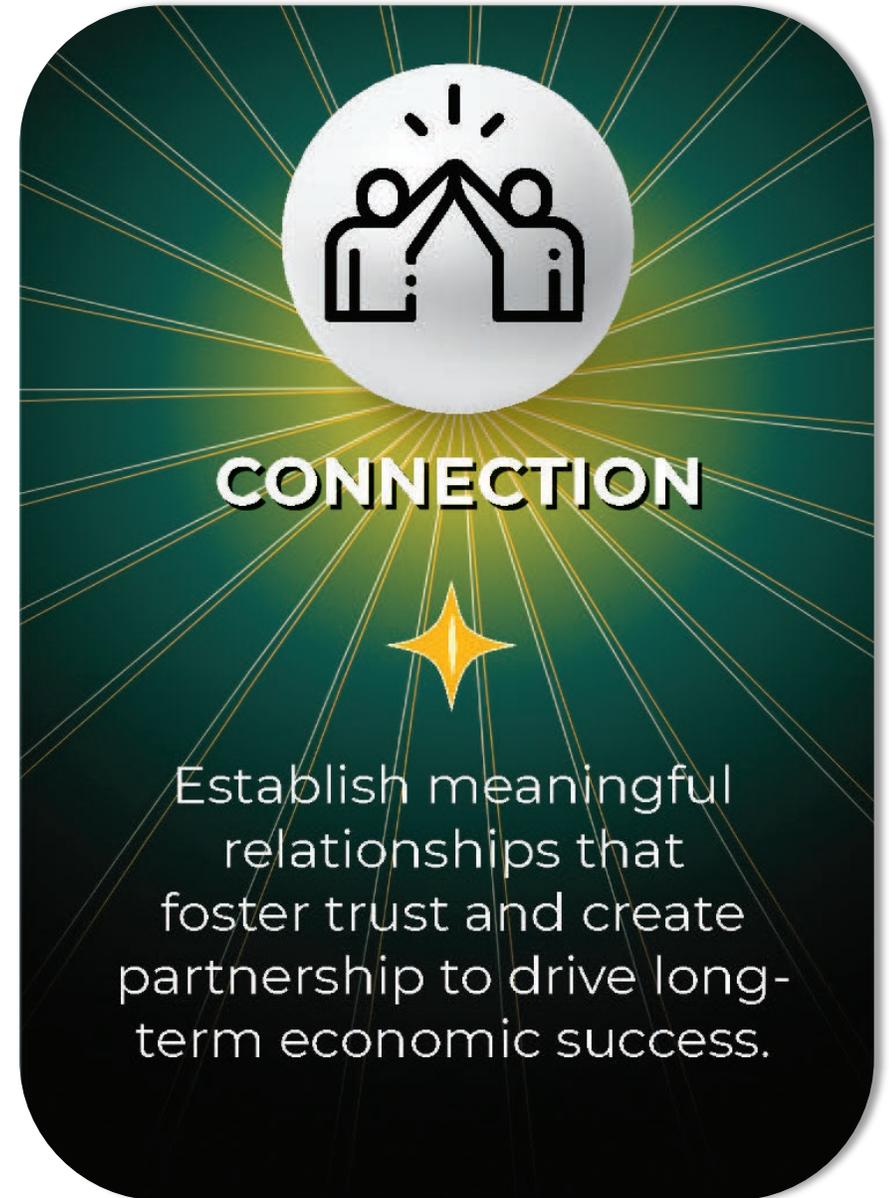


# PILLARS OF *ECONOMIC EMPOWERMENT*



# Connection

- Seeking and creating authentic stakeholder relationships
- Engaging in meaningful dialogue
- Building trust, credibility, and value in services
- Being intentional, proactive, and consistent





## ASSESSMENT



Actively communicate to gather and analyze needs and challenges to develop targeted action plans.

# Assessment

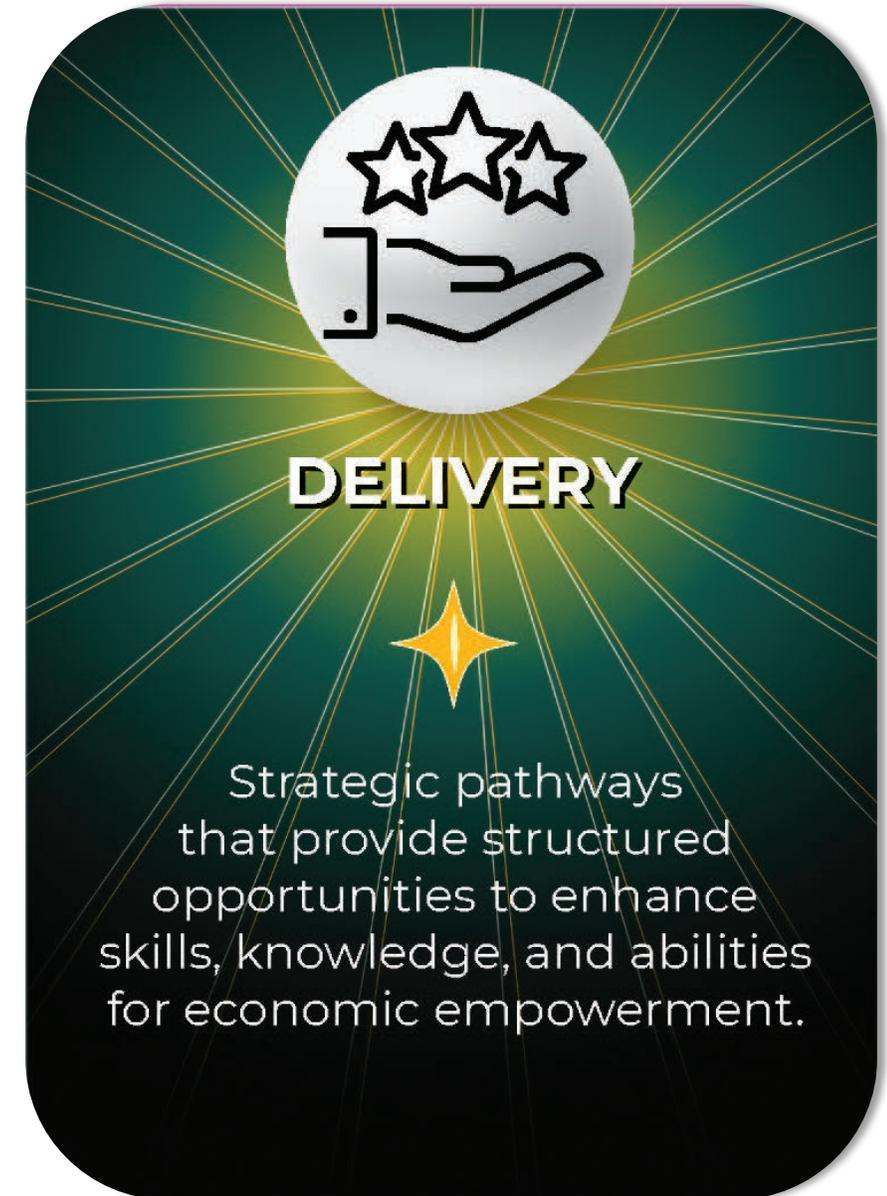


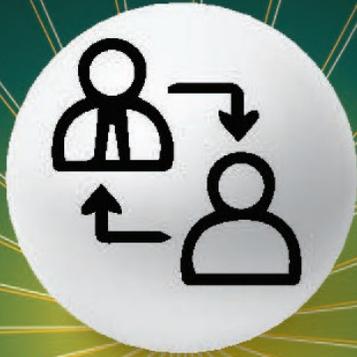
- Dynamic and multi-dimensional approach
- Qualitative and quantitative methods to understand needs
- Engaging in detailed conversations and surveys
- Maintaining a continuous dialogue to stay attuned to changing needs
- Analyzing diverse feedback to tailor services



# Delivery

- Tailored Solutions for Community Needs
- Strategic, Targeted, and Flexible Delivery
- Modality: Online, On-site, Consulting, Classroom
- Continuous Refinement Based on Feedback
- Impactful Services Supporting Long-term Success





## CONTINUED SUPPORT

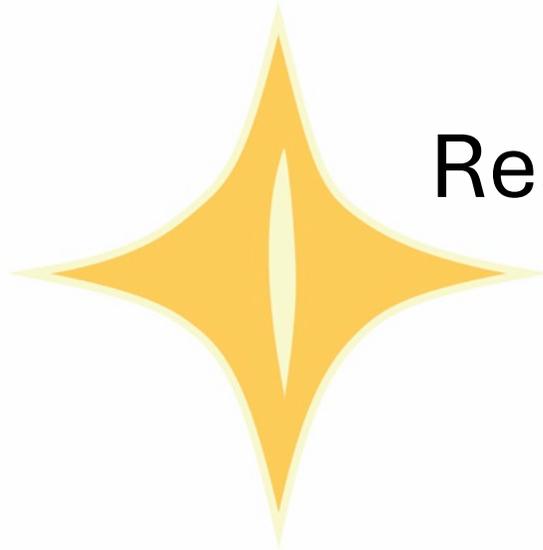


An ongoing engagement strategy that focuses on maintaining and enhancing relationships through holistic, adaptive, responsive, and value-added interactions.

# Continued Support



- Building sustained partnerships
- Follow-up consultations and connection
- Creating environments for continuous learning and networking
- Adapting to challenges, preparation for the future, and collection of economic impact data



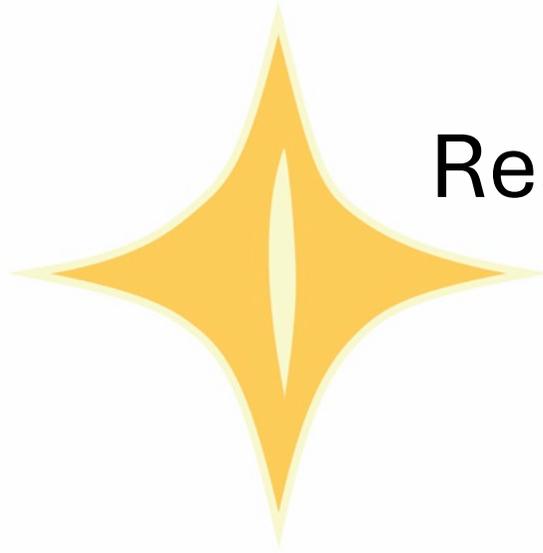
# Real Stories

## Business Services

- Women-Owned Spa Product
- Manufacturing and Retail Sales Company
- Employ 18-23 people



**IMPLEMENTATION OF THE MODEL**



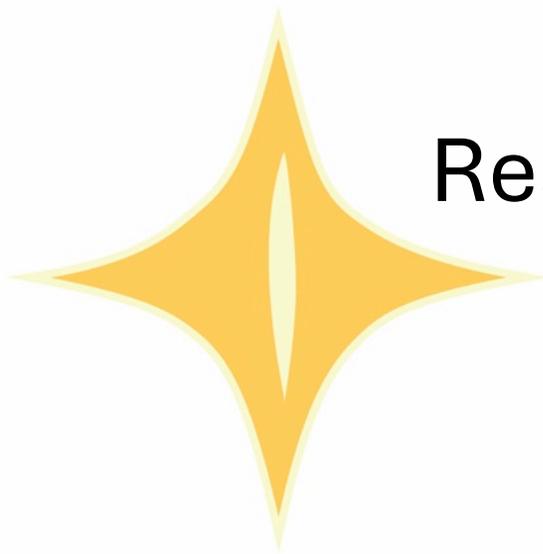
## Real Stories

### Corporate Training

- Local distributor
- 165 employees
- Seeking middle management training



**IMPLEMENTATION OF THE MODEL**



## Real Stories

### Academics

Student with a new  
business idea



#### TESTIMONIAL

“The entrepreneurial program transformed my approach to business, providing practical skills and innovative strategies that have directly impacted my planning and daily operations. Game-changer!”

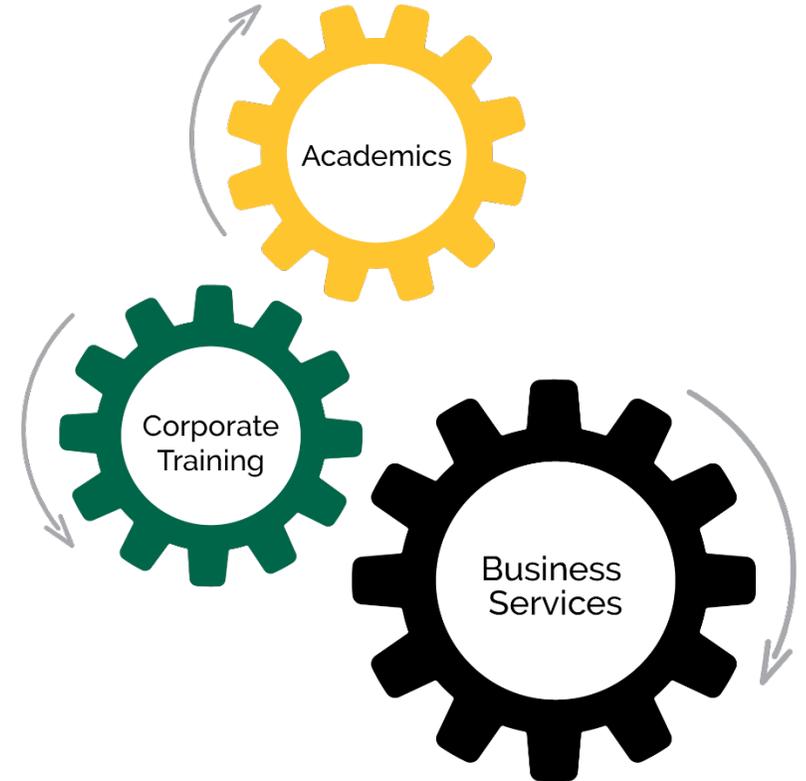
Student, Entrepreneurship Principles and  
Practices Certificate

---

# IMPLEMENTATION OF THE MODEL

# Model Replicability

- Foundation for sustainable growth and resilience
- Ensures ongoing relevance and adaptability
- Promotes continuous evolution and effectiveness
- Tailored to meet specific community challenges
- Allows for adaptable growth without compromising quality





# OUTCOMES: Business Services

## Transformative Outcomes:

- Growth and Expansion in Programs
- Increased Interest in Entrepreneurship
- Community and Business Investment
- An Upskilled Workforce

Key Performance Indicators (KPIs): New Business Starts, Capital Formation, Jobs Created, and Sales Increase.

5 Year %  
Change

**48%** Business Starts

**175%** Capital Formation

**65%** Jobs Created

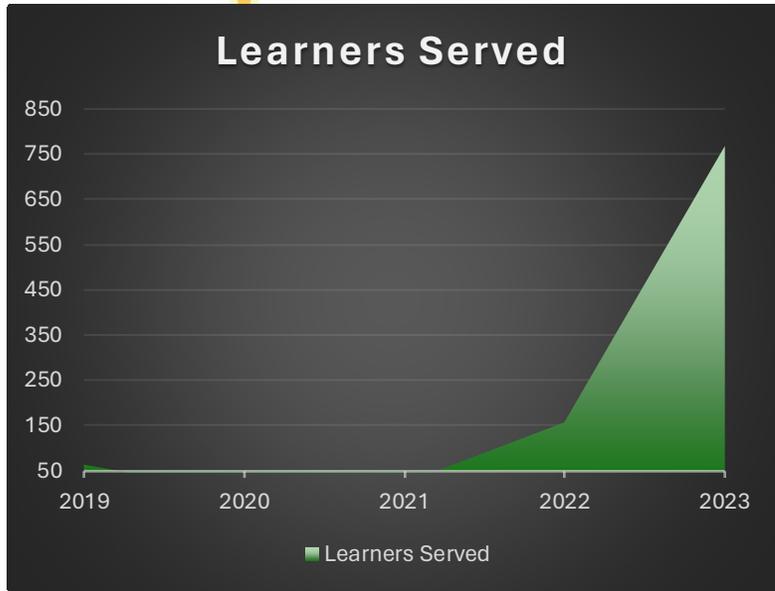
**284%** Sales Increase

# OUTCOMES: Business Services Impact

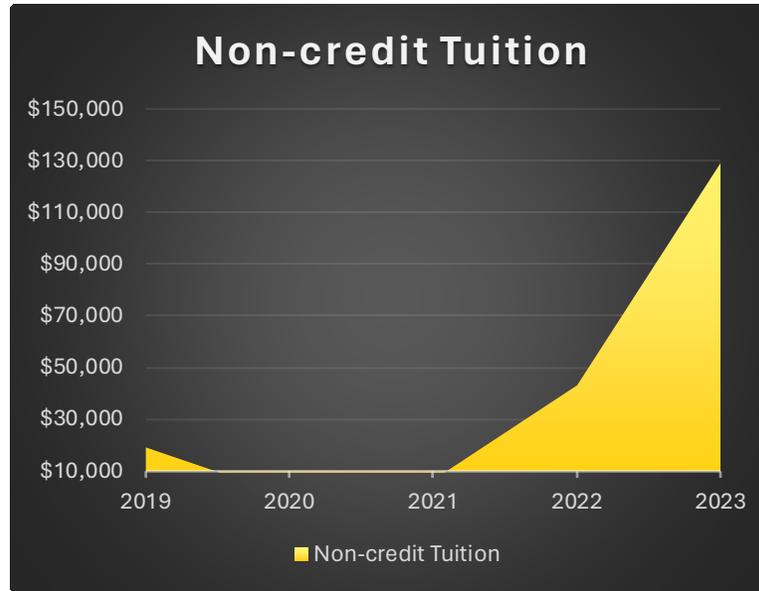


FY 2019	FY 2020	FY 2021	FY 2022	FY 2023	5 Year % Change
67	48	46	96	99	<b>48%</b> Business Starts
\$6.6M	\$11.3M	\$12.9M	\$15.2M	\$18.1M	<b>175%</b> Capital Formation
112	147	160	175	185	<b>65%</b> Jobs Created
\$2.1M	\$4.6M	\$2.4M	\$3.5M	8.2M	<b>284%</b> Sales Increase

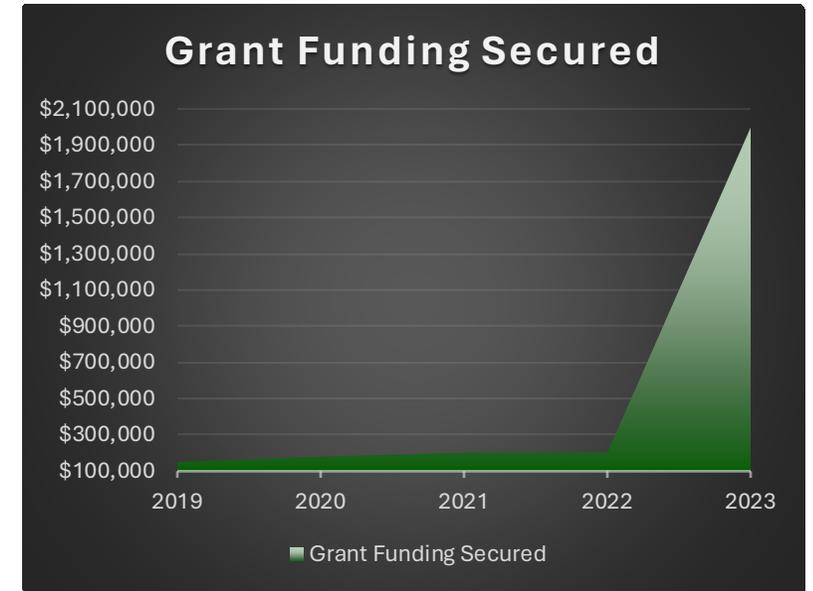
# OUTCOMES: Corporate Training



**769** Corporate Learners



**\$129K** Non-Credit Tuition



**\$2M** Grant Funding



## OUTCOMES: Academics

- Evolved business programs for community needs
- Accelerated formats and OER save time/money
- Appeals to traditional and non-traditional learners
- Steady interest in skill-based education
- Bachelor's program shows significant initial enrollment

The college's significant investment in the new Bachelor of Science in Business has seen impressive initial enrollment.

**619** Self-declared  
in only 5 months

# SHARED LESSONS



- Connection cultivates meaning and significance
- Assessment lays out the pathway
- Delivery fosters empowerment
- Sustained support ensures resilience



# Must Haves

- Build genuine stakeholder relationships
- Tailor strategies to meet business needs
- Flexible solution implementation
- Commit to continuous support
- Leadership drives innovation

“The foundation of our model’s replicability and effectiveness is, first and foremost, due to leadership support.”

---



# REDEFINING RESILIENCE: A PATHWAY TO ECONOMIC EMPOWERMENT

2024 Bellwether Award Finalist – Workforce Development  
Yavapai College

## Q & A's



YC.EDU/BELLWETHER

