GRAY
DECISION INTELLIGENCE

District Governing Board Meeting

Overview of Program Evaluation System (PES) Software and Services

Yavapai COLLEGE

Nov 6, 2024

Overall Objectives

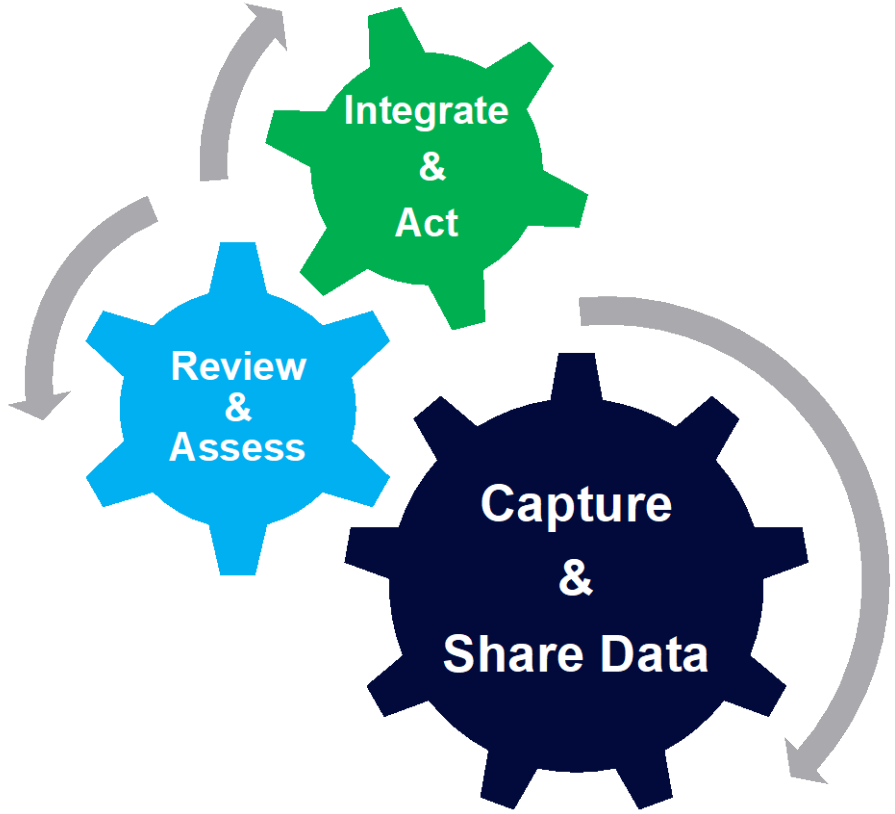
Gray DI will provide the data and systems to support Yavapai College as it pursues the following goals:

- Data-informed decision-making
  - Encourage a data-informed approach for program review, resource allocation, and overall strategic planning.
- Program optimization and growth
  - Optimize existing programs and strategically develop new ones to ensure future growth in enrollment.
- Strategic resource allocation
  - Take a strategic approach to resource allocation that augments emphasis on enrollments with considerations of financial health, market data, and growth potential.

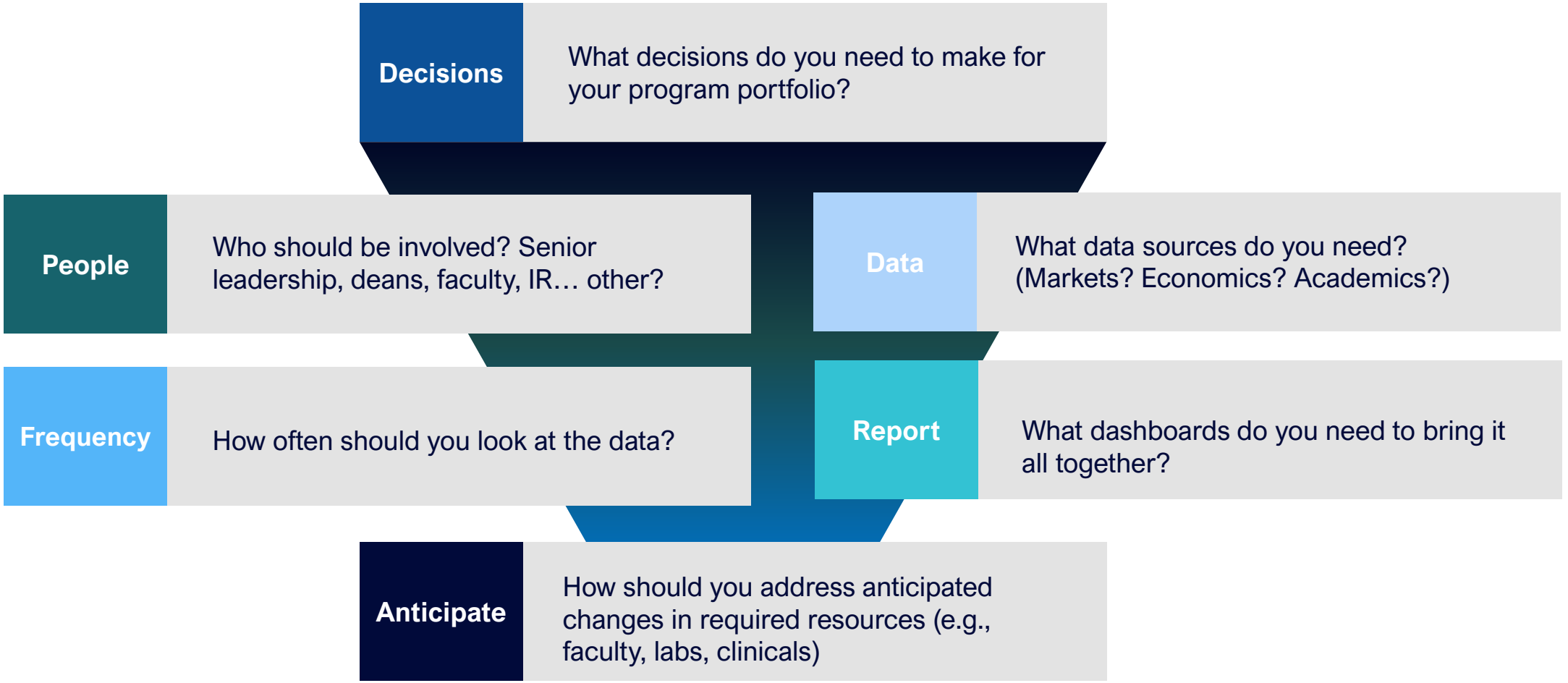
Program portfolio management is an on-going process.

It provides a complete view of each program and the vitality of the program portfolio.

- **Capture and share program-related data** from key areas:
  - Academics
  - Administration
  - Operations
  - Market
- **Review and assess** the data on a regular basis
- **Integrate and act** to sustain a vibrant portfolio



What goes into a program management process?



Integrated Program Evaluation System (PES)

Components, Deliverables, and Timeline

Yavapai College

October – February, 2025

Post-Plan Completion

PROGRAM MARKETS

Which programs do students want? What programs do employers need?

Build platform and provide dashboards to analyze program in your geographic markets.

PROGRAM ECONOMICS

Which programs produce margins, and how much?

Build platform to analyze program and course economics.

PREDICT PROGRAM SIZE WITH PRO FORMA FINANCIALS

What cohort sizes are possible / likely at program maturity?

Build dashboards to estimate program cohort size at maturity.

PROGRAM PORTFOLIO WORKSHOP

How do (and how might) academic programs perform relative to the market and each other?

Inform and facilitate discussions and preliminary recommendations on programs to Start, Stop, Sustain, or Grow.

CURRICULAR EFFICIENCY WORKSHOP

What are the impacts and outcomes of choices made in curriculum delivery?

Train users to identify curricular cost savings by examining direct instructional revenues, costs, and margins.

PROGRAM MANAGEMENT

How shall Yavapai integrate external market and internal economic data into ongoing program review and management?

Complete management dashboard for ongoing planning, review, and management.

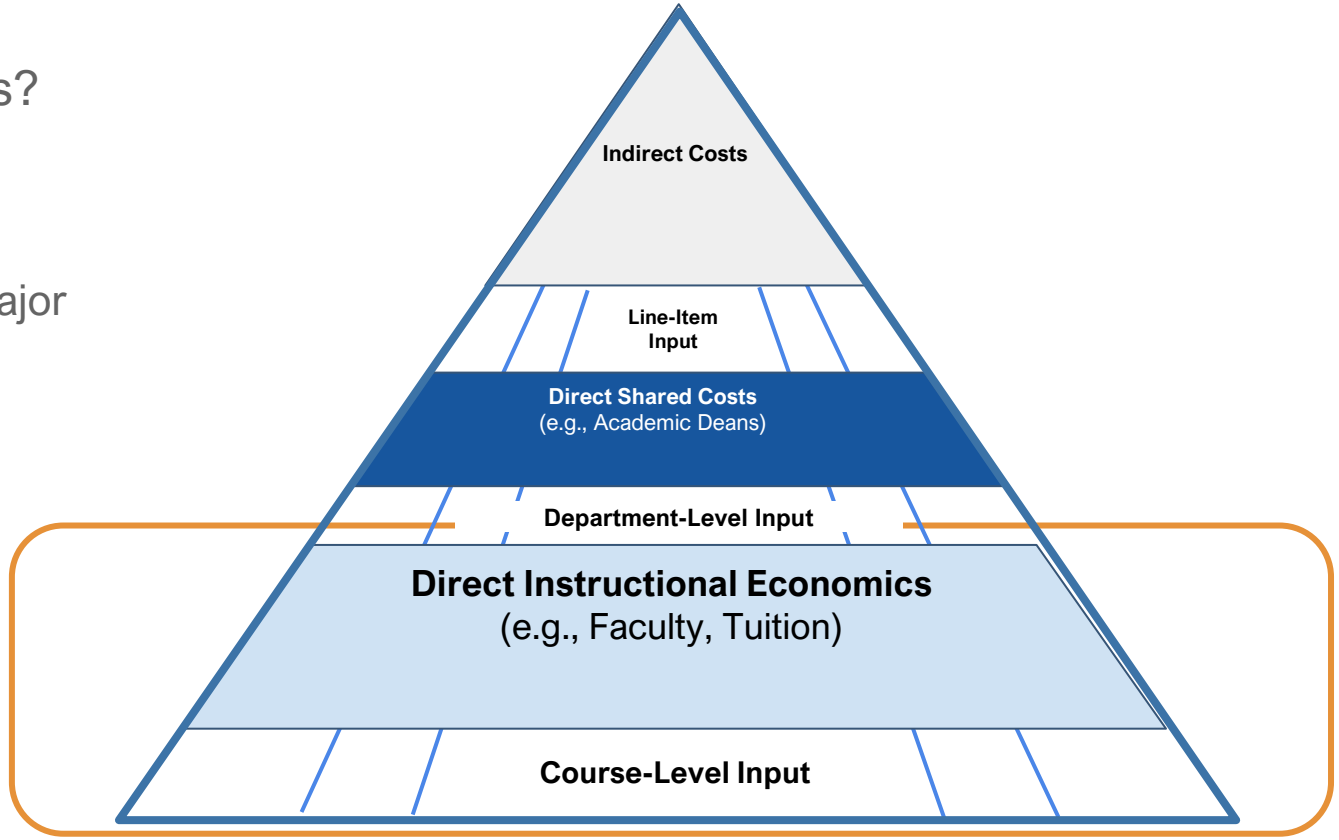
Gray DI Deliverable Components

Program Economics: Approach

Program economics captures all the revenues, costs, and margins that are likely to change if you decide to grow or stop a program.

What are academic program economics?

- Revenue minus direct instructional costs
- For all courses taken by students in the major
- Including courses outside the department



Uses of Direct Instructional Economics

Direct Instructional Economics data can be used for two broad purposes.

Program Economics

How does each academic program affect the financial health of the College?

Curricular Efficiency

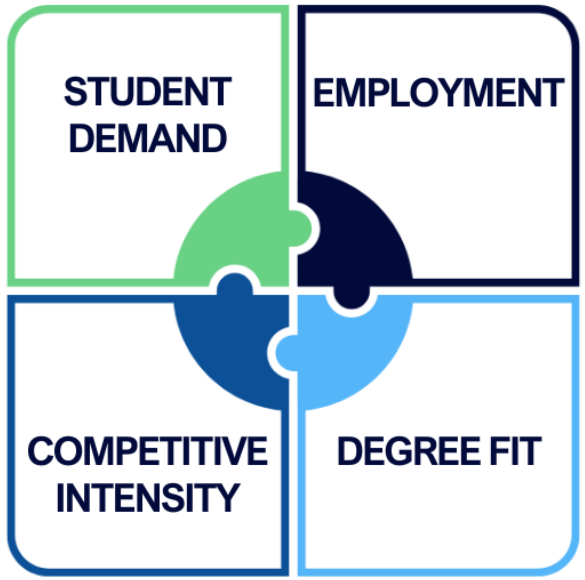
Data uses and application:

Program Markets: Approach

Market understanding is a key component of an integrated program portfolio evaluation.

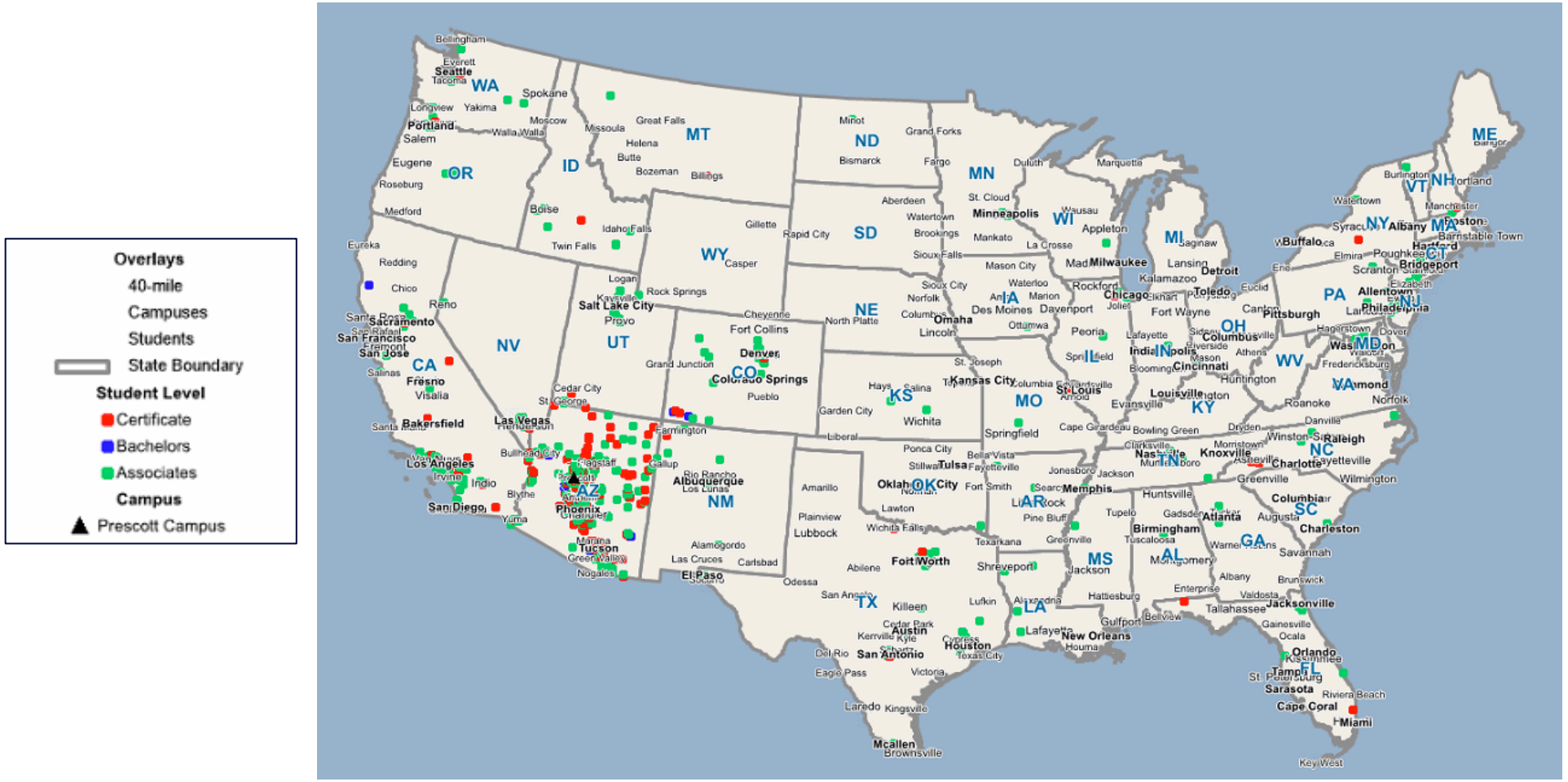
Geographic market definitions are the cornerstone of the PES Markets system, bringing together student demand, employer needs, and competition for programs.

- We will build several market definitions that represent the current student body.
- PES Markets scores 50+ metrics in four broad categories.
- The market data can be used to help identify opportunities for new academic programs.
- It can also be used to understand market demand for current programs and to focus on specific goals for the portfolio, such as growth.



Distance Analysis: Yavapai College

We began the analysis by geocoding home addresses for Yavapai's newly enrolled students.



A total of 7,276 records for first-time enrolled students in the last two academic years were provided. 5,157 student data records were used in the distance analysis; 2,119 records were removed because they were international students or had an incomplete address or duplicated record.

Summary: Distribution of Students by State

94% of all the students come from Arizona.

State	Students	Share of All
Arizona	4,855	94%
California	60	1%
All Other States	242	5%
Grand Total	5,157	100%

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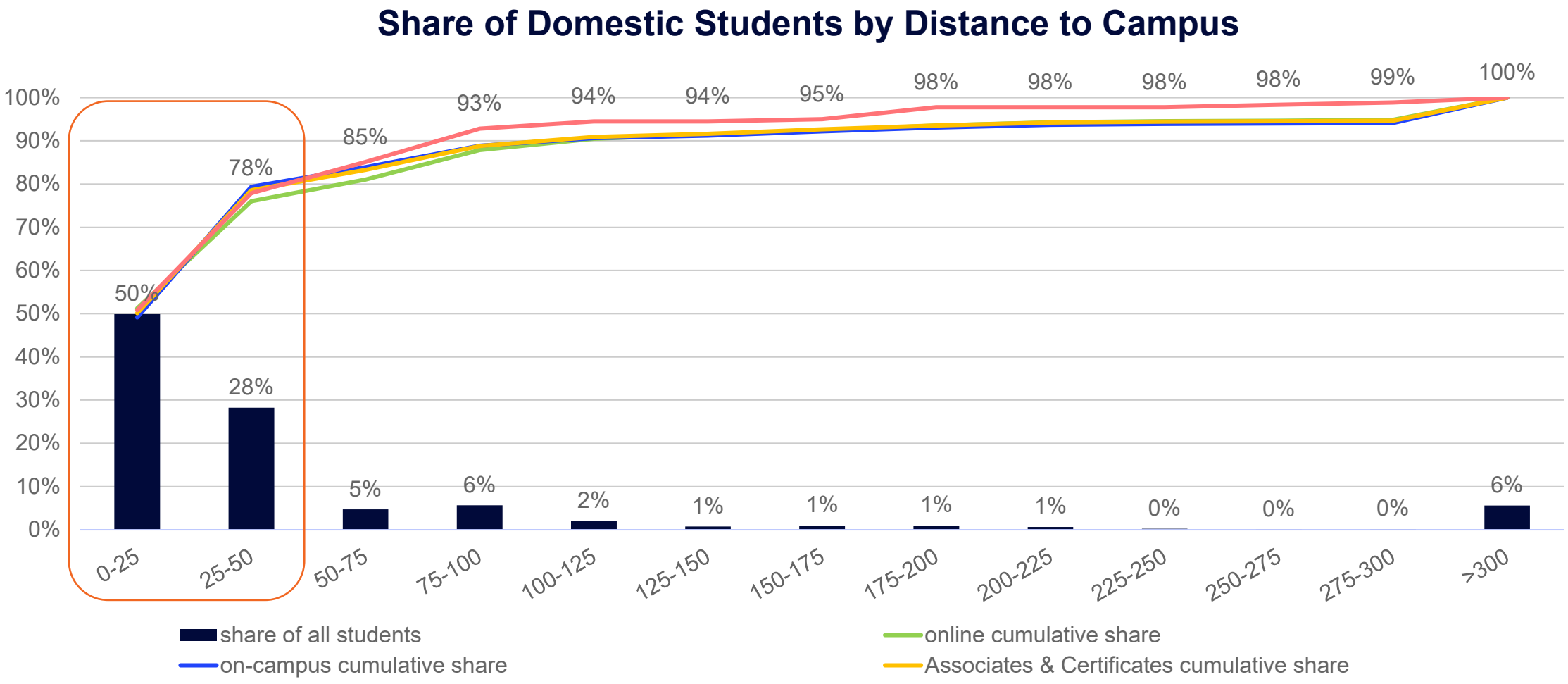
Distribution of Students by Award Level & Modality
Verde Valley Campus Radius

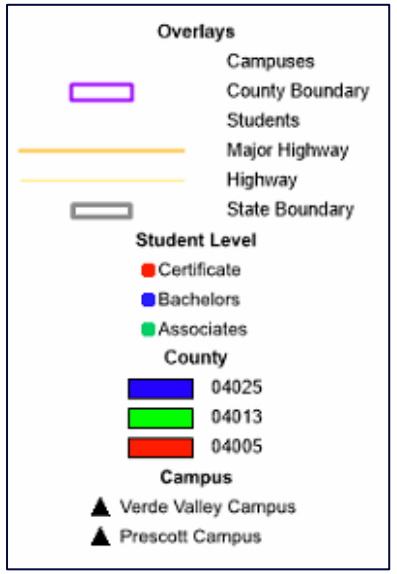
Combined, 78% of all students originate within 50 miles of Verde Valley Campus.

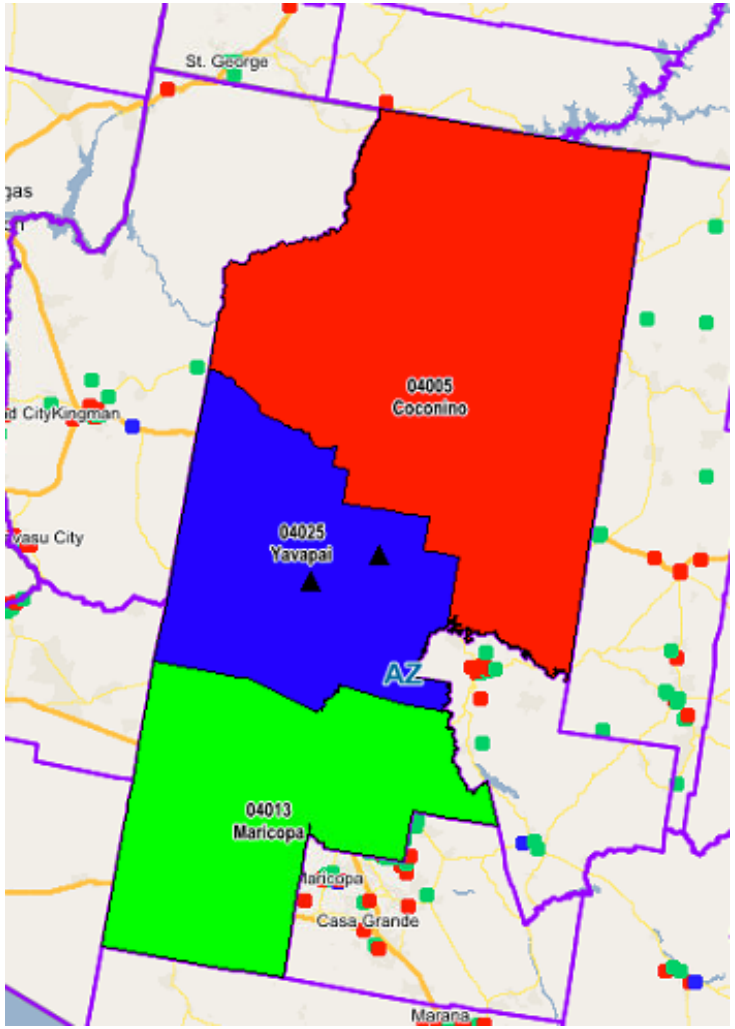


Distribution of Students by County

89% of all students come from the following three counties.

County	Students	Share of All
Yavapai, AZ	4,035	78%
Maricopa, AZ	392	8%
Coconino, AZ	171	3%
Grand Total	4,598	89%





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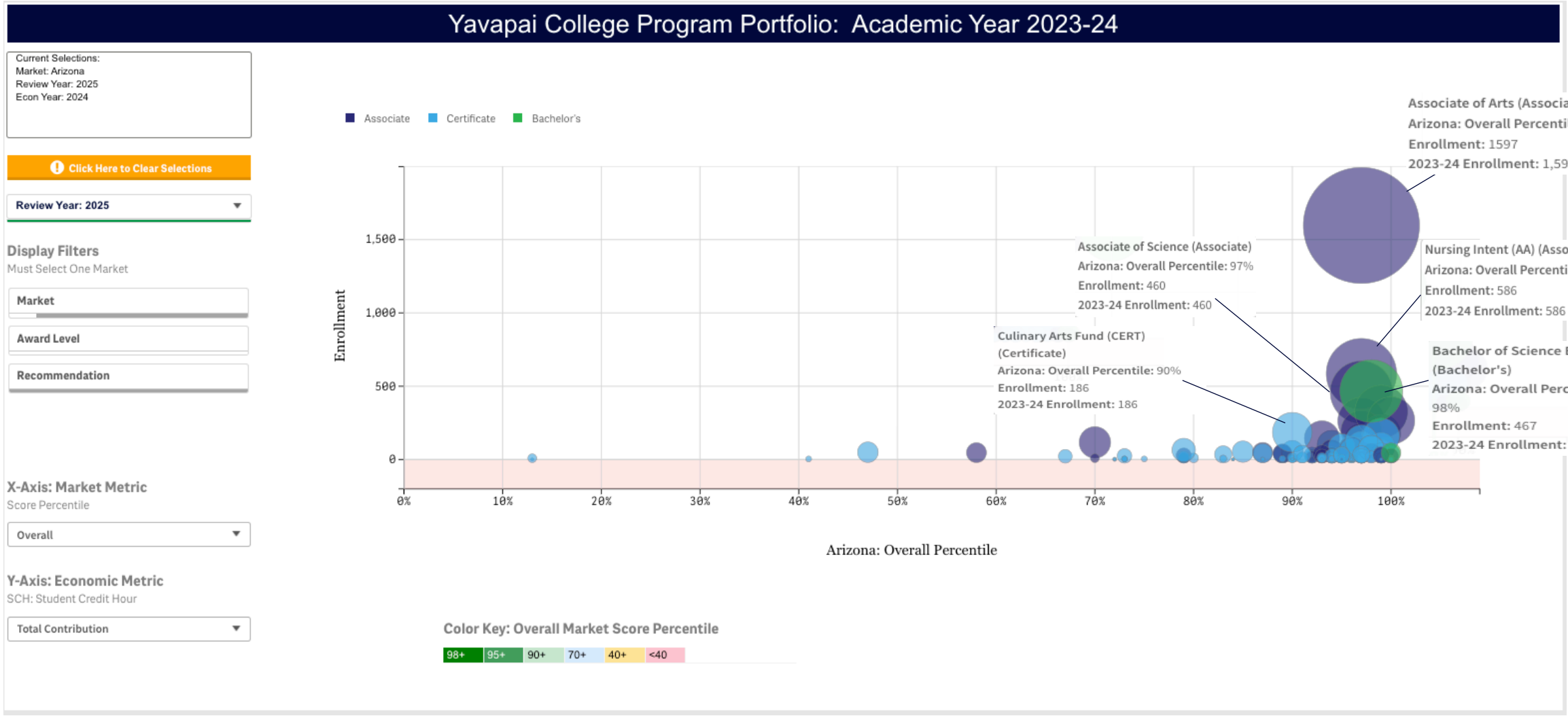
Yavapai Program Portfolio

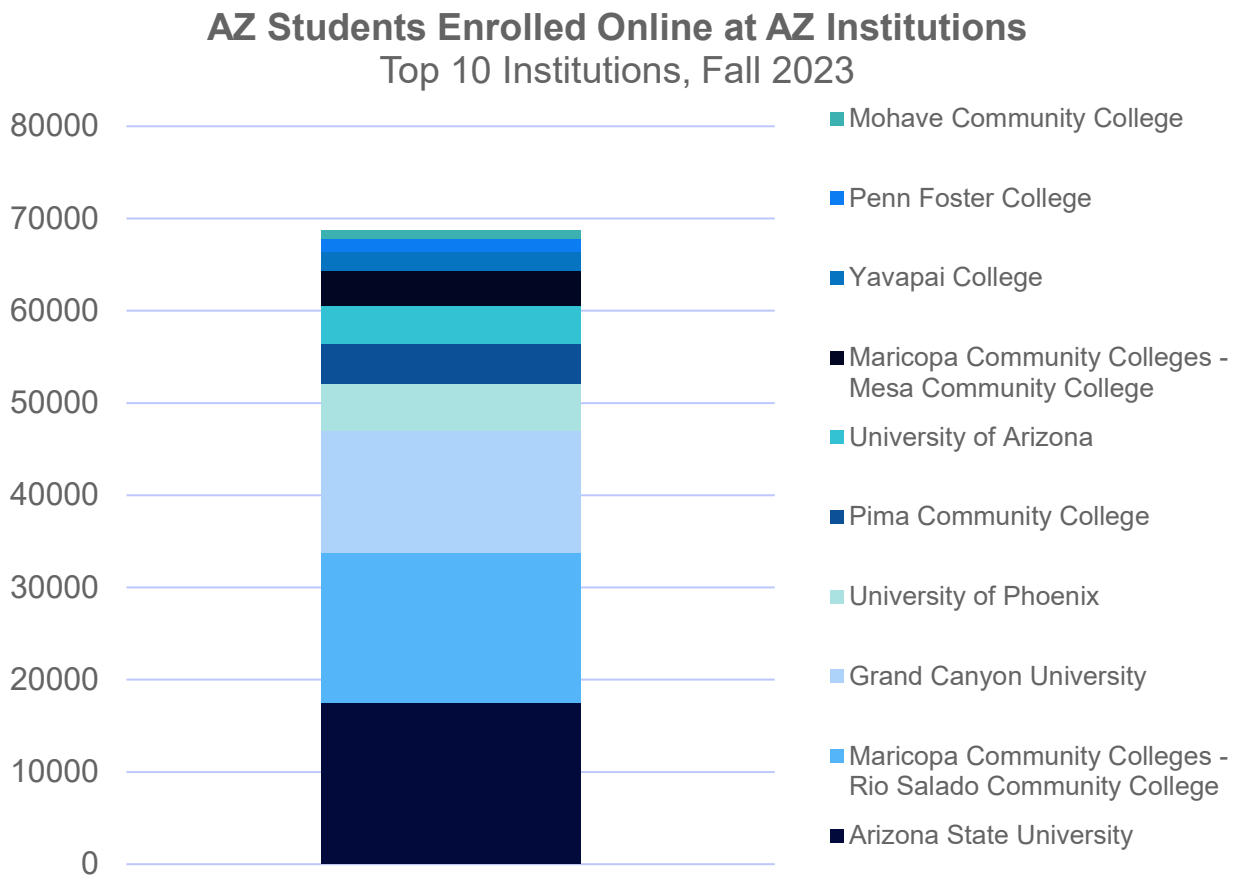
Overall, the current program portfolio is well positioned .



Online Landscape: Arizona 2023

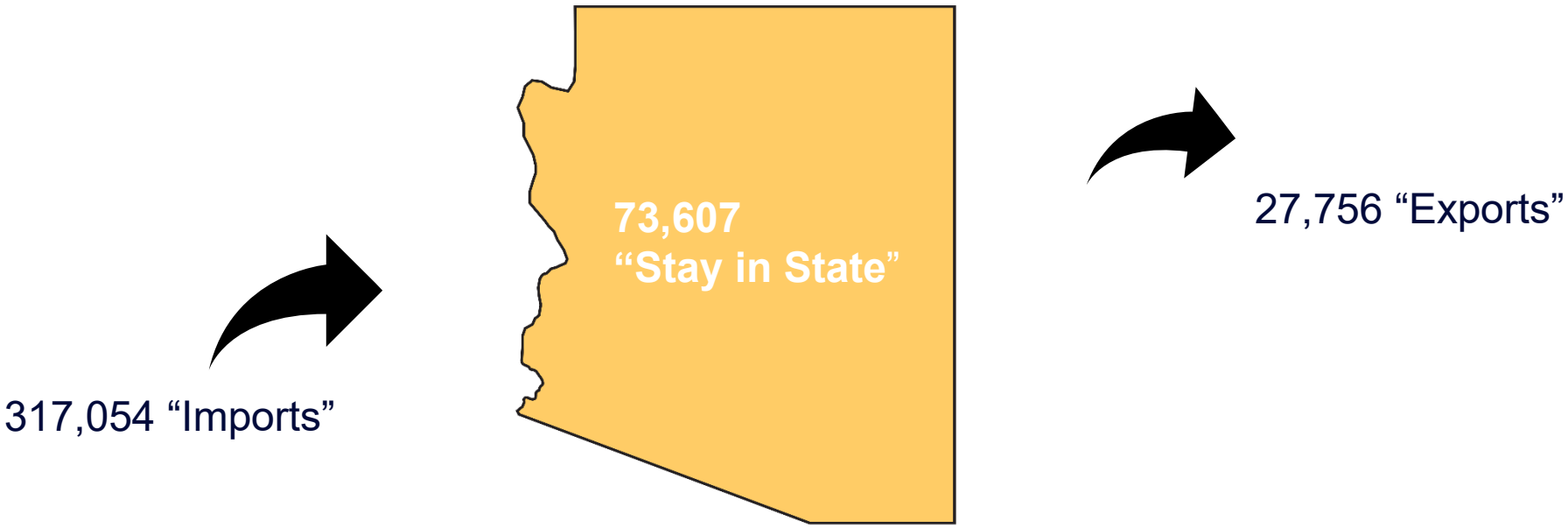
101,363 Arizona students enrolled in online education in Fall 2023.

- Of these, 73,607 students living in Arizona enrolled at 39 Arizona institutions



Online Net Exports and Potential Opportunity: Arizona 2023
Summary View

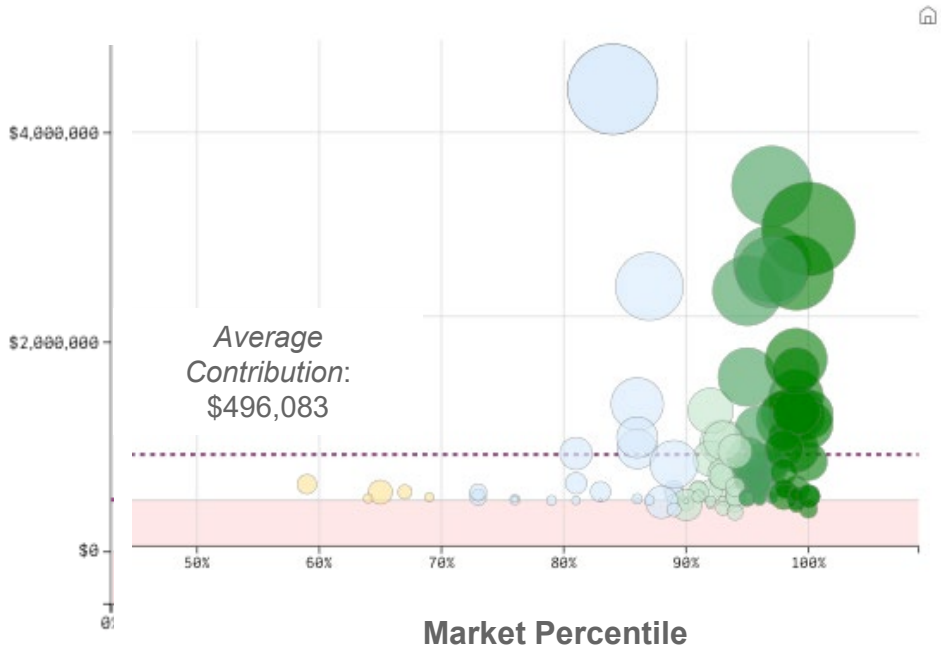
Net Movement:
289,298 Students



Fall 2023 NC-SARA

Putting It All Together: Mission, Markets, and Margins

With the completion of program economics, you will be able to strategically view your portfolio from both a market and margin viewpoint.

- Mission-critical programs in healthy markets are candidates to grow or sustain.
- Low-margin discretionary programs in weak markets are candidates to stop.
- High-margin discretionary programs in healthy markets are tempting to grow…
  - They help fund the mission.

Illustrative Program Portfolio:
Academic Year 2023-24