WORLD CLASS ORGANIZATIONS FOCUS ON BOTH PERFORMANCE AND HEALTH

HEALTH

How an organization aligns itself, executes with excellence, and renews itself to sustainably achieve performance aspirations
The “WHY” - In the large and highly competitive adult education market, CityU is losing ground ...

... And others are overtaking CityU’s historically strong innovation

“SNHU Acquires Kenzie Academy to Expand Access to In-Demand Micro-Credentials”

“Amazon Technical Academy is Partnering with Two Online Training Partners with Tech Expertise: Kenzie Academy and Lambda School”

“Why One Online University [WGU] Launched Two Ed-Tech Investment Funds”

CityUniversity of Seattle

MARKET

Online Leaders (Average)

1 CAGR 2015-19 (2020 data not yet consistently available)
2 CAGR 2017-21 Worldwide Enrollment

+5%  
+17%
OVERVIEW

» STRATEGY RATIONALE

» STRATEGY PILLARS

» STRATEGY DETAILS
STRATEGY RATIONALE

How we position CityU to best meet our mission by increasing the number of students it serves while providing sustainability for programs, current students, faculty, and staff

Take advantage of our unique location in the Seattle area

» High-tech nexus
» Known for innovation
» Fast Growing

Enhancing our legacy of serving adult students

» Those returning to complete their education
» Those looking to switch careers or elevate their existing career
» Increase diversity to reflect the demographics of our student community

Use the core competencies and expertise we already have or are developing

» Flexibility and agility
» Practitioner Faculty model
» High touch student support
**MISSION, VISION, VALUES**

**VISION**
To be the destination of choice for accessible, career-focused education with a focus on equipping a diverse student population with 21st century skills and technology tools.

**MISSION**
To change lives for good by offering high quality and relevant lifelong education to anyone with the desire to learn.

**VALUES**
- Flexibility
- Accessibility
- Innovation
- Relevance
- Global Perspectives

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**CityU’s 4 Strategic Pillars**

- Increase student access, success, and growth
- Deliver excellent student experiences
- Deliver high-quality, relevant educational programs
- Maintain institutional sustainability
INCREASE STUDENT ACCESS AND SUCCESS - GROWTH INITIATIVES

Expand STC program and reach

- Aligning the technology programs with existing and future business needs
- Introduce technology competence where appropriate across programs

Focused efforts to recruit Black, Indigenous, and POC students, staff, and faculty

Expand business relationships and community outreach

Grow programming and reach in Canada

- Recruiting international students
- Expanding programs and delivery modes

Deliver highly skilled and knowledgeable employees to area businesses and organizations
IMPROVE STUDENT EXPERIENCE

» Provide excellent student support from inquiry through graduation
  - Improve tools and processes used to deliver student success

» Develop Early Warning Systems to identify and help students before they drop out

» Place a priority on high-impact andragogical approaches that engage students and maximize learning
Maintaining a Practitioner Faculty Model with an emphasis on high impact instruction and engagement in the classroom

Developing stacked certificates leading to degrees

Maintain status as the number 1 educator of teachers in Washington state

Expand CityU’s Counseling & Education Brand
MAINTAIN INSTITUTIONAL SUSTAINABILITY

» Attract and retain a Diverse and Inclusive community of students, faculty, and staff

» Build a culture of inclusion, equality, and accessibility by offering academic and financial support to traditionally underserved communities

» Foster a culture of transparency, trust, respect, and performance

» Develop efficiencies that reduce the cost of delivering education
  - Managing Real Estate Costs - remote staffing/facility shrinkage

» Budget for and achieve a 5% operating margin
» **DIVERSITY** - Match/Exceed staff/faculty diversity to student diversity

» **GROWTH** - Overall credit hour/headcount compounded growth of 5%

» **RETENTION** - Increase overall retention rate by 2%

» **MARGIN** - Target of 5%
APPENDIX

Strategy Rationale - Data Analysis
We are working with an Educational Data Analytics firm, Gray Associates, who have provided us with data about the educational landscaping.

Gray uses rigorous research, proprietary databases, and advanced analytical techniques to forecast university decisions, size up the competition, and model economics. Their exclusive data solutions and unparalleled analysis provide deep strategic insight.

- Student demand for programs
  - Inquiry volume
  - Google searches
  - Degree completions

- Employment Opportunities
  - Job postings
  - Bureau of Labor Statistics
  - Salary Ranges
  - Relationship of degree to job classifications
  - Skills and competencies needed

- Competitive Environment
  - On-ground versus on-line
  - In market schools
  - Out-of-market schools with in-market students
  - Completions
Gray’s Top Growth Programs

Gray uses measures from the previous page to rank programs that have the most opportunity for growth.

Masters Level
- Computer and Info Science
- Information Technology
- Information Science (Data Science)
- Management Science (Data Science)
- Systems Engineering
- Computer Engineering
- Others were: Nursing, Engineering (several different disciplines), Finance, Accounting

Bachelors Level
- Computer and Info Sciences
- Information Technology
- Computer Science
- Computer Engineering
- Others were Marketing, Business Administration, Finance, Engineering (several different disciplines)
STRATEGY REFRESH
2022-2025

CityUniversity
of Seattle