

REDEFINING RESILIENCE: A PATHWAY TO ECONOMIC EMPOWERMENT

2024 Bellwether Award Finalist – Workforce Development

YAVAPAI
COLLEGE
Be More

Yavapai College enriches our community by providing accessible, quality workforce, transfer, lifelong, and cultural learning opportunities.



Table of CONTENTS

Critical Issue	3
Limited Resources and Time for Change	3
The Economic Opportunities	3
Addressing The Issue	4
THE INNOVATIVE SERVICE MODEL	4
Business Services	4
Corporate Training	4
Academics	5
FOUR PILLARS OF ECONOMIC EMPOWERMENT	5
Connection	5
Assessment	5
Delivery	5
Continued Support	6
IMPLEMENTATION OF THE MODEL	6
The Outcomes	7
INDICATORS OF EFFECTIVENESS	7
Business Services	7
Customized Workforce Training	7
Academics	8
Shared Lessons	9
Appendix	
A. Demographics and Workforce	10
B. U.S. Small Business Administration	11
C. Kauffman Foundation	12
D. AZSBDC Services	13
E. AZSBDC 2022 Impact	14
F. Entrepreneurship Certificates	15
G. Bachelor of Science: Entrepreneurship	16
H. Bachelor of Science: Management and Leadership	17
I. References	18



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CRITICAL ISSUE

In the rural environment of Yavapai County, economic wealth depends on the success of small businesses. However, numerous economic hurdles arising from our rural location, an aging population, and a high cost of living act as formidable barriers to the success of these small enterprises. The vast expanse of our 8,000 sq. mile county creates unique challenges, limiting access to services and resources. The aging demographic further complicates matters, affecting workforce availability and affordability (Appendix A). Both startup and existing businesses seek support but struggle to find resources that provide solutions. Addressing these specific rural dynamics is crucial for fostering the resilience and economic prosperity of small businesses in Yavapai County.

Limited Resources and Time for Change

In rural landscapes nationwide, where small businesses form the economic backbone, the question arises: who will step up to confront the challenges? Entrepreneurs and small businesses currently grapple with constrained time, finances, and resources to access support.

The current resources of state and federal programs in rural communities are insufficient to satisfy business stakeholders' needs. These programs operate on traditional, standardized service and delivery models that are not aligned with the requirements or dynamics of the new economy, implying that they are outdated or not innovative enough to keep pace with modern business needs. While our county is only 90 minutes away from urban centers with more advanced programs and services, reaching them necessitates a significant time investment, taking entrepreneurs and business owners away from daily operations and impacting the bottom line. Recognizing this gap, Yavapai College has envisioned leveraging its complete assets, including knowledge, programming, and technology, to support startups and existing businesses.

The Economic Opportunities

Amidst the numerous barriers faced by our small business community, abundant economic opportunities prevail. As Arizona ranks among the fastest growing states in the nation, many counties, including Yavapai, do not witness the same growth. However, our strategic location, just 90 miles from metropolitan Phoenix and access to major interstate connections, positions our small businesses to thrive by exporting and meeting the expanding supply chain demands. While our economic base is primarily composed of service-based and healthcare industries, significant opportunities for diversification emerge by tapping into the rapidly expanding sectors of technology, manufacturing, and transportation in Arizona. This diversification makes Yavapai County an ideal hub for new business starts. Furthermore, according to the Kauffman Organization, Arizona ranks in the top 12 on Early-Stage Entrepreneurship Index with .39% of population starting a new business, 4.71 average jobs created in first year, and 81.65% survival after one year (The Kauffman Foundation, 2020).

Existing businesses in our county consistently express the need for reskilling and upskilling training for their workforce, facing challenges in finding customized training solutions. Offering tailored training resources to small businesses can positively impact various economic factors in our region, including workforce availability, attraction, wage increase, and mitigation of the high cost of living. Recognizing our institution's crucial role as the leading resource for accessible and affordable education opportunities, the principal driver of economic development in our rural area, and the success achieved in economic development over the past seven years, Yavapai College is the prime source to support businesses in realizing these economic opportunities and addressing this critical issue.



Yavapai County Small Business Community

Independent Business Having Fewer than 500 Employees

98% of Small Businesses in Yavapai County

60% of Workforce in Small Business Employment

85% of Small Businesses with Fewer Than 20 Employees

50% Americans Working in a Small Business

Data Sources: Lightcast 2023.4
Businesses Table



ADDRESSING THE ISSUE

At the heart of addressing the critical issue of economic resilience in a rural setting, Yavapai College's approach is encapsulated in our Innovative Service Model. This model exemplifies an intentional, outward-facing approach to economic resilience. The model intricately interweaves and integrates the strengths of Business Services, Corporate Training, and Academics, forming a comprehensive solution to provide a pathway to economic empowerment for our community and stakeholders. It strategically leverages the expertise and resources of a re-invented Small Business Development Center (SBDC), ensuring that businesses receive tailored, reliable, and impactful support. This scalable model is designed to create a dynamic ecosystem where education, business, and training converge to foster economic empowerment, with a keen focus on adaptability and responsiveness to the evolving economic landscape and stakeholder needs.

THE INNOVATIVE SERVICE MODEL

Business Services

Yavapai College stands at the forefront of transformative change, revolutionizing the traditional model of Small Business Development Centers (SBDCs) nationwide. Embracing an innovative, outward-facing strategy, our SBDC breaks the mold by proactively engaging with businesses within their communities on their terms. This approach ensures equitable service delivery and marks a significant evolution from conventional support methods. At Yavapai College, our SBDC expertise spans a comprehensive array of services, including marketing, financial forecasting, business planning, and facilitating access to capital, among others.

What sets us apart is our commitment to deeply understanding and addressing each business's unique needs and challenges. This personalized, in-depth consultation is crucial in navigating the complexities of today's market dynamics and the new economy. Our program is not just about consultation; it's a commitment to fostering skill development and upskilling, ensuring businesses are prepared with the latest, most relevant competencies in key industry sectors. This endeavor involves a dynamic partnership with industry leaders to identify and fill specific skill gaps. Yavapai College's SBDC is more than a consulting entity; it is a comprehensive support system driving businesses toward success in an ever-evolving economic landscape.

Corporate Training

Yavapai College's Corporate Training initiative transforms traditional training paradigms into innovative and customized solutions that assist small businesses in navigating the challenges of a new economy. At the core of this outward-facing approach is a Corporate Liaison. This dynamic position actively engages with the community, knocks on doors, gathers insights, and assesses specific needs to forge tailored training solutions. The Corporate Liaison serves as a direct link to all the assets of the College, including subject matter experts comprised of academic faculty seamlessly connecting businesses with resources, SBDC, as well as credit and non-credit programs. This role symbolizes our commitment to a hands-on, proactive strategy that distinguishes our Corporate Training from traditional academic pathways.

Our training solutions emphasize skills development and upskilling, ensuring that the workforce is prepared with competencies that align with the specific demands of targeted industry sectors. We collaborate with industry partners, forging alliances to identify and fill skill gaps. Our programs specifically target clusters of industries or businesses, focusing on applicable skill sets that meet employer needs and open doors to career opportunities in well-paying jobs. Versatility is vital in our delivery methods, which range from online and on-demand platforms to micro-learning sessions, customized training, and intensive boot camps. This approach redefines conventional training methods and significantly elevates workforce proficiency and job readiness, catalyzing our region's economic growth and advancement.



“Commitment to deeply understanding and addressing each business's unique needs and challenges.”

“We collaborate with industry partners, forging alliances to identify and fill skill gaps.”

Academics

Yavapai College's academic programs stand at the forefront of educational innovation, expertly bridging the gap between dynamic regional economic demands and cutting-edge learning. Our offerings encompass a diverse spectrum of stackable credentials, comprehensive degree and certificate programs, and specialized courses, each tailored to align with the pressing needs of industry sectors. This critical aspect of our model emphasizes that education is accessible and directly applicable to real-world scenarios. By focusing on management, leadership, and entrepreneurship, we are transforming education into a powerful tool for workforce readiness and economic empowerment.

By meticulously aligning our academic offerings with the specific needs of local industries, Yavapai College stands as a beacon of innovation in education. We are not merely imparting knowledge but crafting a dynamic pipeline of skilled professionals who uniquely contribute to and invigorate the regional economy. Our commitment extends beyond the classroom; it's about nurturing talent primed to significantly impact the ever-changing landscape of our business communities.

FOUR PILLARS OF ECONOMIC EMPOWERMENT

In the pursuit of fostering economic empowerment, Yavapai College's Innovative Service Model, comprised of Business Services, Corporate Training, and Academics, is anchored by four foundational pillars: Connection, Assessment, Delivery, and Continued Support. Each pillar represents a critical step in our holistic approach to building a resilient and thriving economic community. The 'Connection' pillar focuses on establishing robust relationships with stakeholders, ensuring a deep understanding of their unique needs, and fostering trust. 'Assessment' involves thoroughly evaluating these needs, leading to developing targeted strategies that address specific challenges and opportunities. 'Delivery' and 'Continued Support' are about effectively implementing these strategies and providing ongoing assistance and resources, ensuring long-term success and adaptation to changing economic conditions.

Connection

This pillar is foundational to our model, emphasizing the importance of building authentic stakeholder relationships. It's about engaging in meaningful dialogue, being present at community events, and actively listening to understand the diverse aspirations and challenges within the community. Active engagement in community events and initiatives allows us to build trust and credibility, which is essential for effective collaboration. This proactive and intentional connection is a continuous process, fostering a sense of partnership and community ownership in our economic empowerment efforts.

Assessment

Our assessment process is dynamic and multi-dimensional, combining qualitative and quantitative methods to understand the community's needs thoroughly. We engage in detailed conversations and surveys to gather a broad spectrum of insights. This continuous dialogue helps us stay attuned to changing needs and emerging trends. By analyzing this diverse feedback, we can precisely tailor our services to meet the community's evolving requirements, ensuring that our interventions are relevant and impactful.

Delivery

A strategic and targeted approach characterizes the delivery of our services. Whether it's through Corporate Training, Business Services, or Academic offerings, we ensure that our solutions are relevant and tailored to the specific needs of our stakeholders. Flexibility is a hallmark of our delivery as we strive to offer solutions that are accessible and adaptable to various learning styles and business needs. Services have varying delivery methods, including customized online or on-site training, one-on-one consulting, or classroom education. Our approach is not static; we constantly refine and adjust our methods based on feedback and outcomes, ensuring that every program we deliver is relevant, effective, and impactful. This phase is crucial for translating our outward-facing approach into practical solutions that empower our stakeholders.



"We are not merely imparting knowledge but crafting a dynamic pipeline of skilled professionals."



Establish meaningful relationships that foster trust and create partnerships to drive long-term economic success.



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



Strategic pathways that provide structured opportunities to enhance skills, knowledge, and abilities for economic empowerment.

Continued Support

Our commitment to stakeholders does not end with the initial service delivery. The stakeholder engagement is less transactional and more of a sustained partnership. This involves follow-up consultations, access to additional resources and the fostering environments conducive to ongoing learning and networking. By providing these platforms, we help stakeholders adapt to current challenges and anticipate and prepare for future ones. This long-term approach solidifies the foundations of trust and cooperation, which is essential for our community's enduring success and resilience. This approach also allows for collecting long-term economic impact data, building continued value in our program and services.

IMPLEMENTATION OF THE MODEL

The implementation of our Innovative Service Model is a testament to our commitment to an intentional, outward-facing approach. The model is an ongoing and dynamic process catering to the immediate and long-term stakeholder needs. The process began by establishing a framework integrating Business Services, Corporate Training, and Academics, working collectively to support economic empowerment. Stakeholder needs are recognized and realized through outreach and engagement activities, followed by developing and customizing training and educational programs. Implementation involves collaboration across various departments within the college and with external partners, ensuring a holistic approach to service delivery. The timeline for implementing specific initiatives varies, but the overarching goal is to provide continuous and responsive support to our stakeholders.

The successful implementation of this model requires coordinated participation and effort across a collective group, including college administrators, faculty, local business leaders, industry experts, municipalities, and community members. A diverse group ensures the services are well-informed, relevant, and impactful. Resources required for the successful implementation of this model include a dedicated team of professionals, state-of-the-art technology for training and development, and access to a network of industry experts and consultants. Financial resources are primarily sourced through federal funding, college funds, and partnerships with local businesses and community organizations. The success of this model lies in its flexibility and adaptability, allowing it to be tailored to different economic contexts, whether urban or rural. By focusing on the central theme of 'Economic Empowerment,' Yavapai College's Innovative Service Model is replicable and scalable.

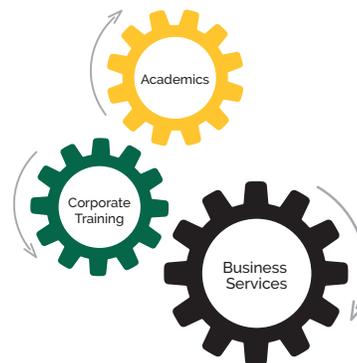
The Innovative Service Model is a cyclical synergy, seamlessly connecting Business Services, Corporate Training, and Academics. This fluid interchange has several possible pathway entry points. For instance, a stakeholder may enter a pathway through the classroom experience, where entrepreneurial students gain vital knowledge and skills. As these enterprises flourish, the need for further learning and skill enhancement for self, team, and employees arises, leading them to Corporate Training. Here, customized training solutions are developed for the specific needs of each business to meet current industry demands, furthering the professional growth of both business owners and their employees. Completing the cycle, individuals are encouraged to delve deeper into Academics for more comprehensive understanding and skill mastery, thus perpetuating this continuous loop of growth, innovation, and economic empowerment.

This model is not a linear progression. It is a renewable learning, application, growth, and reinvestment cycle. It ensures that every development phase, from academic learning to practical business application, is interconnected, creating an ever-evolving economic and educational prosperity ecosystem. This innovative, cyclic approach not only meets the immediate needs of each stakeholder but also prepares them for future challenges, fostering a resilient and thriving business community in Yavapai County.



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

INNOVATIVE SERVICE MODEL



THE OUTCOMES

Building on the foundation laid by our Critical Issue analysis, the outcomes of our model have been nothing short of transformative, leading to the emergence of stronger, more resilient businesses and substantial economic solutions across Yavapai County. This success has generated a powerful ripple effect, invigorating local small businesses and unlocking new opportunities for previously underserved communities. Comprehensive data and evidence that substantiate these claims showcase the tangible impacts and measurable progress achieved through our Innovative Service Model. This data highlights businesses' increased strength and resilience and illustrates the profound economic solutions realized.

INDICATORS OF EFFECTIVENESS

Business Services

In facilitating expert, one-on-one business consulting services, the SBDC team at Yavapai College assists businesses in completing business, marketing, and financial plans, provides financial reviews and forecasting support, and advises best practices. This, combined with other targeted support services, helps business owners position themselves to access the capital needed to grow and expand, create jobs, increase revenue, and invest in their businesses and communities. The SBDC has recorded increases in key performance indicators (KPIs) demonstrating the value of business services: New Business Starts, Capital Formation, Jobs Created, and Sales Increase. The incredible growth in these KPIs shows the effectiveness of the model and approach.

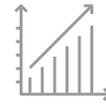
Business Services Impact						
	2019	2020	2021	2022	2023	5 Year % Change
New Business Starts	67	48	46	96	99	+48%
Jobs Created	112	147	160	175	185	+175%
Capital Formation	\$6,602,705	\$11,298,864	\$12,930,872	\$15,197,484	\$18,165,530	+65%
Sales Increase	\$2,148,667	\$4,576,311	\$2,423,411	\$3,463,838	\$8,248,976	+102%

Customized Workforce Training

In July 2021, Yavapai College launched an essential expansion of the College's economic responsiveness by prioritizing workforce development and job training efforts through the programs and services of the Regional Economic Development Center (REDC) in partnership with College Divisions of Academic Instruction and the SBDC. These services and delivery are guided by the 2022-24 Economic Development Strategic Plan, a four-initiative approach: 1) Workforce training & job connections; 2) Business creation, expansion, and recruitment; 3) Innovation & economic research; 4) Sustainability.

In support of Initiative 1, the REDC hired a training team that includes a Corporate Liaison, Content Developer, and Instructional Designer to develop and deliver non-credit courses to upskill or reskill workers. These programs target clusters of industries and focus on applicable skill sets to meet the needs of our small businesses while offering career opportunities for the workforce. The Corporate Liaison is a key element in the aforementioned "Four Pillars of Economic Empowerment" to connect, assess, deliver, and follow up with all businesses.

Additionally, in support of Initiative 3, the REDC identifies businesses and jobs of the future, existing workforce supply and demand, and resource gaps through our Economic & Data Analysis. This data is used to make informative decisions to seek funding to develop and deliver resources and programming. As a result of these initiatives, the REDC provided corporate training across diverse sectors, including healthcare, manufacturing, construction, hospitality, retail services, and government, yielding the following outcomes.



5 Year % Change

+48% New Business Starts

+175% Jobs Created

+65% Capital Formation

+102% Sales Increase



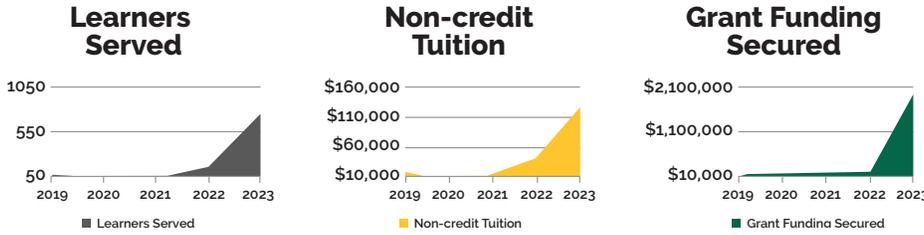
TESTIMONIAL

"I believe so strongly in the SBDC.... when I have a client who has worked with the SBDC, who has gone through their free counseling program and then comes to us for any type of SBA product, 100% of those clients have been approved for SBA financing."

Lori Simmons, Vice President / Relationship Manager, Arizona Capital Source



Corporate Training Impact



	2019	2020	2021	2022	2023
Learners Served	65	COVID	23	158	769
Non-credit Tuition	\$19K		\$6K	\$43K	\$129K
Grant Funding Secured	\$150K	\$180K	\$200K	\$200K	\$2M

Academics

Over the past five years, our business degree and certificate programs have significantly evolved to meet the changing needs of our community stakeholders, with a strong focus on accessibility and affordability. We have achieved this by offering all program courses, except accounting, in an accelerated 8-week format and using Open Educational Resources (OER), effectively saving students time and money. This innovative approach has broadened program appeal, attracting a diverse range of students to our programs. Our latest headcount reveals 30% of students aged 18-24 and another 30% between 25-59, demonstrating our programs' suitability for traditional and non-traditional learners.

The Associate of Applied Science degree has consistently drawn significant enrollment, emphasizing its relevance in fostering entrepreneurial skills vital for rural economies. Similarly, the steady interest in the Associate of Business program and the high enrollment in Certificates <1 year reflect a growing demand for practical business education. This trend toward specialized, skill-based learning aligns with the entrepreneurial mindset prevalent in rural areas and is critical for strong economies.

The college's significant investment in the new Bachelor of Science in Business program with concentrations in accounting, entrepreneurship, and organizational management and leadership has seen impressive initial enrollment, indicating its immediate impact. The success of these programs, combining online delivery, accelerated learning, and OER, exemplifies Yavapai College's commitment to innovative and responsive education, preparing our community stakeholders for the dynamic business environment and strengthening rural economic development.

Academic Impact Business Degrees & Certificates

	2019	2020	2021	2022	2023	5 Year Total
Associate of Applied Science	65	82	57	77	67	348
Associate of Business	24	24	39	33	27	147
Certificate <1 yr.	199	196	161	151	125	832
Certificate >1 yr.	18	14	19	37	19	107

Self-Declared Business Programs

	2019	2020	2021	2022	2023	2024
Management AAS	212	219	178	143	143	99
Management Certificate	157	126	96	152	133	136
Entrepreneurship Certificate				37	58	67
Strategic Leadership Certificate				9	20	21
Bachelor of Science in Business						619
Accounting						119
Entrepreneurship						156
Org Management/Leadership						329



TESTIMONIAL

"One of the benefits of working with the REDC is the talent they have. Because of this, we've been able to do a variety of projects from training to business climate surveys that help to provide solutions to our business community."

Marnie, CEO/President, Prescott Valley Chamber of Commerce

769 Corporate Learners

\$2M Grant Support



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

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



Yavapai College's journey towards small business economic empowerment offers valuable lessons for any institution aspiring to replicate our model. Central to our success is the principle of 'striving' – a continuous effort to connect, assess, deliver, support, and adapt in alignment with our community needs.

Lesson One - The Power of Connection and Engagement: The cornerstone of our initiative is forging deep, meaningful relationships with stakeholders. Beyond mere interactions, it's about genuinely understanding their aspirations and challenges, building trust, and ensuring that our solutions are resonant and impactful. This level of engagement requires active listening and a foundation of mutual respect, making stakeholders active participants in the journey towards economic development.

Lesson Two - Assessment: The Key to Tailored Solutions: We've learned that understanding our community's unique challenges and strengths is vital. This involves a meticulous evaluation, going beyond data collection to include meaningful conversations and receptive feedback. Such an approach ensures that our solutions are effective but also relevant and sustainable.

Lesson Three - Delivery: Bridging the Gap Between Theory and Practice: Implementing strategies developed through our connection and assessment is paramount for positive outcomes. This requires flexibility in delivery methods to meet the diverse needs of our stakeholders, from in-person workshops to online courses or on-site training.

Lesson Four - Continued Support: The Essence of Sustainable Impact: Our responsibility extends beyond the initial service delivery. Ongoing engagement and support, evolving with the community, and reassessing needs ensure a lasting impact and build a legacy of trust and reliability. Continued support requires structured and organized intention.

Lesson Five - Must-Haves for Success: The foundation of our model's replicability and effectiveness is, first and foremost, due to leadership support. Yavapai College's President, Dr. Lisa Rhine, is a visionary leader dedicated to creating a culture of innovation, collaboration, adaptability, and a commitment to continuous learning. Her passion leads the charge in the success of Yavapai College, which lies in our ethos - a dedication to meeting community needs through responsive, community-centered education.

Integral to all these lessons is aligning college-wide initiatives, weaving together the components of our Innovative Service Model – Business Services, Corporate Training, and Academics. This involves investing in the capacities of each element, ensuring that our approach remains as relevant and impactful as possible, and embodying the spirit of continuous innovation and responsiveness to community needs. These shared lessons form a blueprint for any institution aiming to empower their community economically, guiding them to create a model that resonates deeply with the needs of their stakeholders.



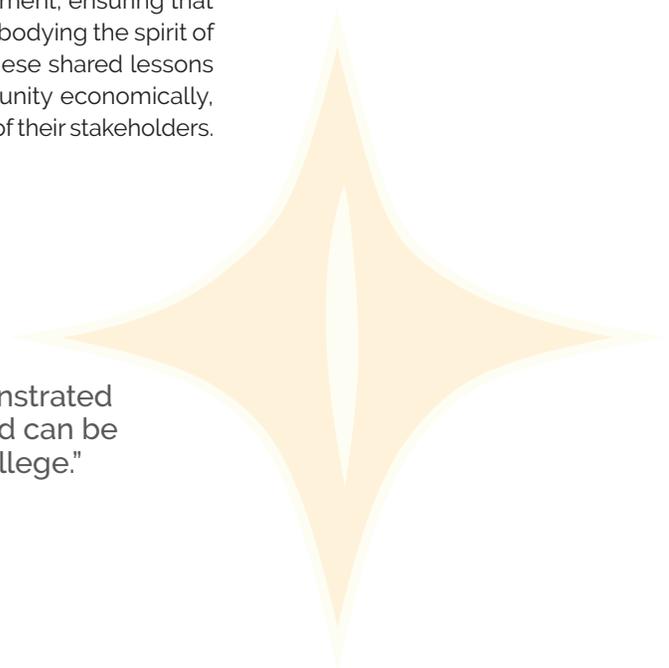
“The foundation of our model's replicability and effectiveness is, first and foremost, due to leadership support.”



TESTIMONIAL

“The Innovative Service Model has truly demonstrated the impact of connection and collaboration and can be replicated and scaled by any community college.”

Dr. Lisa Rhine, President, Yavapai College



APPENDIX A

Demographics and Workforce

- As of 2022 the region's population **increased by 7.8%** since 2017, growing by 17,793. The population is expected to **increase by 6.2%** between 2022 and 2027, adding 15,292.
- From 2017 to 2022, jobs **increased by 7.5%** in Yavapai County, AZ from 74,849 to **80,444**. This change **outpaced the national growth rate of 3.8% by 3.7%**. As the number of jobs increased, the **labor force participation rate increased from 50.1% to 51.1% between 2017 and 2022**.
- Concerning educational attainment, **16.1% of Yavapai County, AZ residents possess a Bachelor's Degree** (4.7% below the national average), and **9.4% hold an Associate's Degree** (0.5% above the national average).
- The top three industries in 2022 are Restaurants and Other Eating Places, Local Government, Excluding Education and Hospitals, and Education and Hospitals.



Economic Indicators

	Yavapai County	Arizona	U.S.	Source
Population (2023)	249,928	7,378,996	335,528,243	Lightcast
Median Age	55.4	38.9	39.1	EASI ⁶
Median HH Income (2019)	\$56.2K	\$65.9K	\$69K	Lightcast
Labor Force (2023)	112,144	3,747,232	167,717,445	Lightcast
% of Pop. Living Below Poverty Level	14.2%	12.5%	12.6%	USCB ¹⁹
% of Adults (25+) with a bachelor's or higher	28%	31.5%	34.1%	Lightcast
% Unemployed (9/23)	3.8%	4.3%	3.7%	USBLS ²³
Business Establishments Small business % (less than 500 employees)	9,994 98.8%	641,025 99%	33,233,233 99.9%	Lightcast
% Jobs Growth (2017 to 2022)	7.5%	11.7%	3.8%	Lightcast
Cost of Living Index	116.5	106.4	100	Sperling ⁴

YAVAPAI COUNTY DEMOGRAPHICS

Population

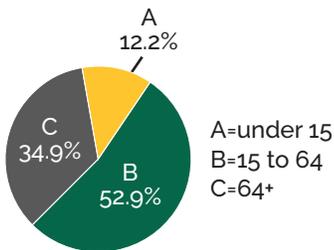


+7.8% increase since 2017



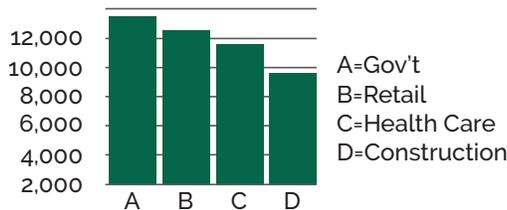
+6.2% increase by 2027

249K



A=under 15
B=15 to 64
C=64+

Top Industry Jobs



A=Gov't
B=Retail
C=Health Care
D=Construction

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/>



2022 Small Business Profile

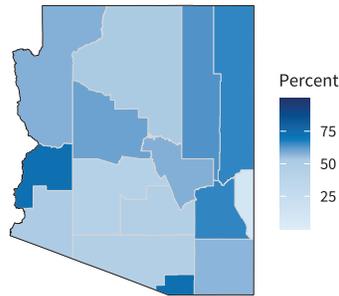
U.S. SMALL BUSINESS ADMINISTRATION
OFFICE OF ADVOCACY

REGULATION • RESEARCH • OUTREACH

Arizona

641,025 small businesses
99.5 percent of Arizona businesses

1.1 million small business employees
42.5 percent of Arizona employees



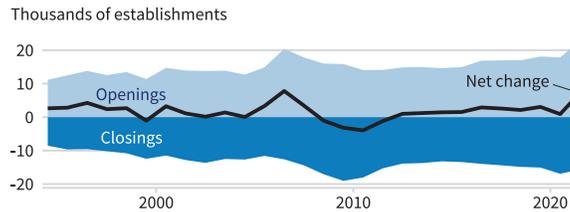
Share of employees working at small businesses by county

Source of data: [Statistics of US Businesses](#) (Census)

Business dynamics

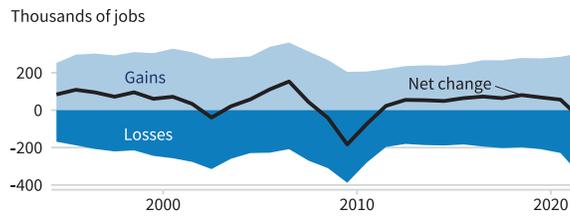
Establishments

Between March 2020 and March 2021, 22,894 Arizona establishments opened and 15,665 closed, for a net increase of 7,229. Employment expanded at 32,685 establishments and contracted at 35,948. Small businesses accounted for 21,668 openings and 14,497 closings.



Employment

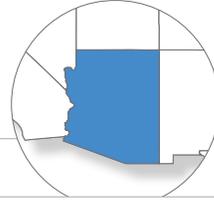
Opening and expanding Arizona establishments added 303,760 jobs, while closing and contracting establishments lost 345,016, for a net decrease of 41,256 jobs. Small businesses gained 199,949 jobs and lost 206,192, for a net decrease of 6,243 jobs.



Counts include temporary closures and reopenings

Source: [Business Employment Dynamics](#) (BLS)

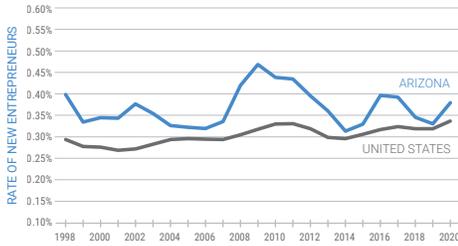
ENTREPRENEURSHIP IN 2020: ARIZONA SNAPSHOT



Entrepreneurship is important for job creation, innovation, and the economy. This brief provides a snapshot of various indicators related to early-stage entrepreneurial activity in Arizona.

How many people are becoming entrepreneurs?

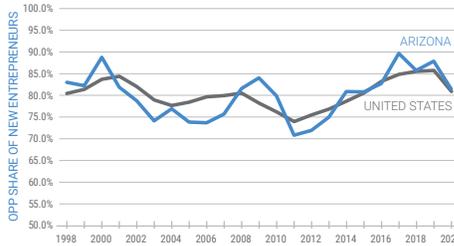
Since 1998, the rate of new entrepreneurs in Arizona has been above the national rate.



In Arizona, the rate of new entrepreneurs in 2020 was 0.38% meaning that **3.8 out of every 1,000 adults became new entrepreneurs, on average, in a given month**. This compared to 0.34% nationally.

How many new entrepreneurs created their business out of opportunity?

The opportunity share of new entrepreneurs was higher in Arizona compared to the rest of the nation in 2020.

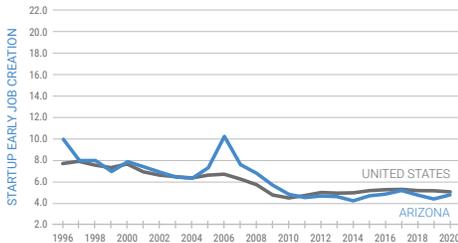


The opportunity share of new entrepreneurs was **81.4% in Arizona in 2020**, compared to 80.9% nationally.



How many jobs are created by new businesses?

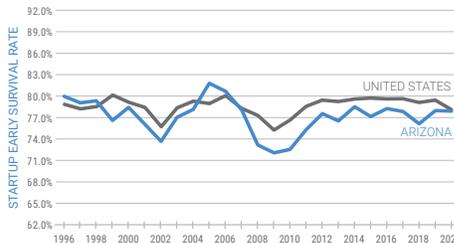
In recent years, the number of jobs created by startups in Arizona has been below the national level.



There were **4.8 jobs created by startups per 1,000 people in Arizona in 2020**, compared to 5.0 jobs created by startups at the national level.

How many businesses survive their first year?

In recent years, the share of startups that survive at least one year has been lower in Arizona compared to the national level.



In 2020, **77.9% of startups in Arizona survived at least one year**, compared to 78.1% of startups at the national level.

ABOUT THE DATA: Each of the indicators presented above come from the Kauffman Early-Stage Entrepreneurship Indicators. The rate of new entrepreneurs and the opportunity share of new entrepreneurs are calculated using 3-year moving averages. Startup early job creation and startup early survival rates are based on data from March 2020, and do not reflect the full effects of the pandemic. To learn more about trends in entrepreneurship in Arizona, as well as the rest of the United States, visit indicators.kauffman.org

This is a publication of the Ewing Marion Kauffman Foundation utilizing content and data from multiple sources and external contributors. Every effort has been made to verify the accuracy of the information contained herein and is believed to be correct as of the publication date. Nonetheless, this material is for informational purposes, and you are solely responsible for validating the applicability and accuracy of the information in any use you make of it.





No Cost Confidential
One-on-One Consulting
No Cost Workshops



We help launch, grow, and sustain Arizona small businesses

The Yavapai College SBDC provides premier consulting services and educational training to business owners and entrepreneurs throughout Yavapai County.

Our team has the expertise to help you expand, start, and grow your business. We can assist with business planning, loan application preparation, strategic growth, financial management, operations planning, QuickBooks training, government contracting, process improvement, social media, online marketing and more.

When you work with the SBDC you also have access to a wide variety of tools and resources, including more than 50 advisors at all 10 centers statewide.

For assistance call:

928.717.7232

Register online: yc.edu/sbdc

APPENDIX E



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Arizona's largest and most accessible statewide source of assistance for small businesses in every stage of development

Find Your Local SBDC Today at www.azsbdc.net

LAUNCH | GROW | SUSTAIN

America's SBDC Arizona Network helping small businesses thrive since 1988.

AZSBDC Network 2022 Economic Impact

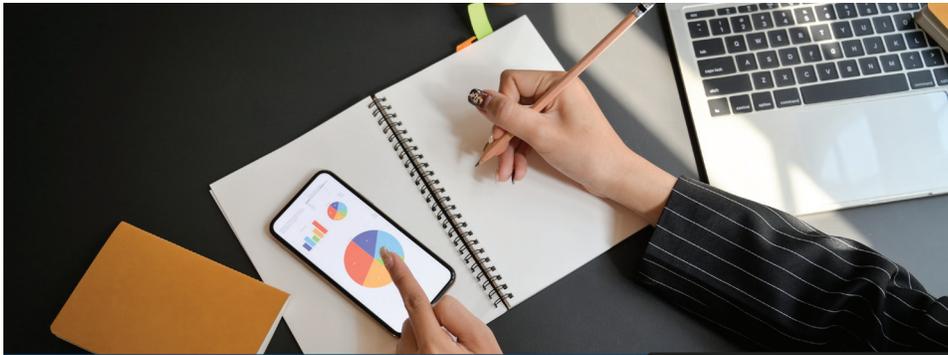


AZSBDC Services

- Confidential One-on-One Business Counseling at No Cost
- Business Plan Development
- Identifying Sources of Capital
- SBA Loan Assistance
- Financial Education
- Cash Flow Analysis
- Marketing
- Social Media Strategies
- Import/Export Assistance
- Government Contracting Support
- Veterans Assistance
- Business Certification Assistance

Arizona APEX Accelerator Services

- Government Contracting Support
- Assistance in Registration and Government Certifications
- Subcontracting and Teaming
- Marketing to the Government
- Government Procurement Training
- Post-Award Operations and Training
- Bid Opportunities / Matching
- SBIR Assistance



ENTREPRENEURSHIP PRINCIPLES AND PRACTICE CERTIFICATE



Program Requirements

- MGT 183 - Managing Business Finances
Credits: 3
- MGT 280 - Marketing Tactics and Techniques
Credits: 3
- MGT 281 - High Performance Management
Credits: 3
- MGT 188 - Competitor Differentiation
Credits: 3
- MGT 283 - Operations Management
Credits: 3
- MGT 285 - Growing your Business
Credits: 3
- MGT 288 - Business Plan Development
Credits: 3

****Recommended: Take courses in order as shown. ALL required courses are prerequisites for MGT 288.**

PROGRAM OUTCOMES

The Management - Entrepreneurship Principles and Practice Certificate prepares students to embark on the journey of owning a business, and the knowledge and skills needed for launching and growing the new venture.

Upon successful completion of the Entrepreneurship Principles and Practice Certificate the learner will be able to:

- ✓ Identify requirements for planning, developing, and launching a small business.
- ✓ Identify how different functional areas of an organization work together.
- ✓ Describe the process for analyzing and marketing a business opportunity.
- ✓ Develop a comprehensive Business Plan.
- ✓ Demonstrate understanding of essential workplace skills.
- ✓ Develop relationships with professional mentors.

Affordable and Convenient | 8 - Week Classes | 100% Online

Lauri Dreher - Management Program Director
928-776-2267 -Office
lauri.dreher@yc.edu

APPENDIX G

Bachelor of Science in Business, Entrepreneurship Concentration

The Bachelor of Science in Business with Entrepreneurship Concentration is a degree program designed to provide students with the knowledge and skills needed to start, manage, and grow their own business ventures. The program emphasizes the development of innovative and strategic thinking, leadership skills, financial management, and marketing strategies necessary for entrepreneurial success. Students will also learn how to identify and evaluate potential business opportunities, create business plans, and manage the risks associated with starting and running a business.

Total Credits = 120



General Education Requirements	Credits	Lower Education Requirements	Credits
English Composition	6	ACC 131 Principles of Accounting I	3
Lab Science	4	BSA 131 Intro To Business	3
Math 141 or higher	3	CSA 110 Intro to Computer Info Systems	3
Art and Humanities (Select from 2 different prefixes)	6	ECN 232 Bus. Stats or MAT 167 Elem Stats	3
Social and Behavior Sciences (Select from 2 different prefixes)	6	ECN 236 Principles of Economics—Micro	3
Communications	3	Minimum of 29 credits of approved electives	29
World Languages or any category above	3		
Total	31	Total	44

Lower Division Electives*	Credits	Upper Division Requirements	Credits
The following courses are recommended to meet a portion of the lower-division electives:		LDR 300 Foundations of Leadership	3
ACC 132 Principles of Accounting I	3	BSA 300 Global Environment of Business	3
BSA 237 Legal Environment of Business 3	3	BSA 400 Business Policy & Strategic Planning	3
CSA 126 Microsoft Office for Windows 3	3	BSA 305 Principles of Finance	3
ECN 235 Principles of Econ-Macro	3	BSA 310 Logistics and Supply Chain Theory	3
		MGT 340 Marketing Management	3
Total	12	BSA 410 Business Analytics	3

Upper Division Entrepreneurship	Credits	Upper Division Requirements	Credits
MGT 380 Introduction to Entrepreneurship	3	BSA 360 Project Management Essentials	3
MGT 385 Customer Relations & Service Management	4	BSA 394 BS Mentorship/Project/CBE	3
MGT 480 Strategic Digital Marketing	3	BSA 496 BS Capstone Project/Internship/CBE 3	3
MGT 490 Entrepreneurial Marketing	3		
LDR 485 Entrepreneurial Leadership	3	Total	30
Total	15		

*All electives need to be 100 level or above. Students are encouraged to see an academic advisor to assist with selecting the most appropriate courses.

- THR, DAN, PHE, and REC are limited to a total of 4 activity-based credits hours.
- Practicums, internships, project classes, private/applied music lessons, music ensembles are limited to a total of 6 credit hours.

APPENDIX H

Bachelor of Science in Business, Organizational Management & Leadership Concentration

The Bachelor of Science in Business with Organizational Management and Leadership Concentration is a degree program designed to equip students with the knowledge and skills needed to succeed in leadership positions in various organizations. The program emphasizes the development of effective communication, critical thinking, problem-solving, and decision-making skills, as well as an understanding of organizational behavior, human resource management, and ethics. Students will also learn how to develop and implement strategic plans, manage teams, and lead change initiatives. Graduates of this program can pursue careers in management, consulting, human resources, and leadership roles in various industries, including healthcare, finance, technology, and non-profit organizations.

Total Credits = 120



General Education Requirements	Credits	Lower Education Requirements	Credits
English Composition	6	ACC 131 Principles of Accounting I	3
Lab Science	4	BSA 131 Intro To Business	3
Math 141 or higher	3	CSA 110 Intro to Computer Info Systems	3
Art and Humanities (Select from 2 different prefixes)	6	ECN 232 Bus. Stats or MAT 167 Elem Stats	3
Social and Behavior Sciences (Select from 2 different prefixes)	6	ECN 236 Principles of Economics—Micro	3
Communications	3	Minimum of 29 credits of approved electives	29
World Languages or any category above	3		
Total	31	Total	44

Lower Division Electives*	Credits	Upper Division Requirements	Credits
The following courses are recommended to meet a portion of the lower-division electives:		LDR 300 Foundations of Leadership	3
ACC 132 Principles of Accounting I	3	BSA 300 Global Environment of Business	3
BSA 237 Legal Environment of Business 3	3	BSA 400 Business Policy & Strategic Planning	3
CSA 126 Microsoft Office for Windows 3	3	BSA 305 Principles of Finance	3
ECN 235 Principles of Econ-Macro	3	BSA 310 Logistics and Supply Chain Theory	3
Total	12	MGT 340 Marketing Management	3
		BSA 410 Business Analytics	3
Upper Division Organizational Management and Leadership	Credits	BSA 360 Project Management Essentials	3
MGT 320 Business Process Improvement 3	3	BSA 394 BS Mentorship/Project/CBE	3
MGT 325 Diversity, Equity, and Inclusion Management	4	BSA 496 BS Capstone Project/Internship/CBE 3	
LDR 420 Leadership and Change Management	3	Total	30
LDR 425 Leadership Application and Development	3		
LDR 430 Managing Talent and Developing Leaders	3		
Total	15		

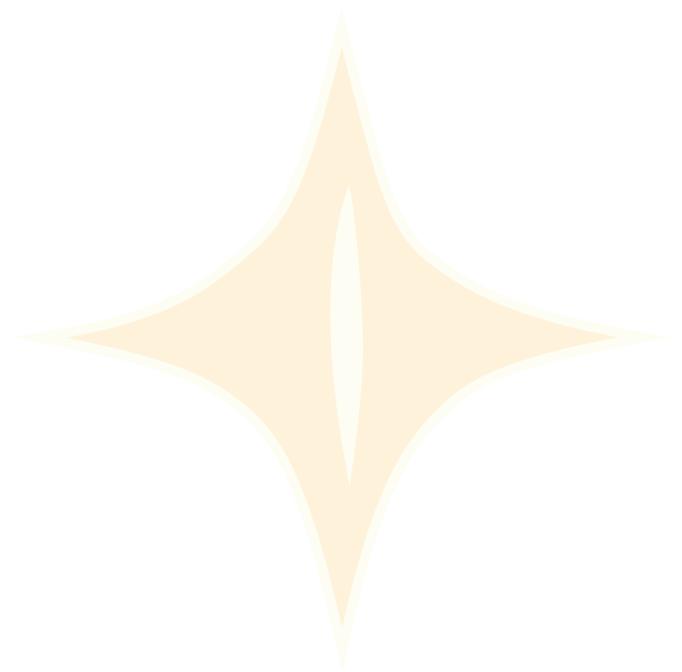
*All electives need to be 100 level or above. Students are encouraged to see an academic advisor to assist with selecting the most appropriate courses.

- THR, DAN, PHE, and REC are limited to a total of 4 activity-based credits hours.
- Practicums, internships, project classes, private/applied music lessons, music ensembles are limited to a total of 6 credit hours.

APPENDIX I

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