EDUCATIONAL MASTER PLAN
2012-2017

Yavapai College Overview

Educational Master Plan

Revised
5-6-2013

Yavapai COLLEGE

life explored

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Presidents Welcome Message

The **Educational Master Plan (EMP)** offers a framework and focused guidance to Yavapai College over the next five years. The abridged version of the EMP was designed to identify, develop, improve, implement, and evaluate current and proposed educational programs. The EMP will play a role in decision making on the operational budget as well as assist in the evaluation of current and future programs. It complements and provides direction to the College master planning efforts currently being defined. The EMP will continue to be modified on an annual basis and assessed overall on a 5 year period. The annual review will contain new data from each year regarding student success, completion rates and enrollment in every educational program. This is to assure a connection between our strategic planning, resource allocation and continuous improvement of college programs.

The Educational Master Plan has been sectioned according to each academic division. The first part includes this document which is the **Yavapai College Overview.** The following divisions are also included:

- Business, Computer Science, District Workforce & Development

- Career and Technical Education Division

- Foundation Studies Division

- Sciences and Health Division

- Visual, Performing & Liberal Arts Division

- Division of Lifelong Learning

- District Services

I encourage you to review each of the plans in more depth. I would like to show appreciation to everyone involved in the growth of these documents. Thank you to Dr. Greg Gillespie, Vice-President, Instruction and Student Services for his leadership and vision in developing the plan.

Warm Regards,

Dr. Penelope Wills, President
Yavapai College

Educational Master Plan Steering Committee

The Educational Master Plan Steering Committee contains the contributions from faculty into the development and review for each academic program plan. Additionally, the diligent work from Institutional Research, Academic Deans, District Services Administration, and the Strategic Enrollment Management Committee assisted in making this plan a success.

Dr. Penelope Wills	Karl Moody
Dr. Greg Gillespie	Tom Hughes
Jill Fitzgerald	Diane Mazmanian
Scott Farnsworth	Scott Rhyner
Russ Roberts	Jeni Johnson
Dean Holbrook	Sheila Jarrell
Dennis Garvey	Dr. Molly Beauchman
John Morgan	Vikki Bentz
James Perey	Cynthia DeCecco
Sandy Garber	Joani Fisher
Stacey L. Hilton	Dr. Jennifer Jacobson
Patrick Burns	Charles Lohman
Vickey Lamotte	Duane Ransom
Chris Abbate	Billie Norris

Vision, Mission and Strategic Plan

The Mission of Yavapai College is to provide quality higher learning and cultural resources for the diverse populations of Yavapai County.

History of Yavapai College

Yavapai College was established in 1965 by means of a countywide election. In the four years that followed, a board was appointed, a bond was passed, college personnel were hired, and curricula were established. The first classes were held in fall of 1969. In February 1970, the college district dedicated its first buildings in Prescott on a 100-acre site that was once part of Fort Whipple, the military base constructed in 1864 to provide security and protection for the territorial capital.

During the past 40 years, the college has expanded to better serve the growing communities in the county. The Verde Valley Campus was established in 1975 on a 125-acre site in the Town of Clarkdale. Today, there are also Yavapai College centers located in Prescott Valley, Chino Valley, Sedona and near to Prescott Airport (CTEC).

Yavapai College opened its Career and Technical Education Center (CTEC) fall 2007. CTEC is located on eight acres near the Prescott airport. Occupational programs offered at CTEC include Automotive Technology, Aviation, Computer Numerical Control, Electrical Technician, Gunsmithing, Industrial Plant Technician, Manufacturing Engineering Technician, Mining Technology, Motorcycle Technology, and Welding. The Mining Technology program offered at CTEC is a partnership with Freeport McMoRan Copper and Gold, Inc.

Yavapai College entered an agreement with the Town of Prescott Valley to construct a joint use facility in the Prescott Valley Library Complex. Construction of the facility began in 2008 and was completed in 2009. Yavapai College and Northern Arizona University entered a new joint admission program (YC2NAU Partnership) and secured a physical presence in Yavapai County to operate in the newly opened Prescott Valley Library Complex. This partnership offers local residents the opportunity to earn a baccalaureate degree from NAU in three years without leaving the area. The first freshman class began in fall 2010. Students can earn degrees in four fields: entrepreneurship, service industry management, applied human behavior, and community development and sustainability. [Yavapai College Fact Book 2011-2012]

Yavapai College District Governing Board

Yavapai College District Governing Board members are community individuals who live within Yavapai County. Board members are elected officials for six-year terms representing five districts within the County. District Governing Board meetings are typically scheduled for the second Tuesday of each month, starting at 1:00 p.m. unless otherwise posted.

Accreditation, Licensure
Yavapai College (YC) is accredited on a ten-year basis by the Higher Learning Commission (HLC), which assures quality by verifying that YC meets threshold standards and is engaged in continuous improvement. (View: Yavapai College Affiliation Status)

Program Level Accreditation
The following Yavapai College programs have third-party program-level accreditation.

Nursing
Yavapai College's Nursing Program is accredited by the Arizona State Board of Nursing, and by the National League for Nursing Accrediting Commission.

National League for Nursing Accrediting Commission, Inc. - NLNAC
3343 Peachtree Road NE, Suite 850
Atlanta, Georgia 30326
Phone: 404.975.5000
Fax: 404.975.5020
www.nlnac.org

Radiology
Joint Review Committee on Education in Radiologic Technology (JRCERT)
20 N. Wacker Drive, Suite 2850
Chicago, IL 60606-3182
312.704.5300
www.jrcert.org

Fire Science
International Fire Service Accreditation Congress
1700 W. Tyler
Oklahoma State University
Stillwater, OK 74078-8075
Phone: 405-744-8303
FAX 405-744-8802
www.ifsac.org

EMS
CAAHEP - Commission on Accreditation of Allied Health Education Programs
1361 Park Street
Clearwater, FL 33756
Phone: 727.210.2350
Fax: 727.210.2354
www.caahep.org

CoAEMSP – Committee on Accreditation of Educational Programs for Emergency
Medical Services Profession
8301 Lakeview Parkway
Suite 111-312
Rowlett, TX 75088
Phone: 214.703.8445
Fax: 214.703.8992
http://coaemsp.org

Environmental Scan

The majority of the data was taken directly from the **Yavapai College Fact Book 2012-2013** and **Enrollment Forecast for 2012-2013.**

Yavapai County is one of Arizona's four original counties and encompasses 8,123 square miles – an area greater than New Jersey, Connecticut, Delaware, or Hawaii. It is named for the Yavapai Indians who have long been inhabitants of the area. The county seat, Prescott, has the distinction of having been the capital when Arizona obtained territorial status in 1864.

Yavapai County's population continues to increase; however, the rate of increase has stabilized in the last year due to economic factors. In the 2000 census, the county's population was 167,517; in 2010, the population had increased to 211,033.   A key factor in this population growth has been the influx of retirees (ages 65 and older) who now make up approximately 25% of the county's residents. Despite these population increases, Yavapai County retains its rural flavor. Historically, the area relied economically on ranching, farming and mining. In recent times the service sector, light industry, and tourism have become more prominent components of the economy.

YC Instructional Cost Dashboard

Instructional Cost Dashboard   Year:

Division	YC Cost / SCH	YC Semester SCH / Faculty	% PT Faculty	Class Size	Seat Fill Rate	(Subsidy) Gain / SCH	Total (Subsidy) Gain	Total Other Instructional Labor	Total SCH
BSCS	$94	259	37%	18.5	74%	$0	($1,369)	$99,346	16,512
FNDT	$75	327	48%	21.8	89%	$21	$738,626	$52,984	35,313
LIFE	$127	103	100%	8.2	39%	($45)	($5,383)	$7,267	120
SSHL	$162	238	44%	21.1	87%	($61)	($1,788,202)	$1,156,377	29,554
TECH	$131	206	62%	15.4	75%	($49)	($872,214)	$650,108	17,947
VPLA	$106	203	52%	18.6	73%	($14)	($492,308)	$627,802	35,050
YC	$112	242	49%	19.5	80%	($18)	($2,420,850)	$2,593,884	134,496
Benchmark	$95	220	41%						

Year
■ 1011

DISCIPLINE	Ttl Subsidy
NSG	($1,210,748)
ART	($447,294)
DFM	($294,573)
RAD	($204,893)
EMS	($196,312)
AUT	($189,888)
PCP	($174,522)
ELT	($155,264)
BIO	($126,265)
WLD	($116,980)
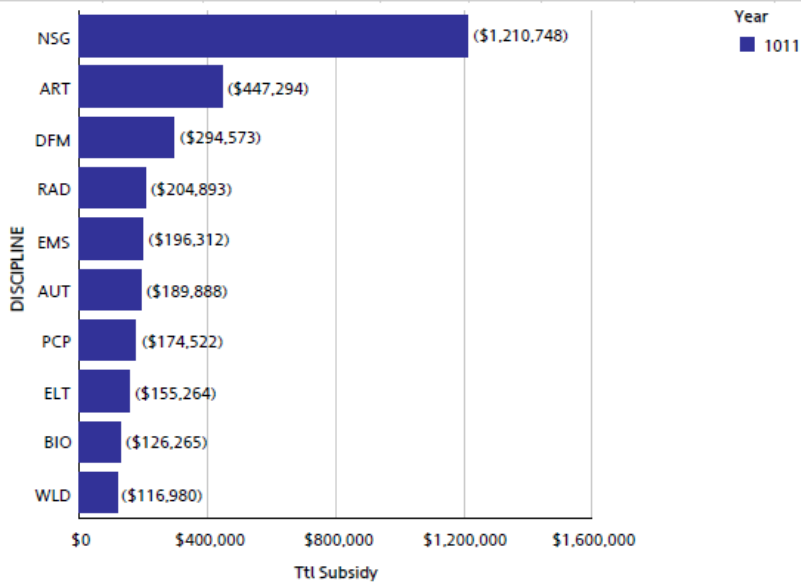
Tuition Rates 2012-2013

Resident 2012 Tuition:
Yavapai College offers a differential pricing model which eliminates almost all course fees and provides more transparent pricing. The following information pertains to regular academic ("for-credit") classes at Yavapai College.

In-State Tuition Rates	Out-of-State Tuition Rates	WUE Tuition Rates

In-State Tuition Rates Effective Fall 2012

Course Prefix	Rate (per hour)
Standard Tuition Rate	
ACC, AED, AFR, AHS, AJS, AMS, ANT, ASL, BSA, CHP, COM, CRW, CSA, DAN, ECE, EDU, ENG, GEO, GRN, HIM, HIS, HUM, INT, JRN, LAW, MAT, NTR, PHE, PHI, POS, PSY, REC[1], REL, SBE, SOC, SPA, STU, THR, VGD, WEB	$70.00
Laboratory Course Rate	
ART[2], BIO (incl. AGS103), CHM, ENV, GEO103, GEO212, GLG, MUS[3], PHY	$76.00
Career & Technical Course Rate	
AGE, AGS, AUT, CNC, CNT, EGR, ELT, EMS, FSC, IPT, MET, MTC, PHT, RAD, RBT, VEN, WFA, WLD	$85.00
Market Tuition Rates	
AVT - Aviation	Varies
DFM - Digital Filmmaking[4]	$127.00
GST - Gunsmithing	$92.00
NSG - Nursing	$116.00

Courses (with any prefix) ending in 295, 296, and 299 (e.g. MUS299, ART295, etc.) are charged the "Standard Tuition Rate".
[1] *= Some REC courses may continue to have course fees based on trip location/cost.*
[2] *= ART198, ART200, ART201, ART202, ART203, and ART298 are charged the "Standard Tuition Rate".*
[3] *= MUS198 is charged the "Standard Tuition Rate". MUS 101/102/151/152/201/202/251/252 continue to have fees.*
[4] *= DFM118, DFM205, and DFM218 are charged the "Career & Technical Course Rate".*

Degree and Certificate Offerings
Yavapai College offers 57 certificate programs, 32 degree programs, many of which transfer to four-year colleges and universities. Overall, there are 76 different programs of study available to students. In addition to traditional curriculum, the college offers many learning options to fit the lifestyles/circumstances of its students. Alternative learning options include: credit for prior learning, internships/service learning, non-credit courses, college for kids, high school partnerships (dual enrollment), Internet courses, open entry/closed exit courses, interactive video courses, online courses, senior programs (Osher Lifelong Learning Institute [OLLI], EDventures), and high school equivalency program (G.E.D. testing).

General Education at Yavapai College

General education is the core and foundation of the American educational experience, defining a set of values, skills and ideas that give a sense of coherence and connectedness to the learning process. Yavapai College recognizes that general education is essential for personal and intellectual growth, an effective and innovative workforce, and a successful and vibrant civic society; and is committed to providing students with both curricular and co-curricular experiences that facilitate these important ends. Yavapai College's General Education program is designed to encourage curiosity and an active interest in the world; practical, disciplined thinking; the development of personal and civic values; and a willingness to acknowledge and appreciate diverse cultural and historical perspectives.

There are two aspects to Yavapai College's General Education program: the AGEC (Arizona General Education Curriculum) and the YC GECCO (Yavapai College General Education Core Curriculum Outcomes.) The former, mandates by the state of Arizona, ensures that transfer students encounter the topics and disciplines of a traditional liberal arts education. The latter is Yavapai College's own articulation of the values, skills and knowledge that higher education should address, and applies to all degrees granted by the college.

AGEC

There are two overlapping and complementary elements to Yavapai College's General Education Program. The first is the state-mandated Arizona General Education Curriculum (AGEC, pronounced aye-jeck), a system designed to ensure that students graduating from any Arizona community college with the intention of transferring to a state university will have experience in and a familiarity with the ideas, values and practices of the different disciplines which make up a liberal arts education. The AGEC is a distributive system of general education that requires students to complete a certain number of credits in the following categories:

- FOUNDATION studies in English and Mathematics are essential to independent thinking, to making a connection with the world of learning and to communicating those connections. In FOUNDATION courses, students are introduced to and practice thoughtful and precise writing and speaking skills, critical reading, quantitative literacy, and the process of analysis and synthesis that underlie logical reasoning. Foundation studies are comprised of the Communication and Quantitative Literacy categories

- CORE studies focus on the conceptual frameworks through which the student may approach an issue. CORE studies classes serve to introduce students to the profound influence that the past has upon the present, while also ensuring that those students have the skills and knowledge necessary to critically evaluate those influences. To complete their Core Studies AGEC requirement, students must take one course in Historical Perspective and one in Critical Thinking.

- AREA studies link FOUNDATION skills in thinking and communicating and the CORE emphasis on conceptual frameworks to the content of academic disciplines. AREA courses demonstrate that the study of specialized subject matter can be drawn into the central dialogues of General Education. AREA studies courses include topics in Arts and Humanities, Social and Behavioral Sciences, and Physical and Biological Sciences.

While completing the above requirements, the state also mandates that students completing an AGEC certificate fulfill three special requirements: Intensive Writing and Critical Inquiry (IWR); Global/International or Historical Awareness (GIH); and Ethnic, Race and Gender Awareness (ERG). These are not separate courses, but instead are topics that, upon completion of an AGEC certificate, students will have encountered in their required course of study.

IWR Courses have an ENG 101 or ENG 103 prerequisite and a required assessment of at least 2500 words of written work designed to ensure that students are developing the writing skills necessary for success in upper-division college courses. (Language in bold is proposed.)

GIH Courses provide students with information and skills that allow them to develop a broader perspective on human behavior, culture and/or institutions, either by putting topics within a contemporary global/international context or a historical context.

ERG Courses emphasize the influence of human diversity and the necessity of cultural awareness in contemporary society by ensuring that students develop discipline-specific perspectives on race/ethnicity and/or gender.

By adhering to the state's AGEC policies, Yavapai College is meeting its stated goal of ensuring that General Education students can matriculate and succeed in a bachelor's program at a college or university.

GECCO

The second component of Yavapai College's General Education Program is the college's own General Education Core Curriculum Outcomes (GECCO), a set of key ideas and skills that cross the curriculum to define the essence of a college education and provide students with experiences and ideas that transcend any individual course, certificate or degree. The **GECCO** provides students with opportunities to cultivate successful academic and work habits, to form and refine values, and to master a broad range of abilities that are needed in today's competitive and complex society. Yavapai College commits to ensuring that all students who graduate with an Associate degree or AAS degree in any discipline or occupation demonstrate proficiency in the General Education Core Curriculum Outcomes during the course of their studies. The General Education Core Curriculum Outcomes ensure that every Yavapai College degree or AGEC graduate will be able to

1. generate, access, categorize, evaluate and use information in an efficient and ethical manner and use 21st century technologies to communicate and work effectively. (Digital Literacy and Information Literacy)

2. reason logically and evaluate the reasoning of others through the utilization of open-mindedness, critical inquiry, and the rational assessment of data and text; generate original questions and support answers; and devise creative solutions to problems and evaluate their effectiveness. (Critical Thinking and Creativity)

3. communicate ideas effectively in a variety of formats and be able to extract and construct meaning from the communications of others. (Oral Communication and Written Communication)

4. recognize the diversity of human experiences; the influences of history, culture, socio-economic status and the physical environment on worldview; and the individual's role in local, national and global communities. (Diversity Awareness and Civic Engagement)

5. use mathematical and scientific information, tools, theories and models to understand the physical world; and to identify, apply, and integrate concepts from science and mathematics to understand complex, real life problems and to develop to informed conclusions and solutions. (Quantitative and Scientific Literacy)

The Thinking and Information categories of the **GECCO** are two sides of the same coin, giving student the ability to find relevant information and to evaluate that information, promoting a spirit of inquiry that goes beyond individual courses to promote life-long learning. The Science and Math category allows that spirit of inquiry to intersect with an exploration of the physical world, while the Communications category provides students the ability to express their ideas and opinions developed from that process of inquiry and critique. And finally the Society category encompasses the skills and knowledge that students will need to live and work in diverse local, regional, national and global communities.

Several of these categories overlap with the AGEC requirements mandated by the state of Arizona for all community college General Education courses intended for transfer to a state university.

Yavapai College Demographics

<table>
<tr><td colspan="6"><h2 align="center"><u>Yavapai College Demographics</u></h2></td></tr>
<tr><td colspan="6" align="center">District Level</td></tr>
<tr><td colspan="6" align="center">CENSUS DAY   Fall 2012</td></tr>
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GENDER	STUDENTS	Percentage	LOAD	STUDENTS	Percentage
Female	4,696	57%	Part-Time	6,502	79%
Male	3,547	43%	Full-Time	1,745	21%
Not Reported	4	0%	**Total**	**8,247**	
Total	**8,247**				
ETHNIC	STUDENTS	Percentage	AGE GROUP	STUDENTS	Percentage
Black/African American	72	1%	Under 20	2,121	26%
Asian	75	1%	20-24	1,535	19%
Native Hawaiian or Other Pacific Islander	9	0%	25-29	887	11%
Unknown	1,584	19%	30-39	1,097	13%
Non-Resident	14	0%	40-49	817	10%
American Indian/Alaska Native	177	2%	50-59	811	10%
White	5,123	62%	60 and over	979	12%
Hispanic	849	10%	**Total**	**8,247**	
Other	256	3%			
Multiple	88	1%			
Total	**8,247**				
			RESIDENCE	STUDENTS	Percentage
			Yavapai County	7,097	86%
			Other AZ County	576	7%
			Out of State	202	2%
			Out of Country	8	0%
			Unknown	364	4%
			Total	**8,247**	

Yavapai College Demographics

District Level					
FINAL DAY Summer 2012					
GENDER	**STUDENTS**	**Percentage**	**LOAD**	**STUDENTS**	**Percentage**
Male	996	38%	Full-Time	66	2%
Female	1,646	62%	Part-Time	2,576	98%
Total	**2,642**		**Total**	**2,642**	
ETHNIC	**STUDENTS**	**Percentage**	**AGE GROUP**	**STUDENTS**	**Percentage**
Unknown	303	11%	Under 20	328	12%
White	1,872	71%	20-24	572	22%
Non-Resident	5	0%	25-29	412	16%
American Indian/Alaska Native	52	2%	30-39	493	19%
Other	101	4%	40-49	353	13%
Hispanic	223	8%	50-59	270	10%
Black/African American	25	1%	60 and over	214	8%
Native Hawaiian or Other Pacific Islander	4	0%	**Total**	**2,642**	
Asian	33	1%			
Multiple	24	1%			
Total	**2,642**				
			RESIDENCE	**STUDENTS**	**Percentage**
			Yavapai County	2,213	84%
			Other AZ County	183	7%
			Out of State	101	4%
			Out of Country	1	0%
			Unknown	144	5%
			Total	**2,642**	

Yavapai College Demographics

District Level

FINAL DAY   Spring 2012

GENDER	STUDENTS	Percentage	LOAD	STUDENTS	Percentage
Female	4,680	56%	Full-Time	1,492	18%
Not Reported	3	0%	Part-Time	6,830	82%
Male	3,639	44%	**Total**	**8,322**	
Total	**8,322**				
ETHNIC	STUDENTS	Percentage	AGE GROUP	STUDENTS	Percentage
Multiple	73	1%	Under 20	1,980	24%
Other	266	3%	20-24	1,722	21%
American Indian/Alaska Native	192	2%	25-29	928	11%
Non-Resident	11	0%	30-39	1,105	13%
Black/African American	58	1%	40-49	812	10%
Unknown	1,546	19%	50-59	833	10%
Hispanic	772	9%	60 and over	942	11%
Asian	82	1%	**Total**	**8,322**	
White	5,314	64%			
Native Hawaiian or Other Pacific Islander	8	0%			
Total	**8,322**				
			RESIDENCE	STUDENTS	Percentage
			Yavapai County	7,208	87%
			Other AZ County	535	6%
			Out of State	192	2%
			Out of Country	2	0%
			Unknown	385	5%
			Total	**8,322**	

Yavapai College Graduate Summary

AWARD TYPE	2007-08	2008-09	2009-10	2010-11	2011-12
Associate of Applied Science	188	193	210	237	266
Associate of Arts	128	147	186	174	198
Associate of Arts in Elem. Ed	3	1	3	5	2
Associate of Arts in Fine Art	4	6	6	6	6
Associate of Business	28	20	24	22	22
Associate of General Studies	17	21	21	9	21
Associate of Science	11	2	9	6	13
Certificate		2	3	2	
Certificate <1 yr.	320	369	293	311	275
Certificate >1 yr.	18	84	302	322	347
Total Degrees	**717**	**845**	**1,057**	**1,094**	**1,150**

GENDER	2007-08	2008-09	2009-10	2010-11	2011-12
Female	344	398	429	446	450
Male	337	387	370	381	387
Total Graduates	**681**	**785**	**799**	**827**	**837**

Yavapai College Graduate Summary by Program

AWARD TYPE		2007-08	2008-09	2009-10	2010-11	2011-12
Associate of Applied Science	Accounting	4	7	5	8	16
	Administration of Justice	1	3	2	2	8
	Agriculture Technology Mngt		1	1	1	
	Architectural Graphics	2				
	Automotive Management	1	1		1	4
	Automotive Technician		1			
	Commercial Construction Mngt	1				
	Computer Networking Technology	4	3	6	4	12
	Computer Systems & Application	7	4	3	6	7
	Construction Technology		4			
	Diesel Technician		4	5	2	3
	Early Childhood Education	6	7	7	2	8
	Electrical Instrumentation		10	9	4	2
	Emergency Medical Services	1				
	Environmental Structures		2			
	Equine Science	2	4	1	1	1
	Fire Science	7	12	14	18	17
	Graphic Design	10	8	4	6	11

	Gunsmithing	7	4	4	5	3
	Industrial Plant Technician		1	5	2	1
	Management	1	8	9	16	13
	Microsoft Office User Special	1				
	Nursing	111	90	114	130	103
	Office Administration	4	6	5	3	4
	Paraeducation				1	
	Paralegal Studies	6	5	3	2	4
	Paramedicine	7	8	12	7	3
	Professional Pilot Helicopter				4	27
	Radiologic Technology				5	9
	Residential Building Tech	3			4	4
	Residential Construction Mngt	1		1		
	Social and Human Services				3	6
	Sports Turfgrass	1				
Associate of Arts	Associate of Arts	109	111	186	174	198
	General Studies	19	36			
Associate of Arts in Elem. Ed	Elementary Education	3	1	3	5	2
Associate of Arts in Fine Art	Fine Arts	4	6	6	6	6
Associate of Business	Associate of Arts	1				
	Business	23	19	24	22	22
	General Studies	4	1			
Associate of General Studies	General Studies	17	21	21	9	21
Associate of Science	Associate of Science	9	2	9	6	13
	Business	1				
	General Studies	1				
Certificate	Admin Office Specialist		1			
	Architectural Graphics			1		
	Computers in Business			1	1	
	Helicopter Pilot Entrepreneur			1		
	Medical Transcription		1			
	Microsoft Office User Special				1	
Certificate <1 yr.	Accounting Assistant	3				
	Admin Medical Assistant		1			
	Admin Office Specialist	2		2	4	4
	Advanced Gunsmithing					
	Arizona General Education - A	9				
	Arizona General Education - B	2				
	Arizona General Education - S	5				
	Automotive Technician	1	3	2	7	3
	Child Development Associate			5	5	1
	Cisco Networking Specialist					8
	Cisco Networking Technician			5		3

Program					
CNC Machining					
Computer Appl. Specialist					1
Computer Maintenance & Repair	2	2		1	
Computer Networking Technician			27	19	40
Computer Networking Technology	7	1			
Computers in Business	6				
Construction Technology		3			
Creative Writing			2	4	4
Digital Filmmaking	25	20			
Early Childhood Ed-Basic					6
Early Childhood Education	3	3			
Electronics Technology					6
Emergency Medical Services	145	173			
Emergency Medical Tech-Basic		5	167	135	
Emergency Medical Technician					83
Equine Science	2	4			
Fire Science	6	6			
Fire Science Firefighter		1	4	5	3
Firefighter I & II Academy					1
General Studies		2			
Gerontology		6	3		1
Graphic Design		2			
Gunsmithing	4	5			
Health Information Clerk		1	1		
Helicopter Pilot Entrepreneur	1				
Legal Office Clerk				1	
Legal Office Secretary				1	
Management	8	41	19	20	21
Medical Assistant	1	8	8	5	13
Medical Coding	2				
Medical Records Technician			6	8	10
Medical Transcription		1			
Microsoft Office User Special	3	3			
Mining Technology	23	16			
Nursing Assistant					
Office Administration		1			
Paralegal Studies	6	2			
Paramedicine	1	8			
Pharmacy Technician			2	2	4
Phlebotomy Technician		4	13	20	18
Police Certification	44	38	18	48	32
Residential Building Skills				2	2
Residential Building Tech	2	3	1	7	2

	Residential Construction Mngt	1			1	
	Retail Management		3			
	Small Business	3	2			
	Small Business Entrepreneur			6	1	
	Social and Human Services				12	3
	Solar Renewable Energy					2
	Video Game Developer					
	Weather & Energy Efficiency			2	2	
	Web Site Design				1	
	Welding	3	1			
	Windows Server Administrator					4
Certificate >1 yr.	Accounting Assistant			1	2	7
	Animal Care & Management	1			2	
	Arizona General Education - A	9	43	204	203	224
	Arizona General Education - B	2	2	26	22	23
	Arizona General Education - S	4	11	14	16	14
	Automotive Master Technician			2	5	3
	Diesel Technician				2	6
	Digital Filmmaking Documentary	1		6	7	3
	Digital Filmmaking Feature		2			
	Digital Filmmaking Narrative		3	18	9	13
	Early Childhood Education		1	3	1	1
	Early Childhood-Advanced					4
	Electrical Instrumentation	1	1	2	4	2
	Equine Management			2		1
	Equine Practitioner					
	Fire Science Driver/Operator		2	4	5	2
	Fire Science Fire Officer		2	5	6	2
	Graphic Design Technician		1		1	2
	Gunsmithing		2	8	13	16
	Horticulture					1
	Industrial Plant Technician				2	1
	Medical Coding			2	5	6
	Paralegal Post Degree		2	2	2	2
	Paramedicine		10	1	8	2
	Photography			1	2	6
	Residential Building Adv Skill				1	1
	Residential Design		1			
	Retail Management		1			1
	Turfgrass Management				1	
	Viticulture					4
	Welding				1	3
Total Degrees		**717**	**845**	**1,057**	**1,094**	**1,150**

Yavapai College Enrollment

Facts-at-a-Glance		
Yavapai College Enrollment FY 2011-12		
Annual FT Equivalent Student		3974
Annual Unduplicated Headcount		11616
Fall 2011 Headcount (credit)		8163
By Full-time or Part-time	Fall 2011	
Full-time	1801	22%
Part-time	6362	78%
Total	8163	100%
By Gender	Fall 2011	
Female	4658	57%
Male	3503	43%
Undeclared/unknown	2	0%
Total	8163	100%
By Residency Status	Fall 2011	
Resident	7008	86%
Out-of-County	595	7%
Out-of-State	193	2%
Unknown	367	5%
Total	8163	100%
By Ethnic or Race Group	Fall 2011	
Non-resident Alien	10	0%
Black, non-Hispanic	72	1%
Am Indian/Alaskan Native	212	3%
Asian	76	1%
Hawaiian/Pacific Islander	6	0%
Hispanic	739	9%
White, non-Hispanic	5340	65%
Mixed Race	72	1%
Other	263	3%
Unknown/unreported	1373	17%
Total	8163	100%
Instructional Staff	Fall 2011	
Full-time Instructors	114	28%
Part-time Instructors	300	72%
Total	414	100%
District Revenue Sources (All Funds) FY 2011-12		
Tuition & Fees		$11,119,772
State Aid (incl. Equalization)		$899,200
Primary/Secondary Tax Levy		$43,701,144
Restricted Grants		$11,892,501
Bond Proceeds		$0
Other		$3,405,026
Fund Balance		$23,021,221
Total		$94,038,864

District Expenditures (All Funds) FY 2011-12

General Fund	$35,516,304
Restricted Fund	$12,975,519
Auxiliary Fund	$5,843,462
Unexpended Plant Fund	$28,728,455
Retirement of Indebtedness	$4,819,116
Total	$87,882,856

Enrollment Comparison

Fall 2012 Enrollment Comparison			
Run Date: Feb 2, 2013			
		Change From Fall 2011 to Fall 2012	
District	**Fall 2012**	**Percent**	**Count**
Headcount	8,283	0.9%	76
SCH	58,504	1.5%	872
		Change From Fall 2011 to Fall 2012	
Campus	**Fall 2012 SCH**	**Percent**	**Count**
CHV Chino Valley Agribusiness	1,600	-4.2%	-71
CTE Career & Technical Education	3,086	12.6%	345
DUAL Dual Enrolled	3,830	28.2%	843
OFF Off-Site Location	2,535	58.0%	931
ONLINE Online Delivery	16,114	14.2%	1,999
PRE Prescott	23,376	-9.5%	-2,461
PV Prescott Valley	2,632	-2.7%	-74
SED Sedona Center for Arts & Tech	683	72.0%	286
VV Verde Valley	4,648	-16.6%	-926
		Change From Fall 2011 to Fall 2012	
Division	**Fall 2012 SCH**	**Percent**	**Count**
BSCS Business & Computer Science	7,322	3.6%	252
FNDT Foundation Studies	14,191	-5.5%	-820
SSHL Sciences & Health	11,633	-7.6%	-963
TECH Career & Technical Education	11,020	32.3%	2,688
VPLA Visual/Performing/Liberal Arts	14,338	-2.0%	-286
Subjects with year-over-year growth or decline of 150 or more SCH			
	Fall 2012 SCH	**Percent**	**Count**
AJS Administration of Justice	1,809	55.7%	647
FSC Fire Science	1,127	47.1%	361
BSA Business Administration	2,451	16.7%	350
AVT Aviation	1,035	48.7%	339
GST Gunsmithing	1,025	44.4%	315
DFM Digital Filmmaking	653	79.4%	289
VGD Video Game Development	423	161.1%	261
AGS Agricultural Science	718	35.5%	188

HIS History	849	21.5%	150
CSA Computer Systems & Application	1,520	-11.0%	-188
CNT Computer Networking Technology	1,203	-14.2%	-199
STU Student Success Skills	328	-38.6%	-206
PHI Philosophy	864	-20.2%	-219
ENG English	5,850	-3.7%	-222
SPA Spanish	553	-29.3%	-229
MAT Mathematics	6,876	-3.6%	-260
BIO Biology	3,881	-7.6%	-319

Spring 2012 Enrollment Comparison			
Run Date: Feb 2, 2013			
		Change From Spring 2011 to Spring 2012	
District	**Spring 2012**	**Percent**	**Count**
Headcount	8,322	-7.7%	-692
SCH	57,664	-7.4%	-4,619
		Change From Spring 2011 to Spring 2012	
Campus	**Spring 2012 SCH**	**Percent**	**Count**
CHV Chino Valley Agribusiness	1,531	-4.7%	-76
CTE Career & Technical Education	2,808	34.2%	715
DUAL Dual Enrolled	4,839	20.8%	833
OFF Off-Site Location	2,309	12.1%	249
ONLINE Online Delivery	15,692	5.3%	788
PRE Prescott	22,181	-16.8%	-4,467
PV Prescott Valley	2,923	-23.3%	-889
SED Sedona Center for Arts & Tech	375	-32.1%	-177
VV Verde Valley	5,008	-24.2%	-1,595
		Change From Spring 2011 to Spring 2012	
Division	**Spring 2012 SCH**	**Percent**	**Count**
BSCS Business & Computer Science	6,866		
FNDT Foundation Studies	14,645		
SSHL Sciences & Health	12,693		
TECH Career & Technical Education	9,428		
VPLA Visual/Performing/Liberal Arts	14,033		
Note: Prior year comparison not available due to reorganization of divisions			
Subjects with year-over-year growth or decline of 150 or more SCH			
	Spring 2012 SCH	**Percent**	**Count**
AJS Administration of Justice	1,600	174.9%	1,018
AVT Aviation	890	93.1%	429
GLG Geology	348	97.7%	172
DFM Digital Filmmaking	341	-31.0%	-153
BSA Business Administration	2,341	-6.7%	-169
RBT Residential Bldg Technology	96	-65.5%	-182
CRW Creative Writing	353	-35.1%	-191
PHI Philosophy	960	-17.7%	-207

FSC Fire Science	1,050	-19.7%	-257
CHM Chemistry	784	-26.4%	-281
ART Art	3,051	-9.3%	-314
PSY Psychology	2,654	-11.7%	-351
PHE Physical Education	2,096	-15.6%	-388
CSA Computer Systems & Application	1,592	-20.2%	-403
MAT Mathematics	7,696	-6.8%	-560
ENG English	5,283	-11.0%	-652
BIO Biology	4,081	-15.1%	-728

Summer 2012 Enrollment Comparison			
Run Date: Feb 2, 2013			
		Change From Summer 2011 to Summer 2012	
District	**Summer 2012**	**Percent**	**Count**
Headcount	2,642	-4.8%	-134
SCH	11,584	-1.5%	-178
		Change From Summer 2011 to Summer 2012	
Campus	**Summer 2012 SCH**	**Percent**	**Count**
CHV Chino Valley Agribusiness	452	31.8%	109
CTE Career & Technical Education	415	78.9%	183
OFF Off-Site Location	711	-24.8%	-235
ONLINE Online Delivery	6,502	2.4%	154
PRE Prescott	3,003	7.3%	206
PV Prescott Valley	469	-11.2%	-59
VV Verde Valley	33	-93.8%	-499
		Change From Summer 2011 to Summer 2012	
Division	**Summer 2012 SCH**	**Percent**	**Count**
BSCS Business & Computer Science	1,681		
FNDT Foundation Studies	3,225		
SSHL Sciences & Health	1,909		
TECH Career & Technical Education	1,520		
VPLA Visual/Performing/Liberal Arts	3,211		
Note: Prior year comparison not available due to reorganization of divisions			
Subjects with year-over-year growth or decline of 150 or more SCH			
	Summer 2012 SCH	**Percent**	**Count**
AVT Aviation	843	50.0%	281
FSC Fire Science	257	272.5%	188
ECE Early Childhood Education	150	-52.5%	-166
EMS Emergency Medical Services	176	-49.8%	-174
HIS History	144	-59.7%	-213
BIO Biology	500	-30.0%	-214
ENG English	1,155	-17.9%	-252
NSG Nursing	251	-53.5%	-289

Enrollment Projections

The following data was provided by the **2012-2013 FTSE and Headcount Projections for the Economic Estimates Commission.**

The State of Arizona mandates that community colleges submit full-time student equivalency (FTSE) projections annually to the Economic Estimates Commission (EEC). The estimated FTSE submitted to the State is used to determine Yavapai College's expenditure limitation. The forecast is also used in the budgeting, planning, and strategic enrollment management processes at the college.
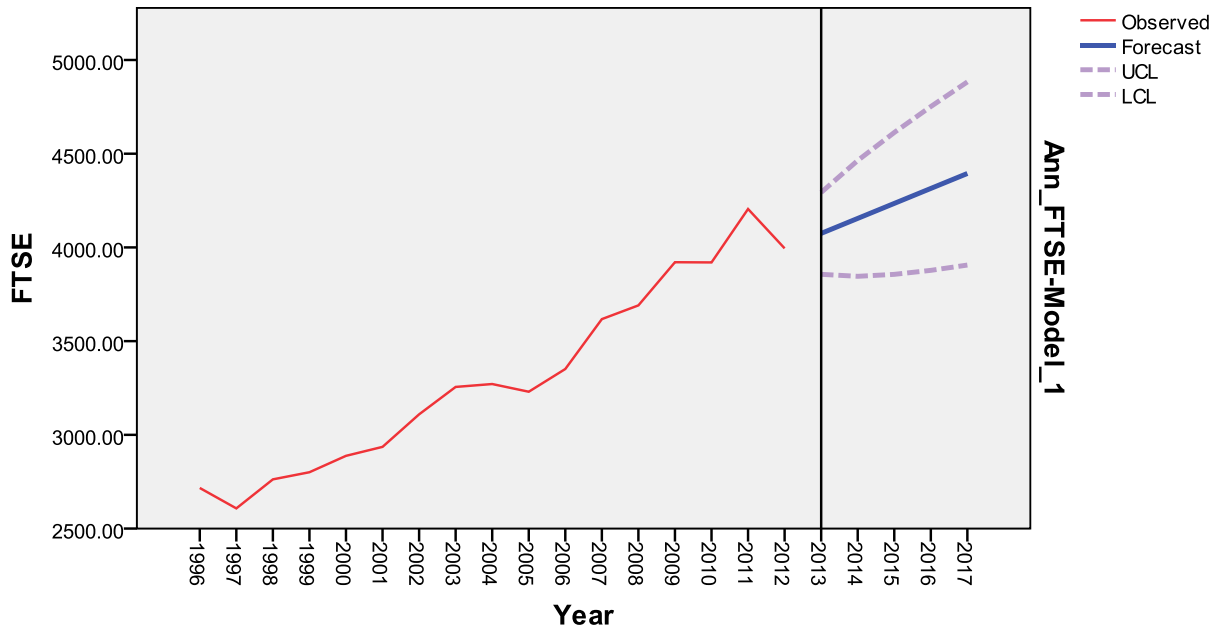
Methods

Selected administrators, faculty and staff were contacted regarding perceptions of enrollment factors and growth issues. Feedback from this group was integrated into the model and the final projections.

FTSE and fall headcount were forecasted using an autoregressive time series models.
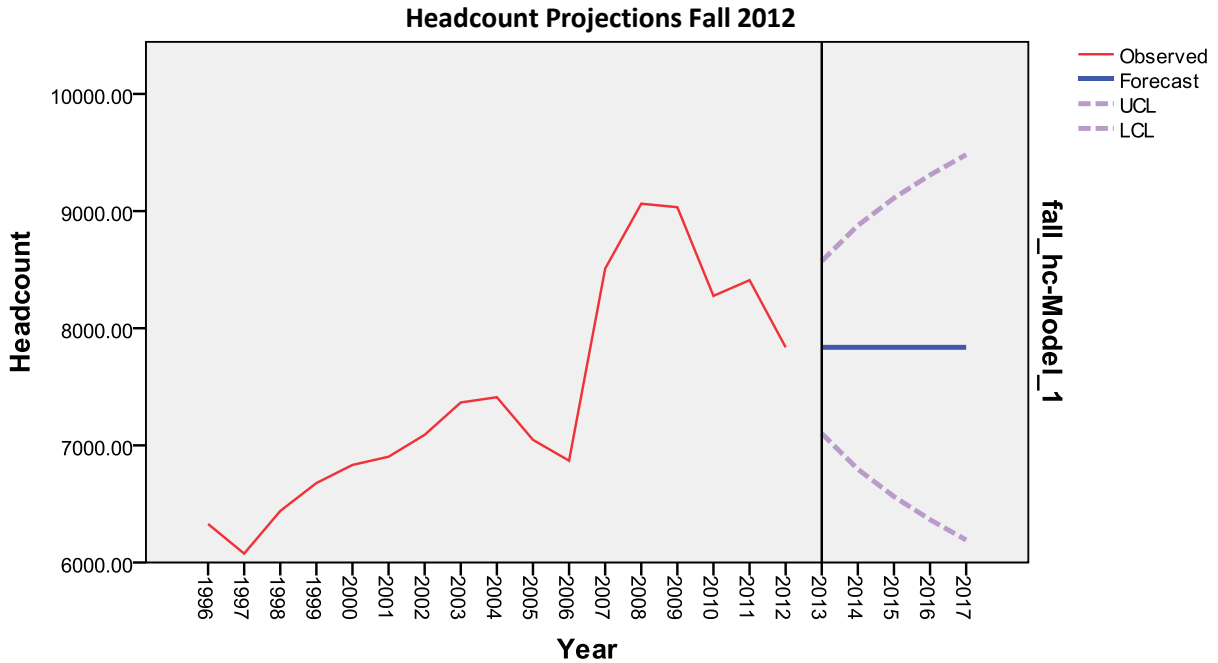
Yavapai College FTSE Forecast

Fiscal year 2013 FTSE is forecasted at **4,075**. 95% confidence intervals are included to indicate the amount of variation in the FTSE forecasts.

Headcount Projections Fall 2012

Fall 2012 headcount is forecasted at 8,739. 95% confidence intervals are included to indicate the amount of variation in the headcount forecasts.

Assumptions

Population
Economic Modeling Specialists Incorporated (EMSI) estimates Yavapai County's 2011 population to be 216,954.[1] EMSI is forecasting three percent growth for the County in 2012 with the population being 223,659. This represents a small increase over last year's flat growth trend.

Tuition/Fee Structure
On average, tuition will increase three dollars a credit hour for students. Yavapai is moving from a flat tuition structure to a differentiated tuition model. The more expensive programs (Nursing, Allied Health, Science, Career and Technical) will have higher tuition than general education course work. A few programs (Digital Filmmaking, Aviation) will continue to have market-based tuition. Existing course fees will now be included in the tuition. Thus from this point forward there will be no course fees for most students. In the long-term this makes the cost of college more transparent, but in the short-term is likely to cause confusion for students as this is a major change. The impact on enrollment is unclear, but is not expected to be significant.

The college's practice of setting aside a proportion of tuition for financial aid continues to serve the institution well. Continuing increases in Arizona's university tuition should continue to make Yavapai College an inviting and cost-effective alternative.

High School Graduates and Local School Information

Between 2007 and 2011 the number of high school graduates in Yavapai County has had a compound annual growth rate of 1%. Last year is the first time in a decrease in high school graduates has occurred in the past five years.

Graduation Year	Yavapai County High School Graduates
2007	1,554
2008	1,657
2009	1,678
2010	1,759
2011	1,636

Population projections indicate that the number of high school graduates in Yavapai County will flatten as current economic conditions and the downturn in the housing market impact families' ability to move to Yavapai County.

Similarly, a number of schools in Yavapai County are losing enrollment due to families moving out of the area because of the current economic conditions and rising unemployment. The full impact on high school enrollment is not known at this time.

Yavapai College consistently has enrolled about 30% of Yavapai County high school graduates and this figure is expected to rise as more graduates attend community colleges rather than State universities due to rising university tuition prices and high unemployment.

Dual Enrollment and Joint Technical Education District

Dual Enrollment and Joint Technical Education District (JTED) is expected to grow minimally in 2011-12.

Adult Basic Education

Adult Basic Education courses are no longer credit bearing. This change first occurred in 2011-2012. However, Adult Basic Education (ABE) clock hour courses will still generate FTSE with little change expected for 2012-13.

Summer School

The practice of higher pay for full-time faculty during the summer semester will be discontinued. Feedback from the Division Deans indicates that this will not have an impact on summer enrollment. YC will continue its current eight-week summer schedule for 2012-13. Summer FTSE is expected to decline slightly due to construction and closure of the Verde campus for summer 2012.

Public Services

Public Safety is one of the most expensive budgets for municipalities; however, current cuts for police and fire do not look likely and should allow for flat to modest growth in 2012-13.

Occupational Outlook

Medical occupations dominate the highest paying occupations in Yavapai County. YC has many programs directly related to county and state occupational openings. Occupational trends in combination with the economic recession are expected to have a positive impact on enrollment in Allied Health programs.

Occupations Requiring Postsecondary Training to an Associate's Degree

Description	2011 Median Hourly Wage	2011 County Openings	2011 State Openings	YC Program
Dental hygienists	$39.45	5	174	
Registered nurses	$33.32	54	1,695	Nursing Program
Nuclear medicine technologists	$30.55	0	15	
Diagnostic medical sonographers	$28.60	1	34	
Radiologic technologists and technicians	$28.30	4	183	Radiological Tech. Program
Respiratory therapists	$26.34	4	103	
Physical therapist assistants	$25.82	4	54	
Licensed practical and licensed vocational nurses	$22.36	11	545	Nursing Assistant Program
Occupational therapist assistants	$21.39	1	13	
Funeral directors	$19.49	0	6	
Cardiovascular technologists and technicians	$18.99	1	44	
Surgical technologists	$18.58	2	87	
Computer specialists, all other	$17.69	1	52	Computer Systems Program
Paralegals and legal assistants	$17.51	1	59	Paralegal Progarm
Library technicians	$16.93	7	83	
Electrical and electronic engineering technicians	$16.92	0	100	Pre-Engineering Program
Civil engineering technicians	$16.55	0	36	Pre-Engineering Program
Legal secretaries	$16.35	1	59	Legal Office Secretary Program
Medical and clinical laboratory technicians	$16.24	4	106	
Geological and petroleum technicians	$16.15	2	20	
Chemical technicians	$16.14	2	32	
Computer support specialists	$15.84	5	357	Computer Systems Program
Healthcare technologists and technicians, all other	$14.52	1	37	Postsecondary vocational award
Emergency medical technicians and paramedics	$13.40	10	196	Emergency Medical Technician Program
Social science research assistants	$13.22	1	45	Human and Social Services Program
Medical records and health information technicians	$13.01	4	189	Medical Records Program
Forest and conservation technicians	$12.83	1	58	
Broadcast technicians	$12.59	0	22	
Medical equipment repairers	$12.39	1	35	
Interior designers	$12.13	1	49	
Medical transcriptionists	$11.15	1	45	Medical Transcription Program
Veterinary technologists and technicians	$10.86	2	73	Animal Care and Management Program
Massage therapists	$10.23	1	70	
Dietetic technicians	$9.83	0	22	
Appraisers and assessors of real estate	$9.67	5	209	
Audio and video equipment technicians	$8.82	1	39	
Preschool teachers, except special education	$8.41	4	239	Early Childhood Education Program

Source: EMSI, Yavapai County, spring 2012

Nursing
Nursing enrollment is expected to stay at 2011-12 levels with the nursing cohort size capped at 256.

Allied Health
Allied Health (AHS) should expect modest to high enrollment growth as more students seek careers in the Health Care industry. This will also be enhanced with the hiring of a new full-time faculty member in this area.

Career and Technical Education Center (CTEC)
Occupational enrollment as a whole is expected to increase almost 8% in 2012-13. Most of the growth is expected to occur in the Aviation programs and Gunsmithing.

Economic Outlook
The economic outlook in Arizona for 2012-13 is beginning to improve. The Eller College of Management reports that the economy improved modestly during 2011 and should continue at a faster pace in 2012. [2]

Positive signs
> Dropping unemployment rates
> Increases in consumer spending
> Increased state revenue collections

Headwinds still with us
> Arizona's housing markets are still depressed
> Foreclosures are still high (AZ ranks 3rd nationally)
> Population is currently growing by roughly 1% annually

As a result of the economic environment YC should continue to see new traditional age enrollment from students who would typically choose a public Arizona University, but because of tuition costs will migrate to a community college.

FTSE by Course Subject and Division

Business and Computer Science			
Subject	2011 Actual FTSE	2012 Estimate FTSE	2013 Forecast FTSE
ACC	72.2	67.9	72.4
BSA	167.5	147.8	148.0
CNT	87.5	96.8	100.1
CSA	135.0	120.4	105.8
LAW	21.3	21.2	15.9
RES	2.0	2.0	2.0
SBE	7.2	8.7	9.4
VGD	5.9	4.5	7.5
WEB	6.8	7.8	6.6
Total	505.4	477.1	467.7

Foundation Studies			
Subject	2011 Actual FTSE	2012 Estimate FTSE	2013 Forecast FTSE
COM	89.6	90.3	83.0
ENG	412.0	375.6	403.2
MAT	526.1	479.6	492.6
STU	30.9	27.2	32.6
Total	1058.6	972.7	1011.4

Sciences and Health			
Subject	2011 Actual FTSE	2012 Estimate FTSE	2013 Forecast FTSE
AFR	.2	.2	.2
AHS	64.3	69.3	78.5
AMS	.3	.2	.2
BIO	313.4	277.4	285.2
CHM	66.4	60.6	62.2
DAN	9.5	7.7	7.7
ENV	8.5	7.7	9.1
GLG	13.3	19.5	15.0
HIM	17.30	17.10	20.00
NSG	206.5	174.8	175.0
NTR	19.7	17.1	15.1
PHE	159.4	152.3	153.3
PHT	4.10	5.90	5.90
PHY	10.5	10.5	9.2
RAD	13.0	18.7	18.7
REC	8.5	9.1	8.9
Total	914.9	848.1	864.1

Career and Technical Education			
Subject	2011 Actual FTSE	2012 Estimate FTSE	2013 Forecast FTSE
AGE	16.0	16.5	14.7
AGS	38.0	29.5	32.6
AJS	94.40	95.10	94.69
AUT	87.0	93.4	100.0
AVT	41.5	77.1	112.8
RBT	16.9	11.2	6.5
CNC	5.3	17.3	16.5
ELT	11.0	17.0	13.0
EMS	92.9	88.2	90.0
FSC	80.6	52.6	60.0
GST	34.5	43.8	52.0
IPT	1.2	10.4	7.1
MET	2.0	.5	.5
MTC	1.4	1.2	1.2
VIT	7.80	12.90	12.90
WLD	28.0	36.0	36.0
Total	558.5	602.7	650.5

Visual, Performing and Liberal Arts			
Subject	2011 Actual FTSE	2012 Estimate FTSE	2013 Forecast FTSE
ANT	30.6	25.2	28.1
ART	215.2	204.8	204.8
ASL	13.3	10.5	6.5
CHP	1.5	1.5	1.5
CRW	35.4	23.9	34.5
DFM	30.6	17.7	17.7
ECE	50.5	55.2	56.1
EDU	29.7	24.4	24.4
GEO	38.7	45.1	54.6
GRN	3.6	2.5	3.7
HIS	53.9	45.5	46.1
HUM	45.3	50.1	50.1
JRN	14.3	7.2	7.2
MUS	58.5	53.5	53.5
PHI	73.9	78.0	78.0
POS	3.0	1.2	3.2
PSY	210.3	181.8	187.0
REL	8.4	15.9	15.9
SOC	84.7	87.9	93.4
SPA	46.6	52.6	52.6
THR	3.7	3.0	3.2
Total	1051.7	987.5	1022.1

Note: Division and subject FTSE do not total to district FTSE due to changes in subject codes and clockhour FTSE stored outside of Banner.

How Accurate Are We?

In 2004-05, we began producing enrollment forecasts using the methodology detailed in this report. Below are results indicating the accuracy of our forecasts.

Year	Forecasted FTSE	Actual FTSE	Error
2005-06	3,342	3,351	0.003
2006-07	3,540	3,617	0.020
2007-08	3,799	3,691	-0.029
2008-09	3,838	3,921	0.022
2009-10	3,984	3,920	-0.016
2010-11	4,086	4,205	0.029

Sources:

[1]Economic Modeling Specialists Incorporated, Occupational Outlook for Yavapai County, 2011 estimates.

[2]Universtiy of Arizona, Eller College of Management, Arizona's Economic Outlook 2012-13: On the Road to Recovery, 12/1/2011. Marshal J. Vest, Project Director

Retention Trends

A key element in fostering student success is retaining students. Yavapai College tracks retention through its participation in the National Community College Benchmark Project[1] and the federal Integrated Postsecondary Educational Data Survey[2]. Retention measures link directly to Board End 1.1

YC's fall 09-to- fall 10 retention rate of all credit students is 50.1% which is above the national median average of 49.5%.

Retention
Trends.xlsx

NCCBP Fall-to-Fall
Retention.xlsx
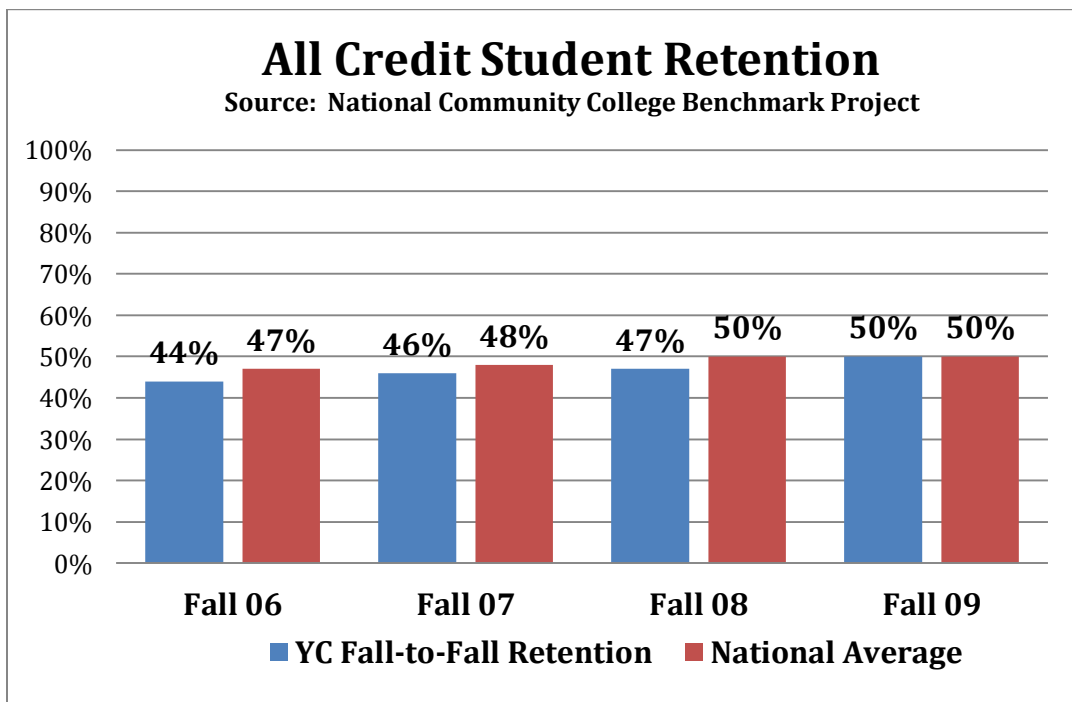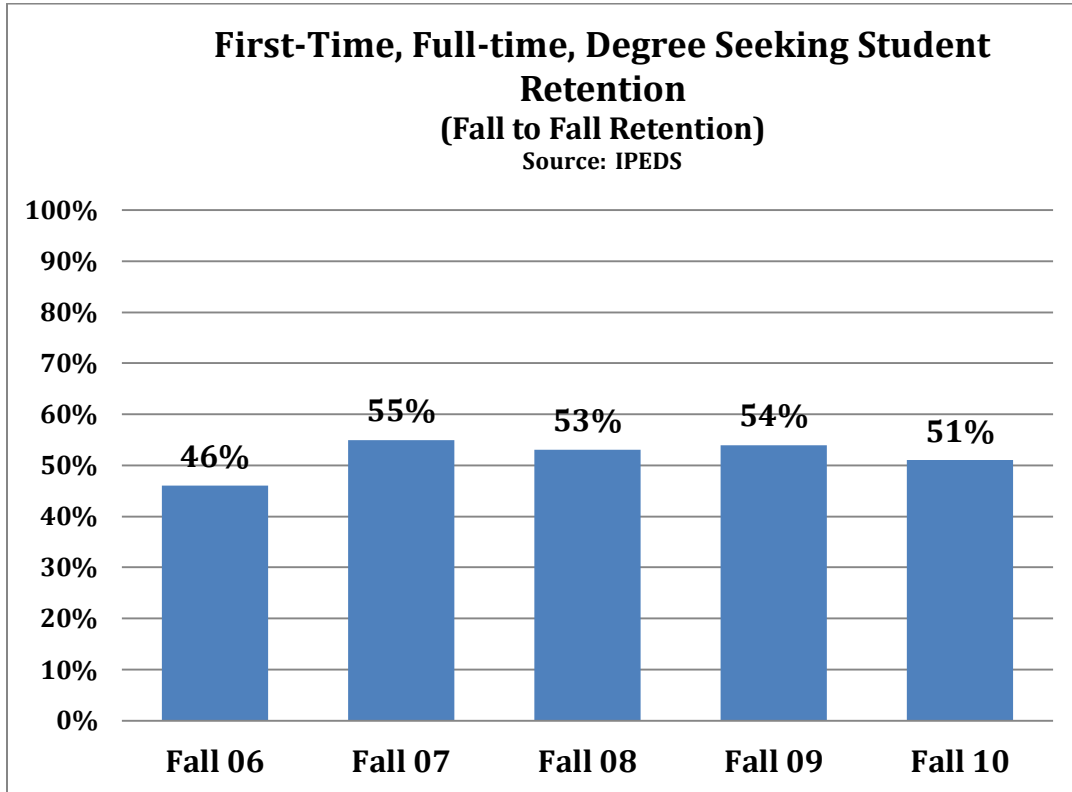
First-Time, Full-Time, Degree Seeking Retention

Cohort Year	Fall-to-Fall Retention
Fall 06	46%
Fall 07	55%
Fall 08	53%
Fall 09	54%
Fall 10	51%

Source: Integrated Postsecondary Educational Data Survey (IPEDS)

All Credit Student Retention

Cohort Year	YC Fall-to-Fall Retention	National Average
Fall 06	44%	47%
Fall 07	46%	48%
Fall 08	47%	50%
Fall 09	50%	50%

Source: National Community Benchmark Project

First-Time, Full-time, Degree Seeking Student Retention
(Fall to Fall Retention)
Source: IPEDS

Fall 06: 46%
Fall 07: 55%
Fall 08: 53%
Fall 09: 54%
Fall 10: 51%

All Credit Student Retention
Source: National Community College Benchmark Project

Fall 06: YC 44%, National Average 47%
Fall 07: YC 46%, National Average 48%
Fall 08: YC 47%, National Average 50%
Fall 09: YC 50%, National Average 50%

■ YC Fall-to-Fall Retention   ■ National Average

Source:
[1]National Community College Benchmark Project, 2010-2011 Final Report
[2]Integrated Postsecondary Educational Data Survey, 2007 – 2011

Career and Technical Success:

The four-year compound annual growth rate is 6% for both Associate of Applied Science Degree Programs and Certificates.

	2007-08	2008-09	2009-10	2010-11
Associate of Applied Science[3]	186	193	210	237
Certificates[3]	309	397	350	391

2010 Pass Rates	YC	US	AZ
First-time pass rates for Nursing license[4]	89.5%	87.4%	90.1%
First-time pass rate for Radiological Tech license[5]	100%	92.7%	NA

Career and Technical Award Trends.xlsx

Nursing Pass Rates.pdf

ARRTNationalComparison_YC Cohort 2011

Carl Perkins Measurement.docx

Sources:
[3]Office of Institutional Research
[4]National Council of State Boards, National Council Licensure Examination (NCLEX)
[5]American Registry of Radiologic Licensure Examination (ARRT)

Transfer Success:

The four-year compound annual growth rate for Associate Degrees and Arizona General Education Certificates is 4% and 68% respectively. Students transferring to public Arizona universities consistently perform above the national median first-year grade point average of 2.88[1]

	2007-08	2008-09	2009-10	2010-11
Associate Degrees[3]	191	196	249	220
Arizona General Education Certificates[3]	30	52	244	239
Average first-year grade point average (GPA) at transfer institutions[6]	3.00	3.16	2.95	3.14

Associates and Tranfer Trends.xlsx

Transfer Hour Trends 2006-2011.pd

First Year Tranfer GPA Trends.xlsx

NCCBP First-Year GPA.xlsx

Sources:
[1]National Community College Benchmark Project, 2010-2011 Final Report
[3]Office of Institutional Research
[6]Arizona State System for Information on Student Transfer (ASSIST)

21st Century Community College

Yavapai College continues to monitor trends in higher education from a variety of resources. As YC begins to explore alternative methods for program review, as well as develop the Campus master plan through 2023, we need to think about reimagining the community college. The following report, *"Reclaiming the American Dream Community Colleges and the Nation's Future. A Report From the 21st Century Commission on the Future of Community Colleges"* by the American Association of Community Colleges provides recommendations on a new model ensuring that community colleges serve the students of today and tomorrow ever more effectively. According to the report, there are three "R's" that incorporate seven recommendations for community colleges. They are:

- **Redesign** student's educational experiences
- **Reinvent** institutional roles
- **Reset** the system to create incentives for student and institutional success

Recommendation 1
Increase completion rates of students earning community college credentials (certificates and associate degrees) by 50% by 2020, while preserving access, enhancing quality, and eradicating attainment gaps associated with income, race, ethnicity and gender.

Recommendation 2
Dramatically improve college readiness: By 2020, reduce by half the numbers of students entering unprepared for rigorous college-level work, and double the number of students who complete developmental education programs and progress to successful completion of related freshman-level courses.

Recommendation 3
Close the American skills gap by sharply focusing career and technical education on preparing students with the knowledge and skills required for existing and future jobs in regional and global economies.

Recommendation 4
Refocus the community college mission and redefine institutional roles to meet 21st century education and employment needs.

Recommendation 5
Invest in support structures to serve multiple community colleges through collaboration among institutions and with partners in philanthropy, government, and the private sector.

Recommendation 6
Target public and private investments strategically to create new incentives for all institutions of education and their students and to support community college efforts to reclaim the American dream.

Recommendation 7
Implement policies and practices that promote rigor, transparency, and accountability for results in communication colleges.

There have been a number of initiatives and projects that are currently in progress that allow Yavapai College the opportunities to be well-prepared as we move into the future. It is an exciting opportunity to be paving the way for future generations.