

ACCA

Arizona Community College Association

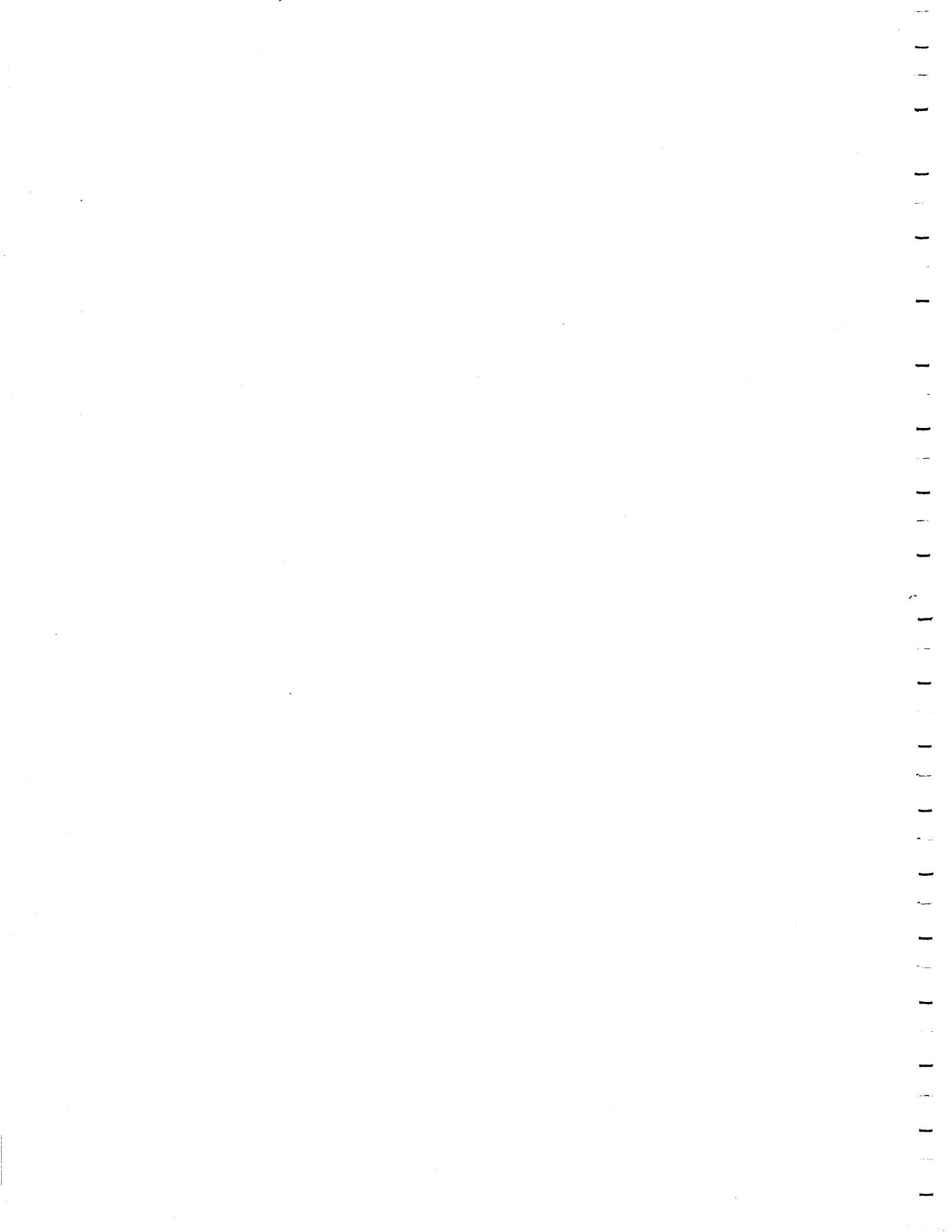
ARIZONA COMMUNITY COLLEGES

ANNUAL REPORT A.R.S. § 15-1427

FY 2003-04

Data Provided by:
Arizona Community Colleges

Report Prepared by:
Arizona Community College Association
March 7, 2005



ACKNOWLEDGMENTS

Each community college district provided the data contained in this report through their Institutional Effectiveness/Research Offices. The Arizona Community College Association (ACCA) prepared the report.

ACCA thanks the following individuals and members of their staff. Without their assistance the preparation of this document would not have been possible.

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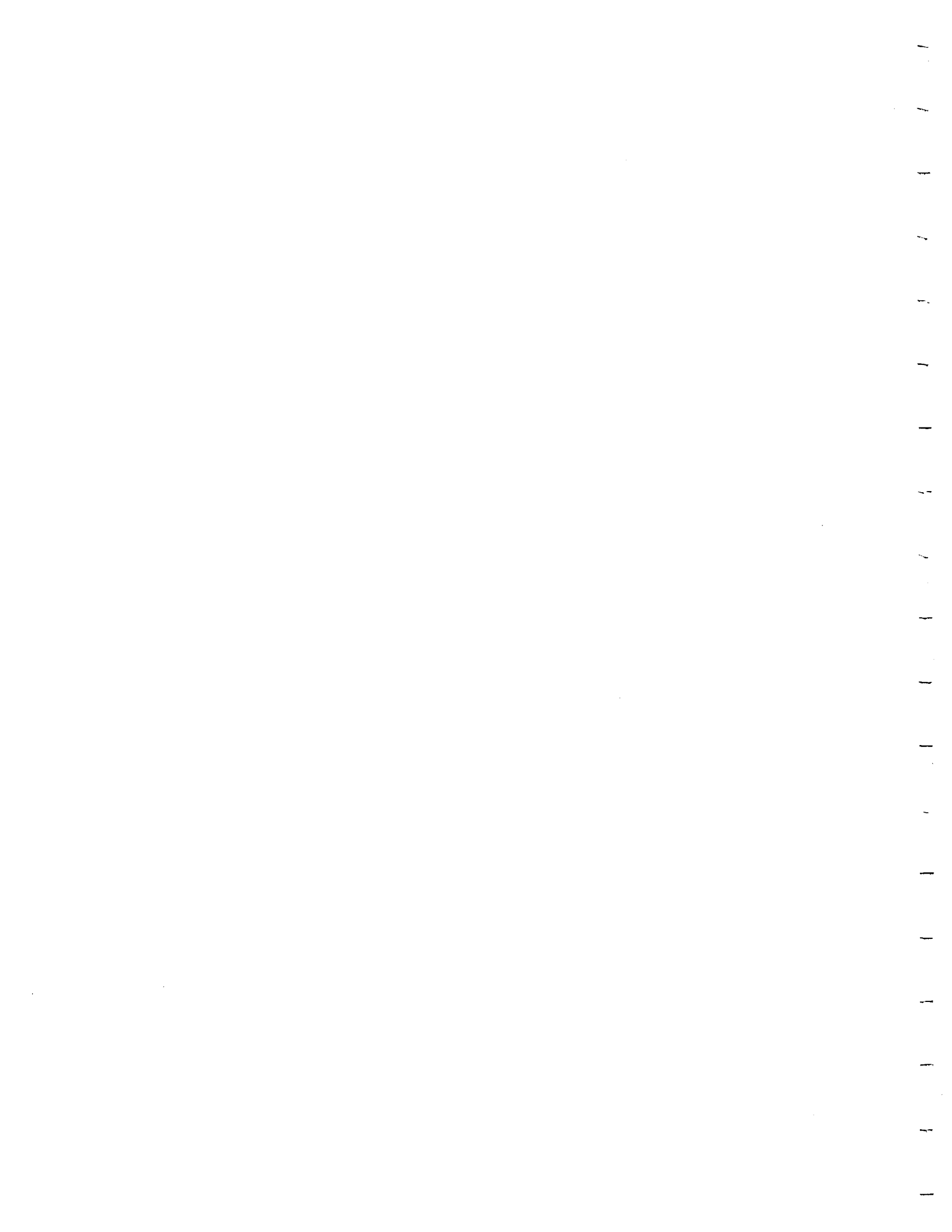
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Arizona Community College Campuses, Centers, and Extension Sites

FY 2004/05

COCHISE COUNTY

Cochise County Community College District

Cochise College

Douglas Campus
Sierra Vista Campus
Benson Center
Willcox Center

Services also provided at
Ft. Huachuca
ADC Douglas Prison
Cochise County High Schools
Online Campus

COCONINO COUNTY

Coconino County Community College District

Coconino Community College

Flagstaff Lone Tree Campus and District Offices; *Flagstaff*
Flagstaff Fourth Street Campus and Technology Center; *Flagstaff*
Page/Lake Powell Campus; *Page*
Williams Campus; *Williams*
Grand Canyon Learning Center; *Grand Canyon*

GRAHAM COUNTY

Graham County Community College District

Eastern Arizona College
Main Campus; *Thatcher* Satellite Center; *San Carlos* Satellite Center; *Hayden-Winkelman*
Extension Center; *Clifton/Morenci*
Extension Center; *Duncan*

Other programs provided at state/federal corrections facilities:
ADC - *Safford*, *Fort Grant*, *Globe*
Federal - *Swift Trail*

MARICOPA COUNTY

Maricopa Community College District Office

Chandler-Gilbert Community College; *Chandler*

Estrella Mountain Community College; *Avondale*

GateWay Community College; *Phoenix*

Glendale Community College and Glendale Community College North Center; *Glendale*

Mesa Community College.

Mesa Community College at Southern & Dobson, and Mesa Community College at Red Mountain; *Mesa*

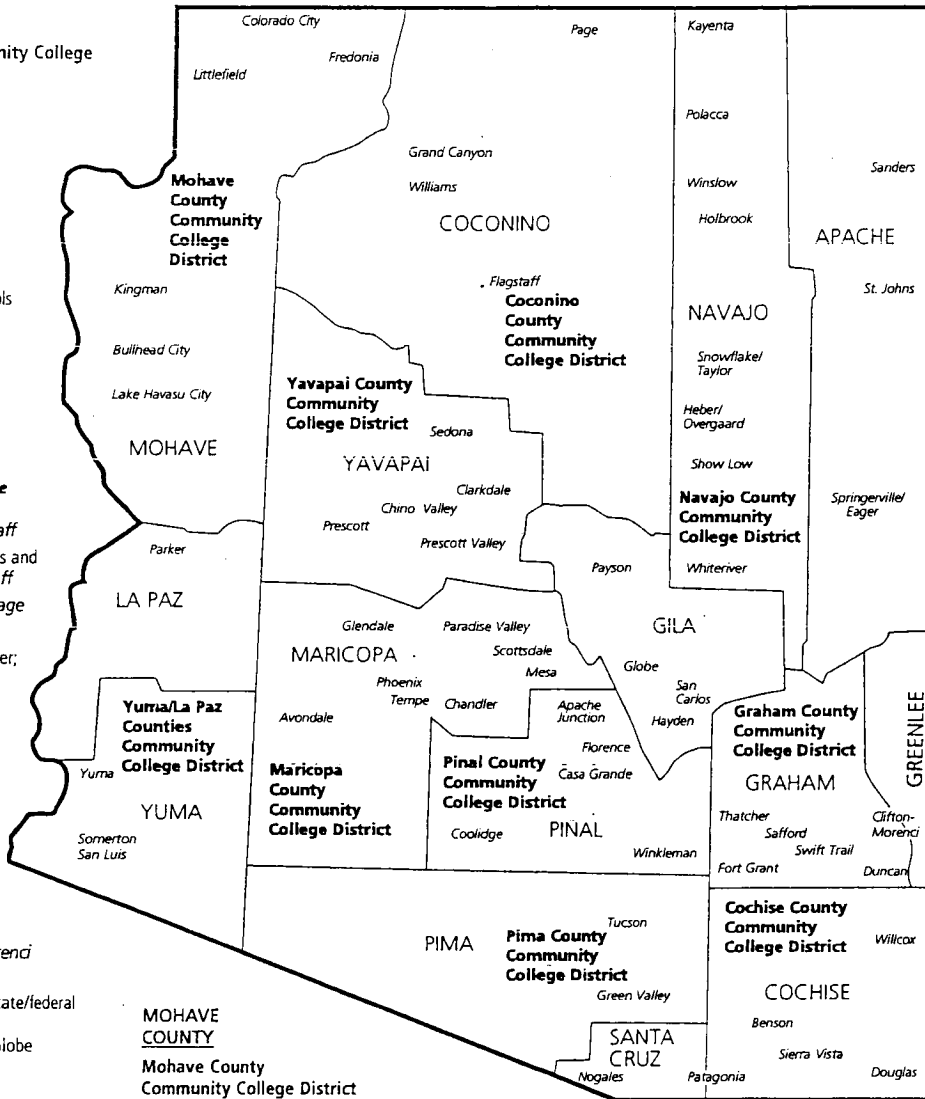
Paradise Valley Community College; *Phoenix*
Phoenix College; *Phoenix*

Rio Salado College; *Tempe*, and other locations

Scottsdale Community College; *Scottsdale*

South Mountain Community College, South Mountain Community College Ahwatukee Center, and South Mountain Community College Guadalupe Center; *Phoenix*

Maricopa Skill Center; *Phoenix*
Maricopa Skill Center Southwest Campus; *Avondale*



MOHAVE COUNTY

Mohave County Community College District

Mohave Community College; *Kingman*
North Mohave Campus; *Colorado City*
Mohave Valley Campus; *Bullhead City*
Lake Havasu Campus; *Lake Havasu City*

NAVAJO COUNTY

Navajo County Community College District

Northland Pioneer College
Campus and Center Locations:
Heber Center; *Heber/Overgaard*
Painted Desert Campus; *Holbrook*
Kayenta Center; *Kayenta*
Hopi Center; *Polacca*
White Mountain Campus; *Show Low*
Silver Creek Campus; *Snowflake/Taylor*
Whiteriver Center; *Whiteriver*
Little Colorado Campus; *Winslow*

Services provided in *Sanders*,
Springerville/Eagar, *St. Johns* and other
locations in Apache Co. through
intergovernmental Agreement

Other programs provided throughout the
Navajo, Hopi and White Mountain Apache
reservations; Arizona Dept. of Corrections -
Winslow; and Arizona Dept. of Corrections -
Apache Co.

PIMA COUNTY

Pima County Community College District

Pima Community College
Greater Tucson is served by:
Community Campus
Desert Vista Campus
Downtown Campus
East Campus
Northwest Campus
West Campus
Northeast, Northwest, and Southeast
Community Learning Centers, Center for
Training and Development

Services in *Green Valley*, *Nogales*, and *Santa Cruz*
and *Gila* Counties provided by Pima
County Community College District

Services in *Patagonia*, *Santa Cruz* County,
provided by Cochise County Community
College District

PINAL COUNTY

Pinal County Community College District

Central Arizona College
Signal Peak Campus serves
the western communities
of *Maricopa*, *Stanfield*,
Arizona City, *Eloy*, *Casa Grande*,
Coolidge and *Sacaton*.

Aravaipa Campus serves
the eastern communities
of *San Manuel*, *Mammoth*,
Kearny and *Hayden*.

Superstition Mountain
Campus serves northern
communities of *Apache Junction*,
Queen Creek
and *Superior*

Casa Grande Education
Center and the *Florence*
Center offer classes to
the community. The
Florence Center also
provides training to the
public and private prisons.

YAVAPAI COUNTY

Yavapai County Community College District

Yavapai College
Prescott Campus
Verde Valley Campus
The *Sedona* Center for Arts
and Technology
Prescott Valley Business Center
Chino Valley Education Center
Agriculture & Science Technology Center -
Chino Valley
Small Business Development Center -
Prescott

YUMA/LA PAZ COUNTIES

Yuma/La Paz Counties Community College District

Arizona Western College; *Yuma*
Off-campus centers in *Parker*, *San Luis*,
Somerton and *Wellton*

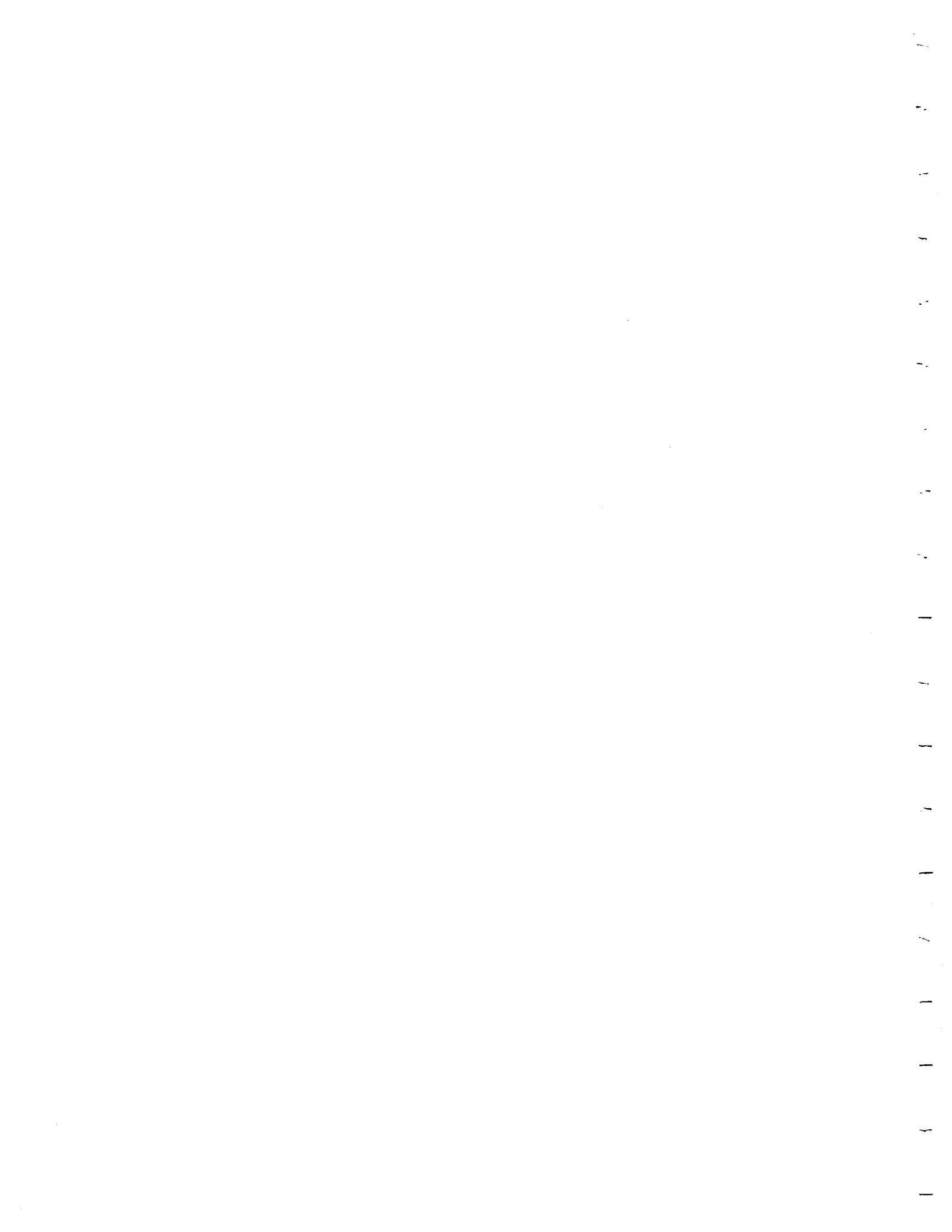


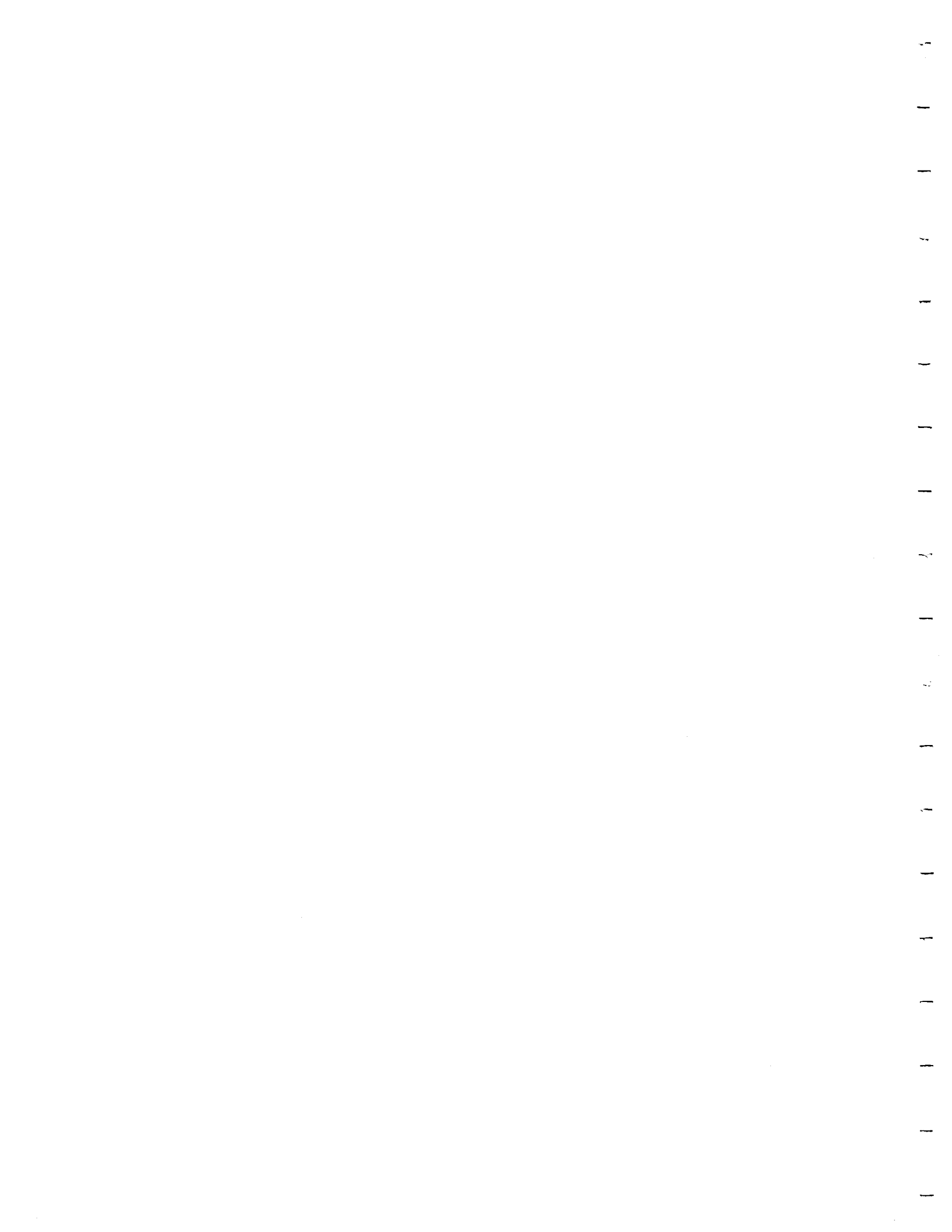
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SECTION I
Progress Reports

ANNUAL REPORT
A.R.S. § 15-1427

FY 2003-04

Arizona Community College Association

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Introduction

The Arizona Community College Association (ACCA) is a voluntary, dues-paying organization consisting of all 10 accredited community college districts: Cochise, Coconino, Graham, Maricopa, Mohave, Navajo, Pima, Pinal, Yavapai and Yuma/La Paz. These districts served almost 400,000 students statewide in FY 04.

ACCA exists to promote and strengthen Arizona's community colleges. Members meet eight times per fiscal year.

ACCA consists of Officers and a Board of Directors. Officers include a President, Vice President, and Secretary/Treasurer. The Board of Directors consists of a Trustee from each of the member districts and their respective Chief Executive Officers.

The Arizona Association of District Governing Boards (AADGB) functions under the umbrella of ACCA. AADGB members consist of one Trustee from each member district. Each locally elected governing board appoints one of its members as its representative. A district's representative is eligible to serve as many one-year terms as the respective Board determines. AADGB has its own slate of officers, nominated and elected to terms of one year by the membership.

The Arizona Community College Presidents' Council (ACCPC) also functions under the umbrella of ACCA. ACCPC members consist of all Chancellors and Presidents from member districts. ACCPC has its own slate of officers, nominated and

elected to terms of one year by the membership.

Officers from AADGB and ACCPC comprise the Executive Committee, which authorizes and approves the work of ACCA's Executive Director, Dr. Kim Sheane. All ACCA staff report directly to the Executive Director, including ACCA's contract lobbyist, Ms. Kristen Boilini. During legislative session, weekly teleconferences and bill summaries provide ACCA members with current information regarding legislation affecting Arizona's community colleges.

Major Accomplishments in 2003-2004

ACCA conducts an annual two-day legislative retreat in September. In 2004, members unanimously endorsed the Executive Director's legislative vision.

The 2004 Legislative Session began with a moderately recovering economy and state general fund expenditures roughly keeping pace with revenues. Strong lobbying efforts by Trustees, CEOs and Presidents, legislative team members and community partners ensured districts received full enrollment growth funding for the first time in several years.

Major Issues in 2003-2004

The Arizona Board of Regents' (ABOR) restructuring initiative, rolled out in May 2004, offered an unprecedented opportunity to focus attention on Arizona's system of higher education. ACCA lobbied to shift the focus from an institution-based to a student-focused model and to expand the emphasis on the K-12 pipeline to include ways of

dropped out of higher education, as well as those adults who had never pursued higher education.

Numerous opportunities for community college districts and universities to partner were found including: joint admissions, joint advisement, shared faculty, shared facilities, and strengthening transfer articulation agreements to ensure student 'pathways' existed for all qualified students.

Voters in two of Arizona's 10 districts overwhelmingly voted in favor of their respective bond elections. This show of support for community colleges reflected the extent to which Arizona Western College in Yuma and La Paz counties, and Maricopa Community Colleges in Maricopa County, are embedded and embraced in their communities.

The ABOR approved a significant increase in tuition for Arizona's public universities for a second consecutive year, thereby placing even greater pressure on districts to remain affordable.

Arizona continues to grow, ranking second only to Nevada. More residents translate into student growth at community colleges. The state reimburses community college districts for enrollment growth that occurred two years prior. Fortunately, the legislature fully funded growth for FY 2004-05.

Upcoming Issues for 2004-2005

The 2005 regular legislative budget discussion is forecast to begin with a \$300M to \$500M budget deficit, although revenue collections are strong.

The cost of the Arizona State Retirement System (ASRS) is increasing again. The almost 2 percent increase, likely to take effect July 1, 2005, will cost community college districts nearly \$10M. Rising costs

in healthcare benefits will also challenge districts' resources.

Facts-at-a-Glance		
Statewide Enrollment FY 2003-2004		
Annual FT Equivalent Student	115,600	
Annual Unduplicated Headcount	370,990	
Fall 2003 Headcount (credit)	193,556	
By Fulltime or Part-time Fall 2003		
Fulltime	54,218	28%
Part-time	139,338	72%
Total	193,556	100%
By Gender Fall 2003		
Female	109,119	56%
Male	78,385	41%
Undeclared/unknown	6,052	3%
Total	193,556	100%
By Residency Status Fall 2003		
Resident	175,538	90%
Out-of-County	8,927	5%
Out-of-State	7,128	4%
Foreign	1,917	1%
Total	193,556	100%
By Ethnic or Race Group Fall 2003		
Non-resident Alien	1,795	1%
Black, non-Hispanic	8,000	4%
Am Indian/Alaskan Native	7,228	4%
Asian or Pacific Islander	5,456	3%
Hispanic	39,208	20%
White, non-Hispanic	112,727	58%
Unknown/unreported	19,142	10%
Total	193,556	100%
Instructional Staff Fall 2003		
Fulltime Instructors	2,185	23%
Part-time Instructors	7,323	77%
Total	9,508	100%
District Fund Sources FY 2003-04		
Fund Balance	\$194,869,967	
District Tax Levy	\$447,563,776	
State Aid (incl. Equalization)	\$121,724,602	
Tuition & Fees	\$146,959,516	
Grants & Contracts	\$11,640,057	
Transfers & Other Revenues	\$56,020,295	
Reserve for Future Acquisitions	(\$6,198,099)	
Total	\$968,622,566	
District Expenditures FY 2003-04		
General Fund Expenditures	\$617,262,565	
Capital Outlay Plant Fund	\$66,838,151	
Bond & Debt Redemption	\$54,140,999	
Bond & Debt Interest	\$22,088,334	
Total	\$760,330,069	

Cochise County Community College District

Cochise College

Dr. Karen A. Nicodemus, President

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Introduction

Cochise College (CC) operates two comprehensive campuses in Sierra Vista and Douglas with four education centers located in Benson, Willcox, Fort Huachuca and Douglas Prison. Numerous extended campus offerings throughout Cochise County provide service to the more rural areas. The Online Campus, serving students locally, nationally and abroad, continues to expand its course offerings as well as the number of students it serves.

Major Accomplishments 2003-2004

- Successfully wrote and received a 3-year federal Nursing Workforce Diversity grant, funded by the Department of Health and Human Services, Health Resources and Administration, for \$776,670. Funds are used to prepare 170 at-risk, low income and minority students for successful entry into and completion of the nursing program.
- Successfully wrote and received a Title V cooperative grant, in collaboration with the UA-South, in excess of \$3M over a five-year period, to improve Hispanic, low-income and at-risk students' attainment of baccalaureate degrees with a special focus on teacher education during the grant's first three years.
- Created a Center for Southwest Studies designed to foster programs and partnerships that focus on border and regional issues and that address community interests and economic needs.
- Received recognition as winner of the year's Council of College and Military

Educators (CCME) Institution Award for Excellence for implementation of the military occupational specialty credentialing program in partnership with Fort Huachuca.

- Four students named to the Arizona All-Academic Team (two each from the Sierra Vista and Douglas campuses); one student named to the All-USA Academic Team (third team).
- Phi Theta Kappa-Sierra Vista Campus Chapter presented with 5-star Chapter Award for fifth consecutive year; chapter recognized as one of the top 100 chapters (out of 1,200 nationwide); advisor received the Robert Giles Distinguished Advisor Award.
- Served over 310 students at the Nogales Center in its first year as provider of educational programs and services to Santa Cruz County residents.
- FTSE for AY 2003-2004 exceeded projections and increased by 39 percent over previous academic year for a total FTSE count of 6,035.

Major Issues & Resolutions in 2003-2004

- Implemented new performance appraisal systems for probationary and regular full time faculty, as well as probationary and regular full time non-faculty employees.
- A Task Force on Instructional Management Structure researched the efficacy of various academic models and recommended a new instructional management structure that focused on districtwide roles and responsibilities.

Upcoming Issues for 2004-2005

- Cochise College has launched a comprehensive master facilities planning process that will include a focus on both future facilities needs and deferred maintenance issues for all campuses and centers throughout the district.
- The College has initiated a major focus on student retention with a commitment to implementing policies, procedures, practices and programs designed to enhance and increase student retention and persistence, both within and between semesters, and as identified by students' educational goals.
- The College is committing time and resources to ensuring a quality workforce for the future, including an examination of its policies and practices related to employee recruitment, retention and succession planning.
- The College has intensified its preparation for a comprehensive accreditation review by a visiting team of the Higher Learning Commission/ North Central Association in Spring 2006.
- The College will continue to engage in conversations related to mission and focus, in response to the *Changing Directions II* discussions, at both the local and statewide levels.

Facts-at-a-Glance		
<u>Cochise Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student		6,035
Annual Unduplicated Headcount		12,701
Fall 2003 Headcount (credit)		4,402
<u>By Fulltime or Part-time</u> Fall 2003		
Full-time	976	22%
Part-time	3,426	78%
Total	4,402	100%
<u>By Gender</u> Fall 2003		
Female	2,637	60%
Male	1,708	39%
Undeclared/unknown	57	1%
Total	4,402	100%
<u>By Residency Status</u> Fall 2003		
Resident	4,255	96%
Out-of-County	5	1%
Out-of-State	106	2%
Foreign	36	1%
Total	4,402	100%
<u>By Ethnic or Race Group</u> Fall 2003		
Non-resident Alien	9	1%
Black, non-Hispanic	270	6%
Am Indian/Alaskan Native	46	1%
Asian or Pacific Islander	161	3%
Hispanic	1,192	27%
White, non-Hispanic	2,459	56%
Unknown/unreported	265	6%
Total	4,402	100%
<u>Instructional Staff</u> Fall 2003		
Full-time Instructors	98	24%
Part-time Instructors	311	76%
Total	409	100%
<u>District Fund Sources FY 2003-04</u>		
Fund Balance*		\$1,376,935
District Tax Levy		\$10,144,554
State Aid (incl. Equalization)		\$8,430,600
Tuition & Fees		\$5,932,123
Grants & Contracts		\$484,106
Transfers & Other Revenues		\$163,214
Reserve for Future Acquisitions		\$0
Total		\$26,531,532
<u>District Expenditures FY 2003-04</u>		
General Fund Expenditures		\$21,938,036
Capital Outlay Plant Fund		\$918,755
Bond & Debt Redemption		\$215,000
Bond & Debt Interest		\$84,098
Total		\$23,155,889

* Funds budgeted and available for spending

Coconino County Community College District

Coconino Community College

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Introduction

Coconino Community College (CCC), established in 1991, serves many diverse communities throughout Coconino County including Flagstaff, Fredonia, Grand Canyon, Page/Lake Powell, Sedona, Tuba City and Williams. CCC offers university transfer, career/technical programs, continuing education and community interest courses. With more than 4,200 students, the College continues to break enrollment records while expanding opportunities for traditional and non-traditional students.

Major Accomplishments in 2003-2004

- Conducted a nationwide search and hired a Vice President for Student Affairs in May 2004.
- CCC teamed up with Northland Pioneer College and acquired a \$2.5 million Title III grant through the U.S. Department of Education. The grant will be used to improve and enhance internet and instructional television infrastructure.
- CCC realized its largest enrollment in Spring 2004 with 4,204 headcount and 1,645.5 FTSE.
- CCC conferred 132 degrees and certificates (88 A.A. or A.S. degrees, 25 A.A.S. degrees and 19 certificates).
- CCC awarded \$2,483,188 in financial aid to 1,587 students.
- CCC became the regional General Education Diploma testing center after receiving state approval in the Fall.
- The CCC Foundation received nearly \$500K in pledges/gifts; its first planned gift in the amount of \$250K; and more than \$10K in scholarship funds.

- Conducted a needs assessment and implemented a plan to offer CCC credit and non-credit courses in Fredonia, Arizona.
- Hired four additional full-time instructors, a dean of arts and sciences and an institutional research director.
- Implemented a Forensics Certificate program.
- CCC successfully developed and deployed 32 web courses, serving over 1,000 students who would otherwise be unable to enroll.
- CCC instituted a landmark IGA with Dine College to provide postsecondary education services in Tuba City and vicinity.
- Conducted a classification study of all CCC positions to ensure employees are properly classified.

Major Issues & Resolutions in 2003-2004

- Will complete first online-delivered degree and received accrediting association approval for further development of Arizona General Education Curriculum (AGEC) and certificate programs.
- A growing challenge has been to provide services to meet increasing demands within staffing and budgetary constraints. CCC addressed this challenge through active funding searches and continual quality, technological and efficiency improvements.
- CCC is developing solutions to disability accommodations that legally require the institution to provide timely, quality services districtwide. The need for accommodations continues to increase.

Upcoming Issues for 2004-2005

- Assume fiscal responsibility for consortium of Adult Education providers in Coconino County.
- Design existing and new student services around precise learning outcomes to align with the College's instructional mission.
- Explore offering joint vocational programs in welding and cosmetology between the Page Campus and Page High School. Meet the challenges associated with offering high cost programs (e.g., nursing). The College will set up student loan options to help students, as well as examine other alternatives.
- Create opportunities for greater degrees of participation in decision-making for College employees.
- Develop a three year strategic plan for the Page Campus that is tied directly to the district's strategic plan. The campus emphasizes four primary strategic directions: excellence in customer service, teamwork, implementing the learning college and achieving the Malcolm Baldrige Award by 2009.
- Develop an online, automated graduation check for use by students, faculty and staff.
- Develop student loan programs to assist students enrolled in high cost programs.

Facts-at-a-Glance		
Coconino Enrollment FY 2003-2004		
Annual FT Equivalent Student	1,824	
Annual Unduplicated Headcount	6,084	
Fall 2003 Headcount (credit)	3,018	
By Fulltime or Part-time Fall 2003		
Fulltime	664	22%
Part-time	2,354	78%
Total	3,018	100%
By Gender Fall 2003		
Female	1,787	59%
Male	1,231	41%
Undeclared/unknown	0	0%
Total	3,018	100%
By Residency Status Fall 2003		
Resident	2,879	95%
Out-of-County	27	1%
Out-of-State	112	4%
Foreign	0	0%
Total	3,018	100%
By Ethnic or Race Group Fall 2003		
Non-resident Alien	0	0%
Black, non-Hispanic	33	1%
Am Indian/Alaskan Native	516	17%
Asian or Pacific Islander	46	1%
Hispanic	263	9%
White, non-Hispanic	2,099	70%
Unknown/unreported	61	2%
Total	3,018	100%
Instructional Staff Fall 2003		
Fulltime Instructors	31	14%
Part-time Instructors	200	86%
Total	231	100%
District Fund Sources FY 2003-04		
Fund Balance	\$ 3,457,948	
District Tax Levy	6,507,113	
State Aid	3,224,800	
Tuition & Fees	2,997,820	
Grants & Contracts	287,804	
Transfers & Other Revenues	277,210	
Reserve for Future Acquisitions	1,978,749	
Total	\$ 14,773,946	
District Expenditures FY 2003-04		
General Fund Expenditures	\$ 10,875,663	
Capital Outlay Plant Fund	511,314	
Bond & Debt Redemption	820,000	
Bond & Debt Interest	1,111,005	
Total	\$ 13,317,982	

Graham County Community College District Eastern Arizona College

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Introduction

Eastern Arizona College (EAC), founded in 1888, currently serves residents of Graham and Greenlee Counties. In addition to the main campus in Thatcher, the College delivers educational programs at 12 other locations.

During FY 2003-2004, EAC enrolled 4,791 students in Graham County; 382 students in Greenlee County; and 672 students in prison programs, for a total of 5,845 students districtwide. The average age is 24 years for full-time students and 33 years for part time students, which demonstrates the varied constituency that EAC serves. EAC's FY 2004 operational cost per Full-Time Student Equivalent (FTSE) was \$7,397.

Major Accomplishments in 2003-2004

- The academic leadership team grew to a "three-dean" consortium this year with the Senior Dean presiding.
- Growth of the College made it possible to add five new faculty positions to the College for academic year 04-05.
- The development of on-line courses was initiated.
- The Senior Dean of Instruction was elected to serve as President Elect of the Arizona Academic Administrators Association (AAAA).
- The Chief Occupational Officer served as President of the Arizona Occupational Administrators Council from January 2003 to July 2004.
- Construction began on the new High-Tech Building, which will meet community needs while making a major

difference for the Business Division's staff and students.

- The College introduced the Orientation to Student Success classes taught by faculty.
- ASPIRE program received national recognition for their Video Supplemental Instruction (VSI).
- FY 03 marked the 12th year the chemistry department completed their Student Chemistry Adventure.
- The Nursing Program had 26 students eligible for LPN certification.
- The Police Academy had their second Administration of Justice class with six graduates.
- Completion of the first ever Training Academy for the Arizona Motor Vehicle Department Enforcement Division.
- Dr. Crae Wilson was named as fellow of the America College Theater Festival for his lifelong work in the area of College Theater.
- EAC's band will contribute to the Arizona Band and Orchestra Director's Association marching band policy.
- The Industrial Technical Education Division upgraded to the latest technology in software and computers.
- EAC produced a DVD with a full-featured EAC experience complete with an interactive tour of the campus.
- College created and distributed the *Gila Monster Communicator*, the College's internal employee newsletter.
- The Admissions Office's new search brochure and letter received the Silver Award from the *Admissions Marketing Report* publication.

Major Issues & Resolutions in 2003-2004

- Design of the new High Tech Center is a demonstration of EAC's commitment to provide its students with leading edge tools and training for the Information Age.
- EAC established its infrastructure for Distance Learning by laying the foundation for expanding access to learning for students from rural Arizona and beyond.
- Demand for nursing education has continued to increase exponentially and EAC continues to develop the capacity to meet that challenge in a strong community partnership with Mount Graham Regional Health Medical Center.
- EAC identified 3 to 4 AQIP projects as an ongoing part of the continuous quality improvement initiative by our accrediting association.
- The Office of Institution Research completed a comprehensive community survey of both counties in EAC's service area to collect valuable information from our students and stakeholders for program and services development.

Upcoming Issues for 2004-2005

- Complete the High-Tech Center with five large mediated computer labs and a computer commons.
- Revamp the Machine Shop and Welding programs' tools and machines in the Industrial Technical Education division.
- Enroll an all time high 40 new nursing students.
- Consider expanding on-campus student housing capacity
- Implement three to four AQIP projects to enhance student learning and institutional effectiveness.

Facts-at-a-Glance		
Graham Enrollment FY 2003-2004		
Annual FT Equivalent Student	2,551.1	
Annual Unduplicated Headcount	11,222	
Fall 2003 Headcount (credit)	3,925	
By Fulltime or Part-time		
	Fall 2003	
Fulltime	1,618	41%
Part-time	2,307	59%
Total	3,925	100%
By Gender		
	Fall 2003	
Female	2,152	55%
Male	1,773	45%
Undeclared/unknown	0	0%
Total	3,925	100%
By Residency Status		
	Fall 2003	
Resident	2,983	76%
Out-of-County	717	18%
Out-of-State	212	5.%
Foreign	13	1%
Total	3,925	100%
By Ethnic or Race Group		
	Fall 2003	
Non-resident Alien	13	1%
Black, non-Hispanic	100	2%
Am Indian/Alaskan Native	149	4%
Asian or Pacific Islander	32	1%
Hispanic	798	20%
White, non-Hispanic	2,734	69%
Unknown/unreported	99	3%
Total	3,925	100%
Instructional Staff		
	Fall 2003	
Fulltime Instructors	68	41%
Part-time Instructors	99	59%
Total	167	100%
District Fund Sources FY 2003-04		
Fund Balance	\$12,122,128	
District Tax Levy	\$1,979,305	
State Aid	\$5,869,100	
Equalization State Aid ¹	\$7,273,300	
Tuition & Fees	\$2,793,392	
Grants & Contracts	\$918,556	
Transfers & Other Revenues	\$238,681	
Reserve for Future Acquisitions	(\$6,220,867)	
Total	\$24,973,595	
District Expenditures FY 2003-04		
General Fund Expenditures	\$14,383,735	
Capital Outlay Plant Fund	\$636,869	
Bond & Debt Redemption	\$0	
Bond & Debt Interest	\$0	
Total	\$15,020,604	

¹ In lieu of property taxes

Maricopa County Community College District

Maricopa Community Colleges

Dr. Rufus Glasper, Chancellor

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Introduction

The Maricopa Community Colleges (MCC) strive to go beyond the boundaries of expectation and tradition, to provide more effective, innovative, student-centered, flexible and lifelong educational opportunities for any student, of any age, in any circumstance. MCC employees are committed to respecting and projecting diversity, high-quality education and training and dedicated to the efficient use of taxpayer and student resources.

The Maricopa Community Colleges are a national model for higher education—comprehensive, affordable and accessible—with an emphasis on up-to-date job training and seamless university transfer for students.

Ten individually accredited colleges, two skill centers, numerous education sites and nearly 300,000 students annually make the MCC one of the nation's largest multi-college community college systems.

The Maricopa Community Colleges are the largest providers of post-secondary education in Arizona and play a profound role in higher education. For example, 63 percent of upper division students at ASU transferred credits earned at students with MCC.

The Maricopa Community Colleges offer 10,479 courses and programs in academic and occupational areas on 10 campuses, skill centers and more than 250 off-campus locations; 38 percent of credit students report they plan to work.

Students range from ages 15 to 91. The past decade has seen a substantial growth in younger students. In 1990, 42 percent of MCC students were under age 25. That percentage has grown to 49 percent, with almost half that growth (23%) among students aged 15-19. Nearly 16,000 students taking credit courses are over age 50 and many more take non-credit courses. The diversity of the student population is one of our strengths and reflects the egalitarian roots of community colleges in America.

Students may earn certification in a broad array of occupational courses in fields such as welding, air-conditioning repair, health care, automotive repair and microchip processing. Extensive partnerships with business and industry provide opportunities for thousands of students, and modern technology in the classroom and convenient distance learning formats add to students' marketable skills. MCC trains people to earn a living and give many students their first opportunities for success.

This multi-faceted district serves many students in need. From tutoring centers at each college to classes in English as a Second Language; from GED training to re-entry classes for displaced workers and those re-careering or leaving welfare, this system strives to serve all. A large percentage of students receive public and private financial aid, with the Maricopa Foundation assisting many students with full or partial scholarships.

The Maricopa Community Colleges are proud to offer strong general education programs. The colleges believe every class

contains a potential author, doctor, painter, physicist or teacher — people who will transfer to four-year institutions to continue their academic journey. The Maricopa Community Colleges strive to have top-notch full time and adjunct faculty who specialize in their fields of interest and endeavors.

Challenges and Opportunities

The District's five-member governing board has adopted 13 educational priorities under the categories of University Transfer Education and General Education, Developmental Education, Workforce Development, Student Development Services, Continuing/Community Education, Diversity and Teacher Education.

The District completed a system-wide strategic plan to identify student and community needs while simultaneously preparing to meet unprecedented growth across Maricopa County. The plan also included extensive capital planning to meet the needs and demands of a fast-growing county population and to meet the employment demands of the Arizona business community for the new economy.

New partnerships with the Genomics Project, City of Phoenix, City of Mesa and Arizona State University promise to broaden the availability of higher education and to expand the horizons of students in both the university and community college systems.

Facts-at-a-Glance		
<u>Maricopa Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student	68,612.30	
Annual Unduplicated Headcount	219,268	
Fall 2003 Headcount (credit)	119,727	
<u>By Full-Time or Part-Time</u> <u>Fall 2003</u>		
Full-Time	29,767	25%
Part-Time	89,960	75%
Total	119,727	100%
<u>By Gender</u> <u>Fall 2003</u>		
Female	65,637	55%
Male	48,830	41%
Undeclared	5,260	4%
Total	119,727	100%
<u>By Residency Status</u> <u>Fall 2003</u>		
Resident	110,607	92%
Out-of-County	4,704	4%
Out-of-State	3,222	3%
Foreign	1,194	1%
Total	119,727	100%
<u>By Ethnicity</u> <u>Fall 2003</u>		
Non-Resident Alien	1,194	1%
Black, non-Hispanic	5,804	5%
American Indian/Alaskan Native	3,231	3%
Asian or Pacific Islander	3,870	3%
Hispanic	21,109	18%
White, non-Hispanic	70,084	58%
Race/Ethnicity Unknown	14,435	12%
Total	119,727	100%
<u>Instructional Staff</u> <u>Fall 2003</u>		
Full-Time Instructors	1,237	25%
Part-Time Instructors	3,774	75%
Total	5,011	100%
<u>District Fund Sources FY 2003-04</u>		
Fund Balance	\$115,852,343	
District Tax Levy	\$281,830,696	
State Aid	\$54,923,500	
Tuition & Fees	\$89,449,485	
Grants & Contracts	\$0	
Transfers & Other Revenues	\$19,502,009	
Reserve for Future Acquisitions	\$0	
Total	\$561,558,033	
<u>District Expenditures FY 2003-04</u>		
General Fund Expenditures	\$379,831,923	
Capital Outlay Plant Fund	\$24,190,664	
Bond & Debt Redemption	\$29,605,000	
Bond & Debt Interest	\$12,767,801	
Total	\$446,395,388	

Maricopa County Community College District Chandler-Gilbert Community Colleges

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Introduction

Chandler-Gilbert Community College (CGCC), one of the 10 Maricopa Community Colleges, was created in 1985 to serve the southeast Valley of metro Phoenix. CGCC has two comprehensive campuses — Pecos and Williams — and one center, the Sun Lakes Education Center.

Major Accomplishments in 2003-2004

- Enrollment continues to soar, mirroring the explosive growth in the southeast Valley. Headcount topped 12,000 for the first time (12,416), and FTSE rose another 10 percent to 4,230.
- In November 2003, the CGCC Continuing Education Department was awarded The Learning Resources Network International Award for Excellence in Business & Industry Programming. The department also received an honorable mention marketing award from the Association for Continuing Higher Education.
- A new Therapeutic Massage certificate and degree program began in the fall. Initial planning for future healthcare programs in nursing, among others, also began.
- GCCC implemented a new college strategic plan, a facilities master plan, and a web-based budget development system began. The College undertook major improvements in landscaping, signage, parking, lighting and building renovation, all designed to improve the look and efficiency of the College's facilities.
- The new Student Center at the Pecos Campus won three design awards from the Arizona Institute of Architects. The Center was designed by Tempe-based Architekton.
- The National Council on Student Development, a division of the American Association of Community Colleges, recognized CGCC with a Best Practice Award for its Special Services Faculty Liaison program, created to serve the needs of students with disabilities.
- Enterprise Application Designer Audree Thurman won the Berkeley DB XML Innovation Award for the college budget system she designed.
- CGCC, along with other Maricopa Community Colleges and in collaboration with Arizona State University, was awarded a \$400,000 grant from the National Science Foundation for a program entitled "Maricopa Engineering Transition Scholars." CGCC leads and manages the grant.
- Intel awarded the CGCC Automated Manufacturing System Program a \$47,214 grant to support recruitment and marketing. Intel and CGCC also partner each summer to host Chip Camp, which exposes high school youth to technology.
- Math and science adjunct instructor Nancy Foote was presented the Presidential Award for Excellence in Mathematics and Science Teaching, the nation's highest commendation for work in the classroom.

Major Issues & Resolutions in 2003-2004

- Alternative funding sources took a larger priority with fund raising/development and grants offices becoming part of the college's administration.
- John Schroeder was appointed as the new Williams Campus director. One of his major tasks is working closely with ASU East officials on a variety of issues that will affect students at the Williams facility, which is located adjacent to the Williams Gateway Airport.
- Occupational education to meet the needs of business and industry was strengthened with the appointment of William Crawford as Senior Associate Dean of Occupational Education. The college's Homeland Security program, among others, has flourished under Crawford's leadership.

Upcoming Issues in 2004-2005

- With CGCC's burgeoning student population — commencement in May 2004 saw a record 435 students receive degrees and certificates—and future trends still pointing to more than 20,000 students in less than 10 years, the College will need to intensify its review of programs and services. Course scheduling alternatives, course delivery systems, and facilities usage are areas to be addressed by the Enrollment Growth Management initiative.
- Planning, testing and implementing the new on-line student information system promises ease of use, self-service components for students, and better tracking of student movement between Maricopa Colleges, among other benefits.
- CGCC has begun the self-study process for the next Higher Learning Commission/North Central Association visit scheduled for Fall 2006.

Facts-at-a-Glance	
<u>Chandler-Gilbert Enrollment FY 2003-2004</u>	
Annual FT Equivalent Student	4,229.90
Annual Unduplicated Headcount	12,416
Fall 2003 Headcount (credit)	8,025
<u>By Full-Time or Part-Time</u> <u>Fall 2003</u>	
Full-Time	2,200 27%
Part-Time	5,825 73%
Total	8,025 100%
<u>By Gender</u> <u>Fall 2003</u>	
Female	4,208 52%
Male	3,535 44%
Undeclared	282 4%
Total	8,025 100%
<u>By Residency Status</u> <u>Fall 2003</u>	
Resident	7,336 91%
Out-of-County	329 4%
Out-of-State	308 4%
Foreign	52 1%
Total	8,025 100%
<u>By Ethnicity</u> <u>Fall 2003</u>	
Non-Resident Alien	52 1%
Black, non-Hispanic	211 3%
American Indian/Alaskan Native	181 2%
Asian or Pacific Islander	262 3%
Hispanic	1,109 14%
White, non-Hispanic	5,532 69%
Race/Ethnicity Unknown	678 8%
Total	8,025 100%
<u>Instructional Staff</u> <u>Fall 2003</u>	
Full-Time Instructors	84 20%
Part-Time Instructors	328 80%
Total	412 100%

Maricopa County Community College District Estrella Mountain Community College (EMCC)

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Introduction

Estrella Mountain Community College (EMCC) provides educational opportunities and workforce training for more than 13,000 students annually. The College serves a burgeoning population of close to 300,000 residents in western Maricopa County, which is expected to grow to more than one million residents by 2020.

Major Accomplishments in 2003-2004

Estrella Mountain Community College (EMCC) continued to demonstrate steady growth in student enrollment and has distinguished itself through the following:

- Two students represented EMCC on the All-Arizona Academic Team (Third Team)
- Awarded 259 associate's degrees and 110 certificates.
- Graduated its first class of certificate completers from the Culinary Studies program.
- Opened Regions Restaurant to provide students with the practicum for the Culinary Studies program.
- Six students were the first English as a Second Language (ESL) completers to earn the honor of highest distinction when they graduated with degrees in May 2004.
- Developed community college curriculum (TRS100 Survey of translation and interpretation) for the statewide bilingual interpretation program to be developed with University of Arizona and Arizona State University.
- Implemented first hybrid format courses in computer information systems, composition and children's literature based on the college's E-Learning Task Force findings.
- Three students were awarded prestigious university research internships and will present their research findings nationally at the 2004 Society for the Advancement of Chicanos and Native Americans in Science (SACNAS) Conference.
- Hired workforce development coordinator to expand custom training programs to business and industry.
- Hosted a national three-day Microcomputer-Based Lab Workshop as part of Physics Workshops for the 21st Century, a project of Joliet Junior College (IL), Lee College (TX) and the National Science Foundation. The workshop was designed for two-year college and high school instructors interested in using computer technology in the lab to improve the teaching and learning of physics.
- EMCC began offering non-credit courses at Willow Canyon High School in Surprise.
- Interdisciplinary Fine Arts Implementation Team defined EMCC's first academic certificates for curriculum approval (Storytelling, Media Arts, Fine Arts Literacy).
- EMCC's scholarship partnership with the Estrella Rotary Foundation raised more than \$52,000 for West Valley student scholarships.
- The College's fourth visual exhibition season broadened the community's art experiences with five major exhibitions that represented diverse points of view and that celebrated the culture of many peoples and countries.
- The South West Skill Center had 74 students complete its Practical Nurse

program. Sixty-six of the 68 students who went on to take the National Council Licensure Examination (NCLEX-PN) passed.

- Launched new partnership with Hispanic Leadership Forum and Valle del Sol to implement West Valley Hispanic Leadership Institute.

- Identify new academic pathways for university linkages in areas such as BioScience, Fine Arts and Healthcare.
- Develop internship programs and career exposure opportunities for students.

Major Issues & Resolutions in 2003-2004

- City of Avondale and Valley Metro finalized add additional bus route to the College, providing greater accessibility for west Valley residents.
- Hosted Maricopa Community Colleges Governing Board's West Valley Community Listening Session to gather information from citizens about their educational needs, concerns and suggestions for the future of the community colleges.
- Began implementation of Community Awareness Plan to increase understanding of college programs, initiatives, and contributions of students and employees to the community.
- EMCC participated in the national Community Colleges Survey of Student Engagement (CCSSE). The College has incorporated key findings into its Institutional Effectiveness program, which is designed to identify, track and evaluate college improvement strategies.

Upcoming Issues for 2004-2005

Estrella Mountain Community College will address the following as part of the College's strategic plan:

- Strengthen partnership and program development with Willow Canyon High School in Surprise and increase college credit course offerings at that site.
- Develop plan to increase the diversity of residential faculty.

Facts-at-a-Glance			
<u>Estrella Mountain Enrollment FY 2003-2004</u>			
Annual FT Equivalent Student		2,821.60	
Annual Unduplicated Headcount		9,040	
Fall 2003 Headcount (credit)		5,410	
<u>By Full-Time or Part-Time</u>		<u>Fall 2003</u>	
Full-Time	1,143	21%	
Part-Time	4,267	79%	
Total	5,410	100%	
<u>By Gender</u>		<u>Fall 2003</u>	
Female	3,189	59%	
Male	1,948	36%	
Undeclared	273	5%	
Total	5,410	100%	
<u>By Residency Status</u>		<u>Fall 2003</u>	
Resident	5,283	96%	
Out-of-County	21	1%	
Out-of-State	88	2%	
Foreign	18	1%	
Total	5,410	100%	
<u>By Ethnicity</u>		<u>Fall 2003</u>	
Non-Resident Alien	18	1%	
Black, non-Hispanic	321	6%	
American Indian/Alaskan Native	83	2%	
Asian or Pacific Islander	165	3%	
Hispanic	1,692	31%	
White, non-Hispanic	2,592	47%	
Race/Ethnicity Unknown	539	10%	
Total	5,410	100%	
<u>Instructional Staff</u>		<u>Fall 2003</u>	
Full-Time Instructors	53	23%	
Part-Time Instructors	175	77%	
Total	228	100%	

Maricopa County Community College District GateWay Community College

Dr. Eugene Giovannini, President

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Introduction

Established in 1968, GateWay Community College (GWCC) is a comprehensive public institution of higher education providing educational opportunities to over 20,000 students annually at the main campus, the Maricopa Skill Center, and GateWay Early College.

The mission of GateWay Community College is to provide effective, accessible and responsive educational services in a multicultural environment resulting in student success and customer satisfaction.

Major Accomplishments in 2003-2004

- Awarded 258 associate degrees, 931 certificates of completion, 167 general education development diplomas and GateWay Early College awarded 99 high school diplomas.
- Partnered with Banner Health to provide a nursing program for 90 students selected by Banner Health.
- Started second cohort of students in the bilingual nursing program in partnership with South Mountain Community College and Banner Health.
- Recognized by the Maricopa Community Colleges District and the League for Innovation in Community Colleges as the Innovation of the Year for the bilingual Nursing program.
- Graduated 44 ACE students in 2004, 34 of whom now attend GateWay Community College. The program boasts a 100 percent retention rate.
- Increased financial aid applicants by 27 percent while increasing the dollar amount of Pell grants by 25 percent.
- Lowered loan default rates from 10 percent to 7.8 percent through a prevention plan, earning a National Excellence in Debt Management Award from USA Funds.
- Recognized by the Maricopa Community Colleges District and the League for Innovation in Community Colleges as the Innovation of the Year by providing electronic processes and 24/7 access for financial aid students.
- Established training partnerships with the Maricopa County Roadbuilder Program and the Metro Phoenix Plumbing, Heating, and Cooling Contractors Association.
- Women's Golf ranked 8th nationwide in the National Junior College Athletic Association Tournament and Men's Cross Country sent a runner to nationals.
- Formed the GateWay Early College offering a seamless transition between high school and college allowing students to earn a High School Diploma and an Associate's Degree within five years.
- GateWay Early College was funded by the Middle College National Consortium, the first Arizona school with this designation.
- The Maricopa Skill Center received a grant from the National Science Foundation to pilot a Highly-Automated Manufacturing program to prepare under-represented and at-risk students for higher education and careers in the rapidly-growing field.
- The Maricopa Skill Center initiated a Computer-Aided Design program.

Major Issues & Resolutions in 2003-2004

- Streamlined the relationship between GateWay Community College and the Maricopa Skill Center to maximize efficiencies and enhance workforce development opportunities.
- Completed an extensive review of campus numbering systems and signage, resulting in new organization and directional signage.
- Launched a new Web site as a comprehensive communication tool.

Upcoming Issues for 2004-2005

- Expand planning of a new conference center as a part of facility needs identified in partnership with the community.
- Continue work with the City of Phoenix on the light rail station and a park-and-ride lot at 38th Street and Washington, as well as enhance bus routes.
- Continue planning educational programs with ASU and other institutions to form a Downtown Phoenix educational partnership.
- Continue developing strategic partnerships with the community.
- Continue to be responsive to community needs for new programs.
- Continue assessing student academic achievement.
- Focus on achieving designation as a Hispanic Serving Institution, providing greater access to funding to support non-traditional student success.
- GateWay Early College will continue to address drop-out rates by implementing formalized support structures.
- GateWay Early College will increase collaboration with GateWay Community College.
- The Maricopa Skill Center will continue to realign programs to meet the needs of Arizona workers while carrying out the master plan for the campus.

- Reorganize the technology services department to maximize efficiency and streamline operations.
- Form an Institutional Advancement department, merging marketing, public relations, recruiting and a newly-formed resource development department into a cohesive unit.

Facts-at-a-Glance			
<u>GateWay Enrollment FY 2003-2004</u>			
Annual FT Equivalent Student		4,467.40	
Annual Unduplicated Headcount		15,918	
Fall 2003 Headcount (credit)		7,795	
<u>By Full-Time or Part-Time</u>		<u>Fall 2003</u>	
Full-Time	1,148	15%	
Part-Time	6,647	85%	
Total	7,795	100%	
<u>By Gender</u>		<u>Fall 2003</u>	
Female	4,153	53%	
Male	3,488	45%	
Undeclared	154	2%	
Total	7,795	100%	
<u>By Residency Status</u>		<u>Fall 2003</u>	
Resident	7,196	93%	
Out-of-County	332	4%	
Out-of-State	190	2%	
Foreign	77	1%	
Total	7,795	100%	
<u>By Ethnicity</u>		<u>Fall 2003</u>	
Non-Resident Alien	77	1%	
Black, non-Hispanic	688	9%	
American Indian/Alaskan Native	414	5%	
Asian or Pacific Islander	223	3%	
Hispanic	1,969	25%	
White, non-Hispanic	3,923	51%	
Race/Ethnicity Unknown	501	6%	
Total	7,795	100%	
<u>Instructional Staff</u>		<u>Fall 2003</u>	
Full-Time Instructors	80	34%	
Part-Time Instructors	154	66%	
Total	234	100%	

Maricopa County Community College District Glendale Community College

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Introduction

Since 1965, Glendale Community College (GCC) has offered life-changing educational opportunities in direct response to rapid growth and increased demand in western Maricopa County. GCC prepares students to transfer to universities and other institutions; to gain and enhance employment; and to pursue their interests through lifelong learning. Each year, more than 34,000 students enroll in 100+ degree and certificate programs at three primary GCC locations (Main Campus, GCC North and the University-College Center at the West Campus of ASU). More than 319,000 students have earned GCC associate degrees and certificates. GCC's signature strengths are high academic achievement, use of technology and nationally ranked student activities in science, athletics and the arts.

Major Accomplishments in 2003-2004

- Record-high enrollment in both headcount and FTSE; awarded 951 associate degrees and 816 certificates to graduates.
- Growth in many programs, notably math, psychology, reading, chemistry, religious studies, fire science, EMT and tractor trailer driving.
- Received National Science Foundation's Computer Science, Engineering and Mathematics Scholarship (CSEMS) that will provide \$360,000 for GCC students; additional funds for administrative costs and supplies bring the grant's total to \$396,000.
- Assessment scores for 2003-2004 in critical reading, critical thinking, writing

and mathematics were again above those of sophomores in other Associate of Arts Colleges; 127 graduating students were assessed, along with 82 students who had successfully completed 30 or more credit hours of the Arizona General Education Curriculum.

- Hosted more than 8,000 K-12 students on campus for major community service events (e.g., 7th annual Readfest, Science Olympiad, Chemistry Day, Engineering Day, DNA Day and Tech Camp).
- International Student Program had its largest intake of new students (45) since 9/11, for a total of 118 students from 45 countries.
- Built cutting-edge Biotechnology lab.
- Drastically increased alumni and other giving to GCC by more than 800 percent in the last two years — from \$78,000 in 2002 to 2004's current total of \$626,993.
- Expanded the GCC News Service and also identified a Spanish media network for which GCC now provides news in Spanish.
- Doubled the size of the Tractor-Trailer Driving Program. GCC Forensics Team won five major awards, including first place at an international competition in Spain.

Major Issues & Resolutions in 2003-2004

- Successfully filled Dean of Administrative Services position after an exhaustive search.
- Completed facilities master planning, addressing new construction, renovation, technology and

infrastructure to support instructional programs and priorities through 2014.

- Submitted three of five requested follow-up reports to the HLC/NCA subsequent to their accreditation visit in 2002; all three have been accepted, strategic plan was particularly praised.
- Revamped GCC budget process.
- Reorganized Counseling, Advisement and Procurement departments.
- Continued extensive campus renovations that included refurbishing two lecture halls, sealing and re-striping parking lots, adding additional safety lighting and security cameras, improving signage and replacing many old and unhealthy trees with more than 40 new trees.

Upcoming Issues for 2004-2005

- Initiate and complete a presidential search.
- Complete remaining HLC/NCA follow-up reports.
- Test and implement the online New Student Information System.
- Continue to refine College-wide budget development process; reallocate funds needed to accommodate growth while maintaining quality.
- Address growing facilities maintenance challenges as many buildings and infrastructure approach their fifth decade of service.
- Refine plans to diversify residential and adjunct faculty applicant pools; diversify and enhance training of search committees.

Facts-at-a-Glance		
<u>Glendale Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student	11,104.80	
Annual Unduplicated Headcount	34,360	
Fall 2003 Headcount (credit)	20,692	
<u>By Full-Time or Part-Time</u> <u>Fall 2003</u>		
Full-Time	6,080	29%
Part-Time	14,612	71%
Total	20,692	100%
<u>By Gender</u> <u>Fall 2003</u>		
Female	11,522	56%
Male	8,777	42%
Undeclared	393	2%
Total	20,692	100%
<u>By Residency Status</u> <u>Fall 2003</u>		
Resident	19,772	96%
Out-of-County	276	1%
Out-of-State	440	2%
Foreign	204	1%
Total	20,692	100%
<u>By Ethnicity</u> <u>Fall 2003</u>		
Non-Resident Alien	204	1%
Black, non-Hispanic	987	5%
American Indian/Alaskan Native	369	2%
Asian or Pacific Islander	852	4%
Hispanic	4,014	19%
White, non-Hispanic	12,504	60%
Race/Ethnicity Unknown	1,762	9%
Total	20,692	100%
<u>Instructional Staff</u> <u>Fall 2003</u>		
Full-Time Instructors	247	29%
Part-Time Instructors	608	71%
Total	855	100%

Maricopa County Community College District

Mesa Community College

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Website: www.mc.maricopa.edu

Introduction

Mesa Community College (MCC) is one of the nation's largest community colleges with an enrollment of approximately 28,000 students. Learning is at the heart of the college's mission, providing lifelong opportunities to a diverse student population while promoting excellence in teaching, learning and service.

MCC provides access to students through its multiple locations. It has two comprehensive campuses (MCC at Southern and Dobson and MCC at Red Mountain) and several extended campus locations strategically located around the East Valley. MCC is a resource for transfer education, career preparation, developmental education, economic development and continuous learning.

Major Accomplishments in 2003-2004

- MCC expanded distance learning course offerings in a variety of disciplines, including mathematics, computer science, foreign language, economics, reading, fire science and emergency medical technology. Preparations are also underway to request an institutional change from the Higher Learning Commission of the North Central Association to begin offering online degrees.
- Students at MCC's Red Mountain campus benefited from expanded course offerings. A Center for Teaching and Learning was established at the Red Mountain campus, providing faculty access to experts in the areas of

instructional design, media and technology.

- An ESL Student Service Center was created to improve the enrollment and registration process for non-English speaking students. The center offers all enrollment services – admission, enrollment, and advisement – in one convenient location. The center was created in response to changing demographics of the college and community, which indicate an increase in the Hispanic population.
- An advisement tracking system was implemented that enables advisors to regularly contact students to ensure continual enrollment and progress toward degree completion.
- MCC administered Arizona's largest AmeriCorps National Service program in which 215 participants contributed 120,000 hours of service and will receive \$200,000 in education awards.
- MCC was recognized by the President of the United States as a model for workforce development in the Information Technology industry; President George W. Bush visited the college and led a discussion with a panel of students.

Major Issues & Resolutions in 2003-2004

- Mesa Community College prepared for its 10-year re-accreditation visit by the Higher Learning Commission of the North Central Association. The self-study process involved large numbers of employees who served on a variety of committees to address the criteria established by the Higher Learning Commission. Over the course of the

year, each committee worked to define criteria, to identify data that would support their area and collection strategies, and to interpret and report results. The work culminates in 2004-05 with the publication of a self-study report and a site visit by the Higher Learning Commission in March 2005.

- A memorandum of understanding (MOU) between Mesa Community College and the City of Mesa to establish a Downtown Campus was developed and received approval by the MCCC CD Governing Board. The Downtown Campus will allow MCC to significantly expand services in downtown Mesa in order to meet the growing and changing needs of that area of our community.

Upcoming Issues for 2004-2005

- Funds will be critical for capital development on MCC's Southern and Dobson and Red Mountain campuses and to develop the downtown campus. Throughout 2002-03, a 20-year facilities master plan was developed for Mesa Community College; the focus in 2003-04 centered on developing a communication strategy, media plan, and print materials for MCC's community awareness campaign to inform citizens about the college's capital development plan. The need for funds for capital development will become critical in 2004-05 if the MCCC CD bond issue does not pass in November 2004.
- The rollout of the New Student System that houses student information will occur in summer 2005. Implementation of the new system as well as training for the myriad users who will be impacted will require significant resources.

Facts-at-a-Glance		
<u>Mesa Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student	15,125.50	
Annual Unduplicated Headcount	43,931	
Fall 2003 Headcount (credit)	26,138	
<u>By Full-Time or Part-Time</u> <u>Fall 2003</u>		
Full-Time	8,294	32%
Part-Time	17,844	68%
Total	26,138	100%
<u>By Gender</u> <u>Fall 2003</u>		
Female	13,727	53%
Male	12,051	46%
Undeclared	360	1%
Total	26,138	100%
<u>By Residency Status</u> <u>Fall 2003</u>		
Resident	23,550	90%
Out-of-County	1,285	5%
Out-of-State	902	4%
Foreign	401	1%
Total	26,138	100%
<u>By Ethnicity</u> <u>Fall 2003</u>		
Non-Resident Alien	401	2%
Black, non-Hispanic	976	4%
American Indian/Alaskan Native	834	3%
Asian or Pacific Islander	1,021	4%
Hispanic	3,652	14%
White, non-Hispanic	17,256	66%
Race/Ethnicity Unknown	1,998	7%
Total	26,138	100%
<u>Instructional Staff</u> <u>Fall 2003</u>		
Full-Time Instructors	292	25%
Part-Time Instructors	879	75%
Total	1,171	100%

Maricopa County Community College District Paradise Valley Community College

Dr. Mary Kathryn Kickels, President

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Website: www.pvc.maricopa.edu

Introduction

Paradise Valley Community College (PVCC) was founded in 1985 as the Northeast Valley Education Center, an extension of Scottsdale Community College. In November 1986, the governing board changed the name to Paradise Valley Community College, and the new campus was dedicated at its current location the following year. The college was granted its own full accreditation in 1990. Since then the college has grown from its initial enrollment of 4,000 students to over 8,500 today. Learning-centered values guide the College, whose mission is to provide opportunities for perpetual learning through effective and accessible instructional programs and student services. These programs are continuously evaluated and improved to meet the needs of students, business and the community.

Major Accomplishments in 2003-2004

- Beginning in January, PVCC became the latest of the Maricopa Community Colleges to offer a Nursing program. Addressing need in the north Valley, the college entered into a mutually beneficial partnership with John C. Lincoln Healthcare Systems in which the hospital funds instructional staff and clinical facilities.
- Three new faculty members were hired in Economics, Astronomy and Chemistry.
- PVCC had its first graduating class of the Teacher Connection Academy, a 2+2 teacher training partnership with ASU West, Paradise Valley Unified

School District and Cave Creek Unified School District (CCUSD).

- PVCC was awarded the Americorps/VISTA project and placed five in community literacy programs.
- Enrollments exceeded 8,500, with FTSE at 3,865 (9.2% growth).
- PVCC instituted the Adjunct Faculty Initiative, recognizing the important role adjunct instructors play in course delivery. In this comprehensive professional development program, 146 instructors participated in 23 workshops, technology training and seminars.
- More than 1,200 students provided over 20,800 volunteer hours in 50 different agencies, serving the community through our Service Learning program.
- PVCC's women's cross-country team was the NJCAA Division II national champion for the 4th time since 1997.
- PVCC hosted the NJCAA National Soccer Championships at the Rose Mofford Sports Complex.

Major Issues & Resolutions in 2003-2004

- Following the death of PVCC president Dr. Gina Kranitz in October 2003, Dr. Paul Dale served as interim president for the following 11 months. After a national search, the governing board announced Dr. Mary Kathryn Kickels as PVCC's new president.
- After negotiations with Scottsdale Community College, PVCC took over the formerly shared responsibility for the Cave Creek/Carefree campus, offering non-credit classes in rented space at Cactus Shadows High School. Credit classes are planned for Spring 2005.

Building construction on the owned land is slated for 2012, depending on the outcome of the November bond measure.

- Career Services was centralized and expanded, bringing career counseling and job placement programs under the co-leadership of the Counseling Division and Academic Advising.

Upcoming Issues for 2004-2005

- The College's new Performing Arts Center is slated to open in the summer of 2005. At issue is scheduling the venue to accommodate both classroom instruction and performance as well as community events. Staffing for management and marketing of the Center is under review.
- Paradise Valley Community College is slated for re-affirmation of accreditation by the Higher Learning Commission and is a member North Central Association. The self-study report has been written and will be submitted in November, followed by a site visit by a team of consultant evaluators in February.
- The College's Assessment Team will continue to provide positive leadership making substantial progress in understanding the complexity of assessment. What's more, it has provided support along with guidelines designed to help academic divisions determine the progress of their current assessment initiatives. Design and implementation of assessment plans will continue. All of the student, learning support, and administrative services departments have identified learning outcomes and are engaged in measuring student progress in 2004-2005.

Facts-at-a-Glance		
<u>Paradise Valley Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student	3,970.70	
Annual Unduplicated Headcount	13,004	
Fall 2003 Headcount (credit)	7,879	
<u>By Full-Time or Part-Time</u> <u>Fall 2003</u>		
Full-Time	2,055	26%
Part-Time	5,824	74%
Total	7,879	100%
<u>By Gender</u> <u>Fall 2003</u>		
Female	4,619	59%
Male	3,009	38%
Undeclared	251	3%
Total	7,879	100%
<u>By Residency Status</u> <u>Fall 2003</u>		
Resident	7,567	96%
Out-of-County	66	1%
Out-of-State	169	2%
Foreign	77	1%
Total	7,879	100%
<u>By Ethnicity</u> <u>Fall 2003</u>		
Non-Resident Alien	77	1%
Black, non-Hispanic	157	2%
American Indian/Alaskan Native	96	1%
Asian or Pacific Islander	216	3%
Hispanic	706	9%
White, non-Hispanic	5,417	69%
Race/Ethnicity Unknown	1,210	15%
Total	7,879	100%
<u>Instructional Staff</u> <u>Fall 2003</u>		
Full-Time Instructors	87	19%
Part-Time Instructors	361	81%
Total	448	100%

Maricopa County Community College District Phoenix College

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Introduction

Phoenix College (PC) was founded in 1920 as the first two-year college in Arizona. In 1960, it became the flagship institution in the state's new public community college system. Over the past 84 years, Phoenix College has grown and expanded its programs and services to meet the needs of the surrounding community.

The College's student body reflects the diverse, multicultural central city community it serves. In Fall 2004, 15 percent of its students — almost 2000 — were immigrants, refugees or foreign visitors. With a reported Hispanic student population of 30 percent, Phoenix College has been officially designated a Hispanic Serving Institution, gaining access to state and federal funding to further assist this growing segment of the student population.

The College is a vital player in the growth and revitalization of the central city, partnering with business, municipal and community organizations in employee training programs. The College also has an educational and cultural exchange with UNO, the Universidad del Noroeste in Hermosillo, Sonora, Mexico.

Major Accomplishments in 2003-2004

- The Council for Advancement and Support of Education (CASE) recognized the Alumni Association's partnership with the PC ACE (Achieving a College Education) Program as a Best Practice in Alumni Relations.
- Students, Gileaña Raheem and Christine Bryant were selected to the 2004 All-Arizona Academic Team.
- The Theatre Department captured a number of prestigious awards at the 2004 Western Regional American College Theatre Festival at California State University in San Bernardino.
- Dr. Corina Gardea received the Alfred G. de los Santos Distinguished Educational Leadership Award from the Arizona Association of Chicanos in Higher Education.
- The Special Services Department was presented with the "Employer of the Year" award by the City of Phoenix Mayor's Commission on Disability Issues.
- Seven Navajo language students received awards at the Navajo Language Arts Fair at Diné College.
- The United Nations team received the Distinguished Delegation Award at the Western Collegiate Model UN Conference in Southern California on April 17.
- Deb Stone, ASL adjunct faculty and Deaf Specialist with the Arizona Commission for the Deaf and the Hard of Hearing, was named "Outstanding Government Employee of the Year" by the Arizona Association for the Deaf.
- The Histology Technician program was created to meet industry and labor market demand.
- Nine athletic teams were named NJCAA Academic All-America, with women's volleyball named Academic Team of the Year.
- For the fourth time in the program's history, the women's softball team captured the NJCAA Division II National Championship title.
- Rebecca Valenzuela and the Early Start to College Team were selected to

receive the ASU President's Award for Social Embeddedness for identifying community needs and issues and developing partnerships with the community to provide solutions.

- Dr. Geoffrey Eroe was nominated for three AriZoni Theatre Awards.
- Officially launched a new college branding identity campaign, including new logos, service and marketing messages.

Major Issues & Resolutions in 2003-2004

The following strategic initiatives were identified through the strategic planning process, with 2003-04 actions noted in parenthesis:

- Commitment to Employee Excellence: conducted a campus climate survey; reviewed and strengthened current hiring practices; launched a Service Excellence initiative.
- Leveraging Technology: created an Associate Dean of Information Technology position and began a search.
- Facilities Improvement: gained campus and community input on Master Facilities Plan update; created more campus parking.
- Optimizing Financial Resources: hired a development officer to attract major gifts from alumni and community partners.
- Promoting Student Success.
- Partnering with Business and Community: established the President's Roundtable.
- Facilitating Vital Change: Implemented the Service Excellence initiative noted above.

Upcoming Issues for 2004-2005

- Move forward with implementation plans after successful MCCCDC capital campaign.

- Collaborate with ASU and City of Phoenix on downtown education plans.
- Complete recruitment of Associate Dean of Information Technology and Dean of Instruction
- Continue Service Excellence implementation.
- Complete self-study process in preparation for accreditation site visit from the Higher Learning Commission.

Facts-at-a-Glance		
Phoenix Enrollment FY 2003-2004		
Annual FT Equivalent Student	6,908.00	
Annual Unduplicated Headcount	22,480	
Fall 2003 Headcount (credit)	13,150	
By Full-Time or Part-Time		Fall 2003
Full-Time	3,275	25%
Part-Time	9,875	75%
Total	13,150	100%
By Gender		Fall 2003
Female	7,515	57%
Male	4,672	36%
Undeclared	963	7%
Total	13,150	100%
By Residency Status		Fall 2003
Resident	12,658	96%
Out-of-County	162	1%
Out-of-State	209	2%
Foreign	121	1%
Total	13,150	100%
By Ethnicity		Fall 2003
Non-Resident Alien	121	1%
Black, non-Hispanic	956	7%
American Indian/Alaskan Native	443	3%
Asian or Pacific Islander	285	2%
Hispanic	3,906	30%
White, non-Hispanic	4,665	36%
Race/Ethnicity Unknown	2,774	21%
Total	13,150	100%
Instructional Staff		Fall 2003
Full-Time Instructors	161	26%
Part-Time Instructors	459	74%
Total	620	100%

Maricopa County Community College District

Rio Salado College

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www.riosalado.edu

Introduction

Rio Salado College (RSC) serves working adults who seek an alternative to a traditional campus environment. The college specializes in customized, unique programs and partnerships, accelerated formats and distance learning, particularly e-Learning certificate and degree programs. As the mission statement reads, "Rio Salado College transforms the learning experience through choice, access, and flexibility; customized high quality learning design; and personalized service and organizational responsiveness."

Founded in 1978 as the "college without walls," Rio's philosophy is "learning any time, any place." In 2003-04, the College celebrated its 25th anniversary. Rio Salado College is the second largest Maricopa Community College, with 2003-2004 FTSE (Full-Time Student Equivalent) enrollment of 11,574 (a 13% increase over the previous year) and annual credit enrollment at 41,280 students (a 7.5% increase). An additional 13,309 non-credit students participated in Adult Basic Education programs, including GED and English for Speakers of Other Languages.

Major Accomplishments in 2003-2004

- Served a record 23,365 distance learning students through 315+ different courses offered via the Internet, mixed media and print-based materials.
- Was named the nation's sixth fastest growing 2-year college by the U.S. Department of Education (among colleges with 10,000+ students).

- Was named the nation's sixth largest provider of occupational certificates by the U.S. Department of Education.
- Recorded 3,979 certificates of completion in such fields as airline operations, law enforcement technology, quality customer service and computer usage/applications.
- Received two national awards for a partnership with AT&T Consumer Sales & Service: The Fortune Magazine Award of Excellence and the Exemplary Initiative Award in Workforce Development from the National Council of Instructional Administrators.
- For the third consecutive year, a Rio student was named one of the nation's top community college students in the All-USA Academic Team Competition sponsored by *USA Today*, the American Association of Community Colleges and Phi Theta Kappa International Honor Society.
- Achieved high levels of scholarship. Rio students scored equal to or higher than their peers in colleges and universities across the country on the Academic Profile test.
- Three Rio dual enrollment French students were ranked among the nation's top 10 scorers on the National French Exam.
- Grew its participation in the e-ArmyU partnership with the U.S. Army to 3,900+ students.
- Expanded its Teacher Education programs through articulation agreements; program now serves 2,000+ students in any given month.

- For the sixth consecutive year, dental hygiene students achieved a 100% passing rate on their State Board exam.
- Launched Online Nursing to ease a shortage of registered nurses; first class of 32 students graduated in May. Students undertake clinical experiences through Rio's partnerships with hospitals and health centers statewide.
- Received five international awards for the Alpha Theta Omicron Chapter of Phi Theta Kappa International Honor Society, including a Top 100 Distinguished Chapter internationally.

Major Issues & Resolutions in 2003-2004

- Completed construction of the 13,000+ square-foot Conference Center @ Rio, built with funds generated from the 1994 general obligation bond election.
- Partnered with the Microsoft Corporation and Dell Computers to design a customized, innovative e-Learning course management and delivery system named RioLearn; developed to keep pace with Rio's rapid growth and projected to eventually serve 100,000 e-Learning students.

Upcoming Issues for 2004-2005

- Successful completion of the pilot phase of the new e-Learning system, called RioLearn, during Fall 2004.
- Launch RioLearn full-scale in January 2005. Continue to expand baccalaureate options for students through collaborations such as the new Grand Canyon University e-Learning partnership.

Facts-at-a-Glance		
<u>Rio Salado Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student	11,574.30	
Annual Unduplicated Headcount	41,280	
Fall 2003 Headcount (credit)	14,527	
<u>By Full-Time or Part-Time</u>		
	<u>Fall 2003</u>	
Full-Time	1,092	8%
Part-Time	13,435	92%
Total	14,527	100%
<u>By Gender</u>		
	<u>Fall 2003</u>	
Female	7,741	53%
Male	4,666	32%
Undeclared	2,120	15%
Total	14,527	100%
<u>By Residency Status</u>		
	<u>Fall 2003</u>	
Resident	12,373	85%
Out-of-County	1,780	12%
Out-of-State	347	2%
Foreign	27	1%
Total	14,527	100%
<u>By Ethnicity</u>		
	<u>Fall 2003</u>	
Non-Resident Alien	27	1%
Black, non-Hispanic	672	5%
American Indian/Alaskan Native	186	1%
Asian or Pacific Islander	407	3%
Hispanic	1,226	8%
White, non-Hispanic	8,522	58%
Race/Ethnicity Unknown	3,487	24%
Total	14,527	100%
<u>Instructional Staff</u>		
	<u>Fall 2003</u>	
Full-Time Instructors	26	9%
Part-Time Instructors	254	91%
Total	280	100%

Maricopa County Community College District Scottsdale Community College

Dr. Arthur W. DeCabooter, President

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Website: www.sc.maricopa.edu

Introduction

Scottsdale Community College (SCC) is located on land leased from the Salt River Pima-Maricopa Indian Community. The college's mission is to create accessible, effective and affordable teaching and learning environments for the people of the communities so that they may grow personally and become productive citizens in a changing multicultural world.

Major Accomplishments in 2003-2004

- SCC was named the lead college among Maricopa Community Colleges partnering with Arizona State University in a \$12.5 million grant awarded by the National Science Foundation to fund *Project Pathways* over the next 5 years. The amount of the sub-award to the Maricopa Colleges is \$780,000. Dr. Sally Jacobs, SCC, will coordinate activities involving several mathematics faculty at four Maricopa Community College campuses.
- SCC partnered with Phoenix based Dial Corporation to offer internships for SCC students. In addition to receiving tuition-free college credit, underwritten by Dial, students gained valuable work experience in the industry and became more experienced in industrial science and engineering.
- SCC and Scottsdale Healthcare developed a new nursing program designed to increase the capacity of nursing students at SCC. This three year agreement allows a class of 20 nursing students to participate in an accelerated associate degree nursing program. It is anticipated that these

students will graduate from this new program in August 2005.

- Dr. Arthur W. DeCabooter celebrated his 25th year as President of Scottsdale Community College. During DeCabooter's tenure, enrollment has doubled, and over \$1.4 million has been raised (with a portion funding 3,000+ scholarships). SCC student leaders established the Dr. Arthur W. DeCabooter Silver Artichoke Award recognizing his 25 years of contributions to the college, the community and his family.
- SCC American Indian Studies and American Indian Programs were jointly selected as grant recipients of \$10,000 from the Salt River Pima-Maricopa Indian Community's new Community Benefits Fund. The award was used to purchase computers for student use.
- SCC was identified by *Scottsdale Life* magazine's *Best of Scottsdale* edition, as "one of the best companies to work for."
- President DeCabooter and HPERD Faculty John Avianantos were recognized for their community service and received awards at the *Second Annual Segner Award* event. Sponsored by the Scottsdale Area Chamber of Commerce, DeCabooter received the *Legacy Award*, and Avianantos received the *Segner Award*.
- Volleyball coach Regina Mannix was recognized as *Coach of the Year* by the Phoenix Women's Sports Association. It was Mannix' 4th Coach of the Year award for the 2003 volleyball season.
- The SCC Computer Information Systems department designed and

developed two new orientation programs for *On-line Students* and *On-line Faculty*.

- Culinary Arts program Director Karen Chalmers was inducted into the Arizona Culinary Hall of Fame.

Notable Student Successes

- The SCC women's basketball team, and the women's volleyball team became Region I Champs and also finished 2nd in the nation.
- Psi Gamma Chapter of Phi Theta Kappa was awarded the *Most Distinguished Chapter* in the Arizona Region.
- For the first time in SCC's history, the 2004 SCC baseball team earned "Academic All-American" as a team. The squad earned a 3.12 GPA for the spring semester.
- The SCC America Society of Interior Designers student chapter implemented new designs for living spaces of 10 boy residents at the Sunshine Acres Children's Home in Mesa.

Major Issues & Resolutions in 2003-2004

- Held bond election to address need for resources.
- Moderate remodeling and the beginning of the Language and Communication Annex.
- SCC experienced a positive and seamless leadership transition of a new Chancellor.

Upcoming Issues for 2004-2005

- Implement the new student information system.
- Limited space for instruction and programming.
- Finding a suitable location to provide educational services to the northern part of SCC's service area.

- Prepare for the Higher Learning Commission of Accreditation visit in Spring 2007.

Facts-at-a-Glance			
<u>Scottsdale Enrollment FY 2003-2004</u>			
Annual FT Equivalent Student		6,396.10	
Annual Unduplicated Headcount		19,639	
Fall 2003 Headcount (credit)		11,808	
<u>By Full-Time or Part-Time</u>		<u>Fall 2003</u>	
Full-Time	3,515	30%	
Part-Time	8,293	70%	
Total	11,808	100%	
<u>By Gender</u>		<u>Fall 2003</u>	
Female	6,370	54%	
Male	5,095	43%	
Undeclared	343	3%	
Total	11,808	100%	
<u>By Residency Status</u>		<u>Fall 2003</u>	
Resident	10,741	91%	
Out-of-County	384	3%	
Out-of-State	500	4%	
Foreign	183	2%	
Total	11,808	100%	
<u>By Ethnicity</u>		<u>Fall 2003</u>	
Non-Resident Alien	183	2%	
Black, non-Hispanic	301	3%	
American Indian/Alaskan Native	437	4%	
Asian or Pacific Islander	333	3%	
Hispanic	1,032	9%	
White, non-Hispanic	8,412	70%	
Race/Ethnicity Unknown	1,110	9%	
Total	11,808	100%	
<u>Instructional Staff</u>		<u>Fall 2003</u>	
Full-Time Instructors	152	26%	
Part-Time Instructors	429	74%	
Total	581	100%	

Maricopa County Community College District

South Mountain Community College

Dr. Ken Atwater, President

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Introduction

South Mountain Community College (SMCC) provides quality educational opportunities for the growth and development of its diverse population. The College is a designated Hispanic Serving Institution and Minority Serving Institution. SMCC includes the expanding Ahwatukee Foothills Center and the Guadalupe Center.

The College awards associate degrees and certificates, thus preparing students for transfer to universities and for jobs and careers in fields such as telecommunications technology, CISCO, behavioral health, teaching and more. The College also offers numerous developmental courses and more than 80 classes a years in English as a Second Language.

Major Accomplishments in 2003-2004

- FTSE enrollment increased more than 9 percent.
- The Performing Arts Center (PAC) opened in Fall 2003 with a grand opening for the community.
- The PAC received the 2004 Valley Forward Environmental Excellence Award and the Arizona AIA 2004 Design Merit Award.
- SMCC created a long-range facilities master plan for the main campus and its multiple sites, in addition to remodeling plans. Technology improvements were discussed with the community.
- Productive dialogue continues with leaders of the Gila River Indian Community, exploring the possibility of a

college center for the tribe and Ahwatukee residents.

- A second cohort of 23 students enrolled in the Bilingual Nursing Fellowship Program.
- Financial aid to students increased \$1.2 million for a total of \$5.5 million in federal, state and private donor scholarships.
- Prop 301 funds (\$244,612) supported the Bilingual Medical Interpreter Project, Bilingual Nursing Program (2), Biosciences Career Access for Minorities, and the Pharmacy Tech Certification Partnership.
- SMCC received an Improving Teacher Quality grant of \$34,975 from Arizona Board of Regents.
- Five math, science and engineering students were selected to attend prestigious summer internship programs with NASA and the Department of Energy. Two students participated in Bridge to Biomedical Research Careers by the National Institute of Health.
- Native American enrollment grew by 40 percent at the expanding SMCC Guadalupe Center, where a Native American Studies Program also was added. The Hoop of Learning Program provided scholarships to Native American high school students. SMCC also launched a Native American Club.
- The college launched a Small Business Entrepreneurship Certificate program at the main campus and SMCC Guadalupe Center.
- SMCC hosted and led the Mediation Youth Conference, Future Teachers Conference and Career Fair.

- Men's golf team was ranked first in the nation with NJCAA.
- Phi Theta Kappa Honor Society was named first in Arizona for leadership and fellowship.

Major Issues & Resolutions in 2003-2004

- The Long-Range Planning Committee finalized priorities for physical and technological needs of the College.
- SMCC continued its focus on partnerships with businesses and services in the area.
- Numerous goals were met to improve recruitment and retention. Goals were also established to encourage the advancement of students through graduation, university transfer and job placement.

Upcoming Issues for 2004-2005

- If voters approve passage of the \$951M Bond, SMCC will begin building and remodeling new classrooms, labs and more. SMCC will continue meeting with the City of Phoenix for a possible joint library at SMCC, with Laveen for a future campus site; and with Ahwatukee and Gila River Indian Community regarding a future joint site.
- Emphasis will be placed on seeking grants and other aid to support needs of students, particularly minority students.
- SMCC is preparing for unprecedented growth expected during the next five years.
- A College-wide program continues to integrate a strategic planning process in the area of enrollment.

Facts-at-a-Glance		
<u>South Mountain Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student	2,014.20	
Annual Unduplicated Headcount	7,200	
Fall 2003 Headcount (credit)	4,303	
<u>By Full-Time or Part-Time</u> <u>Fall 2003</u>		
Full-Time	965	22%
Part-Time	3,338	78%
Total	4,303	100%
<u>By Gender</u> <u>Fall 2003</u>		
Female	2,593	60%
Male	1,589	37%
Undeclared	121	3%
Total	4,303	100%
<u>By Residency Status</u> <u>Fall 2003</u>		
Resident	4,131	95%
Out-of-County	69	2%
Out-of-State	69	2%
Foreign	34	1%
Total	4,303	100%
<u>By Ethnicity</u> <u>Fall 2003</u>		
Non-Resident Alien	34	1%
Black, non-Hispanic	535	12%
American Indian/Alaskan Native	188	4%
Asian or Pacific Islander	106	3%
Hispanic	1,803	42%
White, non-Hispanic	1,261	29%
Race/Ethnicity Unknown	376	9%
Total	4,303	100%
<u>Instructional Staff</u> <u>Fall 2003</u>		
Full-Time Instructors	55	30%
Part-Time Instructors	127	70%
Total	182	100%

Mohave County Community College District
Mohave Community College

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Introduction

Since its establishment in 1971, Mohave Community College (MCC), located in northwest Arizona, has provided accessible and affordable higher education to all who seek it. The College's service area, which covers the fifth largest county in the United States in square miles, has campuses in Bullhead City, Colorado City, Kingman and Lake Havasu City, in addition to having an extensive Distance Education program.

Mohave Community College operates under the following principles:

- Learning is our purpose.
- Students are our focus.
- Employees and employers are our most important resource.
- The communities, which are comprised of organizations and individuals in both the public and private sectors of the county, are our partners.
- The highest principles of ethical consideration and standards guide our actions. (WWC, 2002)

Major Accomplishments in 2003-2004

- Mohave Community College's administration initiated 20 strategic planning studies that underscore the ongoing planning and decision making objectives for all management (planning, organizing, directing and evaluating) initiatives at the College.
- Since Spring 2002, enrollment in the under-20 age group has increased by 22.5 percent, unduplicated head count has increased by 6.9 percent and the

student retention rate has increased by 5 percent.

- The Student Financial Aid operation was extensively reviewed and recommendations are being implemented.
- Mohave Community College awarded 209 associate degrees and 125 certificates.
- Eight MCC students were recognized as members of the All Arizona Academic Team. Two of those students were recognized as First Team Arizona.
- The College has entered into a partnership with the USDA Conservation Department, the Big Sandy Conservation District, the Arizona Fish and Game Department and Mountain States Nursery. Mountain States Nursery is providing without charge trees, shrubs, and plantings that will enhance the landscaping at each of the College's campuses.
- Students are now guaranteed that certain key courses required for the general education cores and certain certificate and associate degree programs will be taught in specified semesters and times of day. Students are assured they can complete those associate degrees in two years, if they follow the assured schedule.

Major Issues & Resolutions in 2003-2004

- Mohave Community College completed a comprehensive personnel classification and salary review in order to provide employees with equitable salary structures. In FY 2004-05, the

College will meet about half of the defined need.

- The College's Dental Hygiene program was granted initial accreditation by the American Dental Association (ADA) in July, 2004. Classes begin in Fall 2004.
- The Allied Health building located on the Bullhead City campus was completed with funding provided by the Legacy Foundation. It will house MCC's Nursing, Dental Hygiene and EMS programs.
- Continuing Education provided training to nearly 2,000 students in academic year 2003-04 while developing partnerships with 65 businesses, industries and educational entities.

Upcoming Issues for 2004-2005

- The Culinary Arts program will be offering its first classes in Fall 2004 and in Spring 2005.
- MCC will begin offering classes in its totally redesigned Automotive Technology program.
- All on-the-ground courses will be formatted to be available for Blackboard delivery or to utilize Blackboard administrative functionality. All Blackboard course presentations will be standardized.
- Developmental Education will be designing and piloting an open-entry/open-exit class format.
- A 24-month schedule will be designed and implemented. This matrix of classes will synchronize with the existing assured matrix and will provide students with the information necessary to plan for and schedule their degree/certificate course requirements.
- The College must be a key player in its communities' development and, as such, must help make its communities an attractive place in which to do business. To that end, Mohave Community College will continue to review the educational needs of its

communities and to develop programs that provide the economic growth so desperately needed in Mohave County.

Facts-at-a-Glance		
Mohave Enrollment FY 2003-2004		
Annual FT Equivalent Student		2,354
Annual Unduplicated Headcount		11,129
Fall 2003 Headcount (credit)		6,707
By Fulltime or Part-time		
	Fall 2003	
Fulltime	746	11%
Part-time	5,961	89%
Total	6,707	100%
By Gender		
	Fall 2003	
Female	4,291	64%
Male	2,394	35%
Undeclared/unknown	22	1%
Total	6,707	100%
By Residency Status		
	Fall 2003	
Resident	6,003	89%
Out-of-County	189	3%
Out-of-State	515	8%
Foreign	N/A	0%
Total	6,707	100%
By Ethnic or Race Group		
	Fall 2003	
Non-resident Alien	N/A	0%
Black, non-Hispanic	30	1%
Am Indian/Alaskan Native	108	2%
Asian or Pacific Islander	109	2%
Hispanic	874	13%
White, non-Hispanic	5,251	77%
Unknown/unreported	335	5%
Total	6,707	100%
Instructional Staff		
	Fall 2003	
Fulltime Instructors	57	12%
Part-time Instructors	402	88%
Total	459	100%
District Fund Sources FY 2003-04		
Fund Balance		\$ 1,714,472
District Tax Levy		\$11,145,717
State Aid		\$ 3,630,300
Tuition & Fees		\$ 3,489,712
Grants & Contracts		\$ 3,301,119
Transfers & Other Revenues		\$ 1,047,769
Reserve for Future Acquisitions		\$0
Total		\$24,329,089
District Expenditures FY 2003-04		
General Fund Expenditures		\$16,569,269
Capital Outlay Plant Fund		\$ 1,837,896
Bond & Debt Redemption		\$ 497,333
Bond & Debt Interest		\$ 664,163
Total		\$19,568,661

Navajo County Community College District

Northland Pioneer College

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Introduction

Northland Pioneer College (NPC) is a comprehensive, multi-campus community college with four campuses, six learning centers, and numerous other delivery sites throughout northeastern Arizona. NPC was established in 1974 with primary funding from Navajo County. Northland provides classes in Apache County through an intergovernmental agreement, since it is an unorganized community college district. Over 60 percent of Northland's service-area population is Native American, with many residing on three reservations: Navajo, Hopi and White Mountain Apache. These three reservations constitute nearly 40 percent of the district's 21,158 square mile service area. NPC has the highest Native American enrollment (approximately 30%) of any public college or university in the state.

Major Accomplishments in 2003-2004

- Initiated the development of an electronic college catalog and the on-line delivery of student services.
- Hired a new director of Nursing, initiated a complete revision of the nursing department, implemented a nursing recapture summer course, and obtained two grants to assist drop out students and to prepare graduates for the NCLEX exams.
- Achieved a 100 percent pass rate of all nursing graduates on the NCLEX.
- Completed a two-year Assessment of Student Academic Achievement cycle.
- The Small Business Development Center (SBDC) worked with 932 clients in the first six months of 2004,

exceeding their goal of 411. SBDC also provided 6,250 counseling and training hours, compared to a goal of 1,085 hours.

- Developed and implemented the first new Critical Care Paramedic Program for emergency medical first responders in northeast Arizona.
- A total of 29 high school students enrolled in a pilot NAVIT Fire Science program.
- A total of 618 students enrolled in ABE, ASE, and ESL classes. Of these, 67 of 91 students wanting a GED achieved their goal (74%).
- More AAS and certificates were awarded in 2004 than in any previous year.
- For the first time in two years, no major wildland fires disrupted College operations during the summer months.

Major Issues & Resolutions in 2003-2004

- President Dr. Gary Passer retired in June 2004 and, after a national search, Dr. Richard Fleming was hired and assumed the presidency on July 12, 2004.
- The NPC Foundation was reorganized to increase community awareness of its charitable efforts and conducted a number of major fundraising events including a silent auction, the Music in the Pines Concert and a golf tournament.
- The partnership with Arizona Public Service, Tucson Electrical Power Company, NPC and the Northern Arizona Vocational Institute of Technology (NAVIT) was expanded with

the donation of a \$500,000 control room simulator and the creation of internships.

- Training continued in team-based management training
- The Northeast Arizona Training Center, Inc. (NATC) was created as a partnership between NPC, Abitibi Consolidated, the Northern Arizona Fire Chiefs Association, and the Navajo County Sheriff's Department. A \$50,000 planning grant, as well as a \$500,000 grant from AZPOST, was secured to begin development and Abitibi Consolidated donated eight acres of land for the facility.

Upcoming Issues for 2004-2005

- NATC will begin phase one construction of a driving track and burn tower at the site, which has grown to 20 acres with the donation of an additional 12 acres by Abitibi Consolidated.
- NPC will begin a major strategic planning effort with community stakeholder forums at all campuses and centers.
- NPC and Coconino Community College received a \$1,000,000 Title III grant to expand online student services and technology infrastructure, implement online academic advising and tutoring, and develop online degrees. Implementation will begin in October 2004.
- Meet increased demand for NAVIT and dual enrollment courses by high school students.
- Expand the EMS program through the assistance of an \$83,687 Rural Outreach for Paramedical Education Grant from the Department of Health and Human Services.
- Increase Native American student enrollment.

Facts-at-a-Glance		
<u>Navajo Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student	2,746	
Annual Unduplicated Headcount	12,375	
Fall 2003 Headcount (credit)	4,928	
<u>By Fulltime or Part-time</u>		
	Fall 2003	
Fulltime	971	20%
Part-time	3,957	80%
Total	4,928	100%
<u>By Gender</u>		
	Fall 2003	
Female	3,293	67%
Male	1,635	33%
Undeclared/unknown	0	0%
Total	4,928	100%
<u>By Residency Status</u>		
	Fall 2003	
Resident	3,866	78%
Out-of-County	975	20%
Out-of-State	47	1%
Foreign	40	1%
Total	4,928	100%
<u>By Ethnic or Race Group</u>		
	Fall 2003	
Non-resident Alien	0	0%
Black, non-Hispanic	34	1%
Am Indian/Alaskan Native	1,466	30%
Asian or Pacific Islander	31	1%
Hispanic	361	7%
White, non-Hispanic	2,781	56%
Unknown/unreported	255	5%
Total	4,928	100%
<u>Instructional Staff</u>		
	Fall 2003	
Fulltime Instructors	64	18%
Part-time Instructors	299	82%
Total	363	100%
<u>District Fund Sources FY 2003-04</u>		
Fund Balance	\$ 5,000,000	
District Tax Levy	\$ 9,051,388	
State Aid (incl. Equalization)	\$ 6,118,100	
Tuition & Fees	\$ 3,203,406	
Grants & Contracts	\$ 412,659	
Transfers & Other Revenues	\$ 477,674	
Reserve for Future Acquisitions	\$ (2,500,000)	
Total	\$ 21,763,177	
<u>District Expenditures FY 2003-04</u>		
General Fund Expenditures	\$ 15,653,802	
Capital Outlay Plant Fund	\$ 2,167,866	
Bond & Debt Redemption	\$ 1,495,000	
Bond & Debt Interest	\$ 257,830	
Total	\$ 19,574,518	

Pima County Community College District

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Introduction

Pima Community College (PCC) is the seventh largest multi-campus community college in the United States. This year, the College offered more than 5,500 courses in different programs leading to Associate of Arts, Associate of Science, Associate of Applied Arts, Associate of Applied Science, Associate of Business Administration, and Associate of General Studies degrees, and certificates. In 2003-2004, the College served 76,161 students in credit and non-credit classes. Unduplicated headcount was 60,820 for credit and 15,341 for non-credit courses. The graduating class of 2004 was the largest ever, with more than 3,100 students earning more than 4,100 degrees and certificates.

Major Accomplishments in 2003-2004

- Pima Community College received the largest donation in history, \$1 million from the Thomas R. Brown Family Foundation, earmarked to expand the College's capacity to train healthcare workers.
- Dr. Louis Albert, West Campus president, was elected to the Board of Directors of Campus Compact. The International Partnership for Service-Learning honored Albert by presenting a lecture in his name at the organization's conference in Thailand.
- PCC's Business and Industry Training has adopted a broader strategic focus and a new name: The Center for Business Solutions.
- The PCC Foundation offered students more than \$300,000 in scholarships.
- Five new programs were approved: associate's degree in elementary

education, education certificates for middle school endorsement, K-12 reading endorsement, English as a Second Language endorsement, and certificate for truck driver training (Class A vehicles).

- Upward Bound awarded the College \$304,210 to help move disadvantaged students toward higher education.
- Pima College Adult Education (PCAE) coordinated training for all refugees in Pima County using a \$175,000 state grant. PCAE's Family Literacy Program received a \$206,735 AmeriCorps grant for training in civic activities.
- PCC's Student Medallion Leadership Institute was honored by the National Council on Student Development with its Best Practice Award. The Council also selected the Northwest Campus Student Services Center for a Best Practices Award.
- PCC's women's softball team won the NJCAA national championship. ACCAC tennis coaches named Mike Curry, West Campus, as their coach of the year for the second time in three years.

Major Issues & Resolutions in 2003-2004

- Chancellor Roy Flores led a planning process that resulted in a two-year strategic plan comprising seven initiatives with strategies and action plans to respond to community needs, plus a two-year capital outlay plan.
- The College significantly reduced the increase in employee health insurance costs, partially restored professional development funds, reviewed utility usage rates, and established a policy of leaving vacated positions unfilled until

reviewed and justified in order to use its resources in the most effective manner.

- Dr. Anne-Marie McCartan was selected as president of the Northwest Campus. Dr. Raul Ramirez was selected to head East Campus. Dr. Richard Duran was selected as president of the Desert Vista Campus. In an organizational restructuring, Dr. Suzanne Miles was named provost and executive vice chancellor for academic services.
- The College designed a prerequisite pilot program to automate the monitoring and enforcement of course prerequisites in mathematics.
- The College conducted program reviews on 42 programs in its continuous, cyclical review process.

Upcoming Issues in 2004-2005

The governing board adopted the College Plan, which is comprised of seven initiatives to be advanced this year:

- Improve transfer and workforce instructional curricula and support programs.
- Establish a Developmental Education program.
- Improve College processes and operations.
- Enhance enrollment management.
- Develop PCC's human capital.
- Expand institutional technological capabilities.
- Enhance government and external relations.

Facts-at-a-Glance		
<u>Pima Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student	20,425	
Annual Unduplicated Headcount	60,820	
Fall 2003 Headcount (credit)	30,634	
<u>By Full-time or Part-time</u>		
		Fall 2003
Full-time	9,311	30%
Part-time	21,323	70%
Total	30,634	100%
<u>By Gender</u>		
		Fall 2003
Female	17,113	56%
Male	12,830	42%
Undeclared/Unknown	691	2%
Total	30,634	100%
<u>By Residency Status</u>		
		Fall 2003
Resident	27,929	91%
Out-of-County	706	2%
Out-of-State	1,464	5%
Foreign	535	2%
Total	30,634	100%
<u>By Ethnic or Race Group</u>		
		Fall 2003
Non-resident Alien	535	2%
Black, non-Hispanic	1,240	4%
Amer Indian/Alaskan Native	990	3%
Asian or Pacific Islander	977	3%
Hispanic	8,934	29%
White, non-Hispanic	16,309	53%
Unknown/Unreported	1,649	6%
Total	30,634	100%
<u>Instructional Staff</u>		
		Fall 2003
Full-time Instructors	352	20%
Part-time Instructors	1,396	80%
Total	1,748	100%
<u>District Fund Sources FY 2003-04</u>		
Fund Balance	\$49,096,292	
District Tax Levy	\$76,808,328	
State Aid	\$20,780,500	
Equalization Aid	\$0	
Tuition & Fees	\$31,024,834	
Grants & Contracts	\$5,386,934	
Transfers & Other Revenues	\$6,902,065	
Reserve for Future Acquisitions	\$0	
Total	\$189,998,953	
<u>District Expenditures FY 2003-04</u>		
General Fund Expenditures	\$105,716,666	
Capital Outlay Plant Fund	\$10,653,572	
Bond & Debt Redemption	\$16,643,944	
Bond & Debt Interest	\$4,732,158	
Total	\$137,746,340	

Pinal County Community College District

Central Arizona College

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Introduction

The Pinal Community College District serves county residents via three campuses and two education centers. The Signal Peak Campus serves the western communities of Maricopa, Stanfield, Arizona City, Eloy, Casa Grande, Coolidge and Sacaton. The Aravaipa Campus serves the eastern communities of San Manuel, Mammoth, Kearny, Hayden, Oracle, Winkelman and Saddlebrook. The Superstition Mountain Campus serves northern communities of Apache Junction, Queen Creek and Superior. The Casa Grande Education Center and the Florence Center offer classes to the community. In addition, the Florence Center provides training to the public and private prisons.

Major Accomplishments in 2003-2004

- Central Arizona College (CAC) awarded 297 associate degrees and 1,144 certificates to graduates/completers.
- The College hosted a Workforce Development Summit with 35 CEOs from Pinal, Pima and Maricopa counties, which resulted in a better understanding of employer training needs with business and industry. The summit provided information for workforce development's strategic plan, mission and structure.
- CAC's Honors Program hosted the first Academic Symposium involving honors students from high schools and community colleges. The Honors Program at all three campuses were also recognized nationally as five-star, the highest rating possible for a college program.

- A total of 111 students at Central's three campuses were inducted into Phi Theta Kappa, the international honor society for two-year colleges.
- Six students, two from each of Central's campuses, were named All Arizona Academic Scholars. Each student received a two-year, full ride scholarship to the Arizona public university of the student's choice.
- Degrees and certificates were created in the areas of building construction technology, retail management, plumber and pipefitter, personal trainer, group fitness instructor, athletic training education, school business administration and sports management.
- Arizona State Board of Nursing reaccredited CAC's nursing program. The National League of Nursing Accrediting Commission approved Central for an 8-year maximum accreditation. All of CAC's nursing students passed the nursing NCLEX licensing exam.
- The Commission on Accreditation for Dietetics Education awarded a 10-year accreditation to CAC's dietetic technician program. The Dietary Manager program received approval through 2008.
- Central's men's cross country team won the national championship.
- The Consortium of Assessment and Planning Support/Assessment Network named CAC as one of two institutions nationally for best practices for developing learning outcomes.
- CAC offered dual enrollment opportunities with Maricopa High School, Casa Grande Union High

School District, Coolidge High School, San Manuel High School, Santa Cruz High School, CAVIT, EVIT, NAVIT and White River Unified Schools, which served more than 450 high school students.

- The Small Business Development Center received a grant from the Ewing Marion Kauffman Foundation for beta testing of Planning the Entrepreneurial Venture, a blended e-learning entrepreneurship course.

Major Issues & Resolutions in 2003-2004

- The College submitted its Academic Quality Improvement Program (AQIP) portfolio, which is part of the College's reaccreditation process. AQIP requires the College to constantly reassess its methods and make continuous improvements. CAC was the first Arizona institution accepted into AQIP through the Higher Learning Commission, part of North Central Association of Colleges and Schools.
- Central and the Pinal County University Foundation broke ground at Signal Peak Campus for the Gloria R. Sheldon University Center, which will provide classrooms for university partners to provide baccalaureate and master degree classes. The College refinanced its debt to provide money to build the \$4.5 million university center. The Pinal County University Foundation contributed \$1.6 million toward the cost of the 35,000-square-foot project.

Upcoming Issues for 2004-2005

- CAC's governing board approved a demographic and educational master plan for the district. The College is in the process of gathering community feedback on a 20-year capital improvement plan, which would require a general obligation bond to build.

Facts-at-a-Glance		
<u>Pinal Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student		3,658
Annual Unduplicated Headcount		11,535
Fall 2003 Headcount (credit)		5,745
<u>By Fulltime or Part-time</u>		
		Fall 2003
Fulltime	1,646	29%
Part-time	4,099	71%
Total	5,745	100%
<u>By Gender</u>		
		Fall 2003
Female	3,282	57%
Male	2,463	43%
Undeclared/unknown	0	0%
Total	5,745	100%
<u>By Residency Status</u>		
		Fall 2003
Resident	4,531	79%
Out-of-County	1,113	19%
Out-of-State	78	1%
Foreign	23	1%
Total	5,745	100%
<u>By Ethnic or Race Group</u>		
		Fall 2003
Non-resident Alien	21	1%
Black, non-Hispanic	258	5%
Am Indian/Alaskan Native	364	6%
Asian or Pacific Islander	46	1%
Hispanic	1,653	29%
White, non-Hispanic	3,198	56%
Unknown/unreported	205	2%
Total	5,745	100%
<u>Instructional Staff</u>		
		Fall 2003
Fulltime Instructors	95	29%
Part-time Instructors	230	71%
Total	325	100%
<u>District Fund Sources FY 2003-04</u>		
Fund Balance		\$4,293,461
District Tax Levy		\$21,314,654
State Aid		\$6,317,902
Tuition & Fees		\$3,634,436
Grants & Contracts		\$74,566
Transfers & Other Revenues		\$5,155,680
Reserve for Future Acquisitions		\$544,019
Cash Flow Reserve		(\$3,472,936)
Total		\$37,861,782
<u>District Expenditures FY 2003-04</u>		
General Fund Expenditures		\$24,827,551
Capital Outlay Plant Fund		\$1,562,743
Bond & Debt Redemption		\$1,350,468
Bond & Debt Interest		\$359,827
Total		\$28,100,589

Yavapai County Community College District

Yavapai College

Dr. Michael T. Murphy, Interim President

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Introduction

Yavapai College (YC) has been serving the higher education needs of Yavapai County for 35 years. Its mission is to provide high quality, convenient and cost effective learning opportunities for the diverse populations living within an 8,000 square mile service area. More than 14,212 students now take classes each year at 77 sites throughout the county. The College offers 70 certificate, degree and transfer options to students in 51 different programs of study, with a choice of over 3,400 classes. Students have 14 different course delivery methods available.

Major Accomplishments in 2003-2004

- The YC district governing board adopted nine ambitious objectives for 2003-2004. College staff completed all nine objectives.
- YC continued its lengthy and demanding process to implement its \$69.5 million master plan:
 - Verde Valley: Northern AZ Regional Skills Center – opened Spring 2004
 - Prescott: Library & Computer Commons – occupancy Spring 2005; Welcome Center – opened Fall 2004; Studio Arts Complex – completion late Fall 2004; District Services Complex – occupancy Summer 2004
 - Chino Valley: Agribusiness & Science Technology Center, opened March 2004.
- Public Safety Training Center: partnership with Verde Rural Fire Chief's Association (not funded by bond) opened June 2004.

- YC awarded 457 degrees and certificates, including 53 nursing graduates.
- Curriculum developments for 04-05 included twice a year Nursing student admissions and the Retail Management Certificate Microsoft Office User Certificate.
- YC attracted several large grants: \$8,084,195 federal; \$794,990 state; \$2,855,540 private; \$1.3 million from the Bernard Osher Foundation, San Francisco, CA, for the Center for Successful Aging (this represents activity from July 1, 2003 through October 1, 2004).
- YC received the Certificate of Achievement for Excellence in Financial Reporting for the fourth year in a row and the Award from Government Accounting Standards Board for early implementation of the new reporting format known as GASB-34.

Major Issues & Resolutions in 2003-2004

- Northern Arizona Regional Skills Center opened in 2003-04 to provide skills training in diverse and changing career fields and trained 808 students.

Upcoming Issues for 2004-2005

The following objectives were adopted for 2004-2005. The district governing board will:

- Continue to encourage, recognize and reward excellence in teaching, service and research.
- Monitor progress on master plan implementation to ensure accountability

to the public on the wise use of tax dollars.

- Exercise policy governance model with emphasis on fact-based, results-driven strategies that are measurable.
- Create a long-term, flexible fiscal vision for Yavapai College, taking into consideration the controllable and uncontrollable variables in a challenging economic environment with the goal of achieving a balance between property taxes, state revenues, tuition and fees and other revenue generating opportunities.
- Create a mechanism for structured communications, feedback and collaboration with community leaders and planners to focus on long-term trends, vision and direction for Yavapai College.
- Monitor progress on a regular basis to ensure the achievement of the Yavapai College mission, community benefit statements and board annual goals.
- Participate in at least one annual trusteeship training that includes techniques to systematically monitor mission, community benefits, and organizational and board performance.

Facts-at-a-Glance		
Yavapai Enrollment FY 2003-2004		
Annual FT Equivalent Student		3,273.37
Annual Unduplicated Headcount		14,463
Fall 2003 Headcount (credit)		8,186
By Fulltime or Part-time		
		Fall 2003
Fulltime	6,851	84%
Part-time	1,335	16%
Total	8,186	100%
By Gender		
		Fall 2003
Female	5,157	63%
Male	3,025	37%
Undeclared/unknown	4	0%
Total	8,186	100%
By Residency Status		
		Fall 2003
Resident	6,533	79%
Out-of-County	442	5%
Out-of-State	1,118	14%
Foreign	47	1%
Unknown	46	1%
Total	8,186	100%
By Ethnic or Race Group		
		Fall 2003
Non-resident Alien	1	0%
Black, non-Hispanic	58	1%
Am Indian/Alaskan Native	215	3%
Asian or Pacific Islander	76	1%
Hispanic	394	5%
White, non-Hispanic	5,771	70%
Unknown/unreported	1,671	20%
Total	8,186	100%
Instructional Staff		
		Fall 2003
Fulltime Instructors	89	21%
Part-time Instructors	340	79%
Total	429	100%
District Fund Sources FY 2003-04		
Fund Balance		\$5,429,324
District Tax Levy		\$28,782,021
State Aid (incl. Equalization)		\$5,156,500
Tuition & Fees		\$4,434,308
Grants & Contracts		\$774,313
Transfers & Other Revenues		\$22,255,993
Reserve for Future Acquisitions		\$0
Total		\$66,832,459
District Expenditures FY 2003-04		
General Fund Expenditures		\$27,465,920
Capital Outlay Plant Fund		\$24,358,472
Bond & Debt Redemption		\$3,514,254
Bond & Debt Interest		\$2,111,452
Total		\$57,450,098

Yuma/La Paz Counties Community College District

Arizona Western College

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Introduction

Arizona Western College (AWC) offers educational, career and lifelong learning opportunities through innovative partnerships that enhance the lives of people in Yuma and La Paz counties. To fulfill this mission, AWC (1) awards associate degrees and certificates to students that successfully complete programs of study, (2) prepares students for work and (3) prepares students for meeting personal goals or for transfer into other degree programs. AWC offers day, evening and weekend classes at a main campus in Yuma, two satellite centers in south Yuma County and an educational center in Parker, La Paz County.

Major Accomplishments in 2003-2004

The Yuma/La Paz Community College District governing board adopted 10 ambitious objectives for 2003-2004. AWC completed these objectives and more.

- Completed an annual cycle of assessment of measurable learning outcomes for review by the Higher Learning Commission (North Central Association of Colleges and Schools).
- Designed and implemented a model, benchmarked upon eight Arizona rural colleges, that placed AWC faculty at the 75th percentile of Arizona's rural colleges in equated base salaries.
- Developed a coordinated plan of educational services for the encouragement of comprehensive holistic senior enrichment programs.
- Developed a long term revenue resources plan to implement expansion

of district facilities and improvements to the technological infrastructure.

- Developed a plan for centralized scheduling of courses, events and meetings. Increased the national reputation of AWC by making presentations on learning, digital technology, decision making and innovative partnerships at conferences across the nation.
- Opened its third district television channel in cooperation with the La Paz County Board of Supervisors as part of its model to extend delivery of learning services to La Paz County residents.
- Awarded 474 associate degrees and 307 certificates to graduates/completers.
- Partnered with the Yuma Area Agricultural Council to establish the Yuma Area Science Fair to support science and agriculture education.
- Won an eighth consecutive regional championship for project excellence and community involvement in the Students in Free Enterprise (S.I.F.E.) competition and placed fifth nationally.
- Recognized nationally by the Center for Digital Education and the American Association of Community Colleges as one of the top 10 community colleges in the United States for digital connectivity.
- Awarded \$480,000 by the United States Department of Agriculture to further extend service to Yuma and La Paz counties through distance learning.
- Awarded seven medallion awards by the National Council of Marketing and Public Relations and selected AWC President for the NCMPR Region Six Pacesetter award.

- Competed on a comprehensive level in athletics, with volleyball placing in its fourth straight national tourney.

Major Issues & Resolutions in 2003-2004

- AWC was awarded \$5.3M from the Title V Strengthening Hispanic-serving Institutions grant initiative, one as an individual award and the other in partnership with NAU/Yuma. These funds will enable AWC and NAU/Yuma to improve access, completion and transfer rates for minority and low-income students.

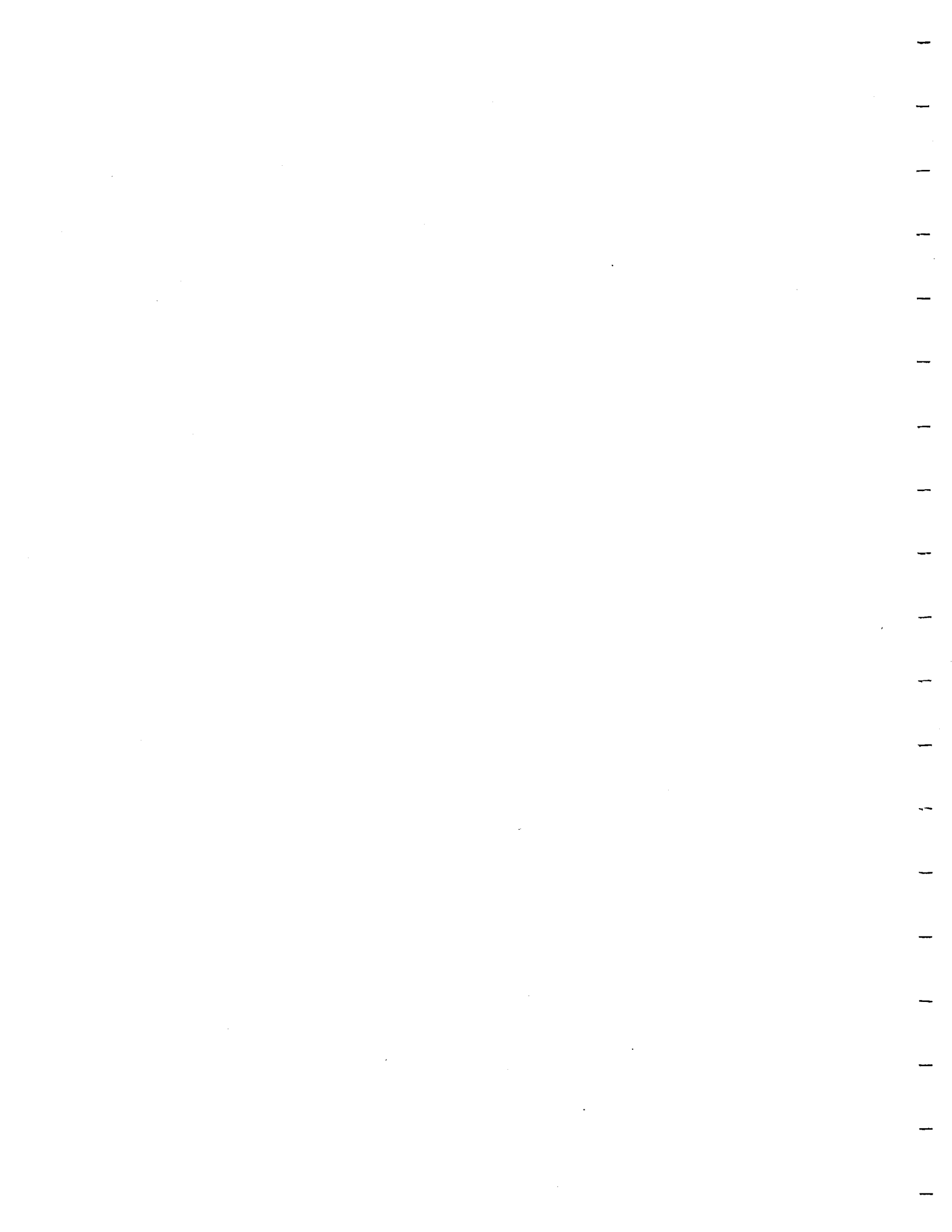
Upcoming Issues for 2004-2005

The governing board adopted the following objectives for 2004-2005.

- Develop outcome measures to assess interaction and communication with partners, teams and networks.
- Develop a plan to design and support activities for studying the ecology of the Sonoran Desert.
- Develop and pilot a model for assessing transfer and employment outcomes.
- Complete a plan to meet Higher Learning Commission (NCA) requirements for delivering on-line associate degrees.
- Coordinate an effort to support the joint use of performance facilities with Yuma Union High School District.
- Pursue passage of a General Obligation bond to construct future district facilities and technological infrastructure supporting continued enrollment growth and an accessible learning climate.
- Implement a 2 + 2 plan in cooperation with NAU for a distance education program in Secondary Education with an emphasis in English.
- Develop and pilot an International Students program for incoming AWC students focused on academic,

- operational and cultural success.
- Develop a comprehensive plan to establish future AWC Foundation goals, priorities and projects.
- Develop a model for the coordination of bi-national border activities that support cultural diversity, staff development, economic development and educational understanding.

Facts-at-a-Glance		
<u>Yuma/LaPaz Enrollment FY 2003-2004</u>		
Annual FT Equivalent Student	4,121	
Annual Unduplicated Headcount	11,393	
Fall 2003 Headcount (credit)	6,284	
<u>By Fulltime or Part-time</u>		
	Fall 2003	
Fulltime	1,668	27%
Part-time	4,616	73%
Total	6,284	100%
<u>By Gender</u>		
	Fall 2003	
Female	3,770	60%
Male	2,496	39%
Undeclared/unknown	18	1%
Total	6,284	100%
<u>By Residency Status</u>		
	Fall 2003	
Resident	5,952	94%
Out-of-County	49	1%
Out-of-State	254	4%
Foreign	29	1%
Total	6,284	100%
<u>By Ethnic or Race Group</u>		
	Fall 2003	
Non-resident Alien	22	1%
Black, non-Hispanic	173	3%
Am Indian/Alaskan Native	143	2%
Asian or Pacific Islander	108	2%
Hispanic	3,630	57%
White, non-Hispanic	2,041	32%
Unknown/unreported	167	3%
Total	6,284	100%
<u>Instructional Staff</u>		
	Fall 2003	
Fulltime Instructors	94	26%
Part-time Instructors	272	74%
Total	366	100%
<u>District Fund Sources FY 2003-04</u>		
Fund Balance	\$9,547,648	
District Tax Levy	\$15,354,740	
State Aid (incl. Equalization)	\$6,143,600	
Tuition & Fees	\$3,383,528	
Grants & Contracts	\$0	
Transfers & Other Revenues	\$612,018	
Reserve for Future Acquisitions	\$0	
Total	\$35,041,534	
<u>District Expenditures FY 2003-04</u>		
General Fund Expenditures	\$22,813,929	
Capital Outlay Plant Fund	\$1,514,762	
Bond & Debt Redemption	\$1,610,000	
Bond & Debt Interest	\$148,885	
Total	\$26,087,576	

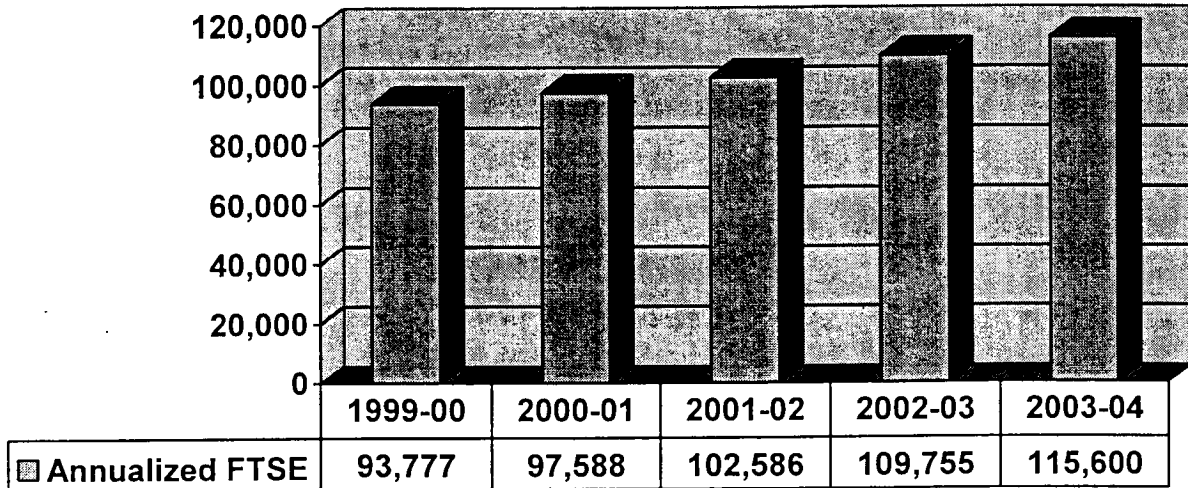


SECTION II
Student Enrollment Statistics and Trends

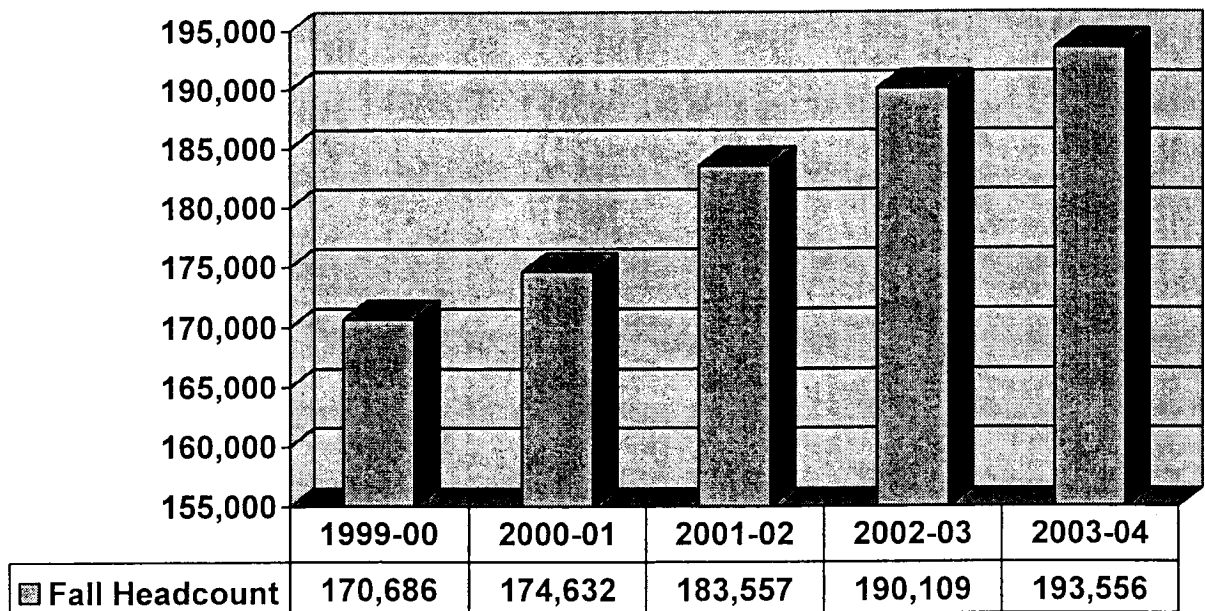
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FY 2003-04

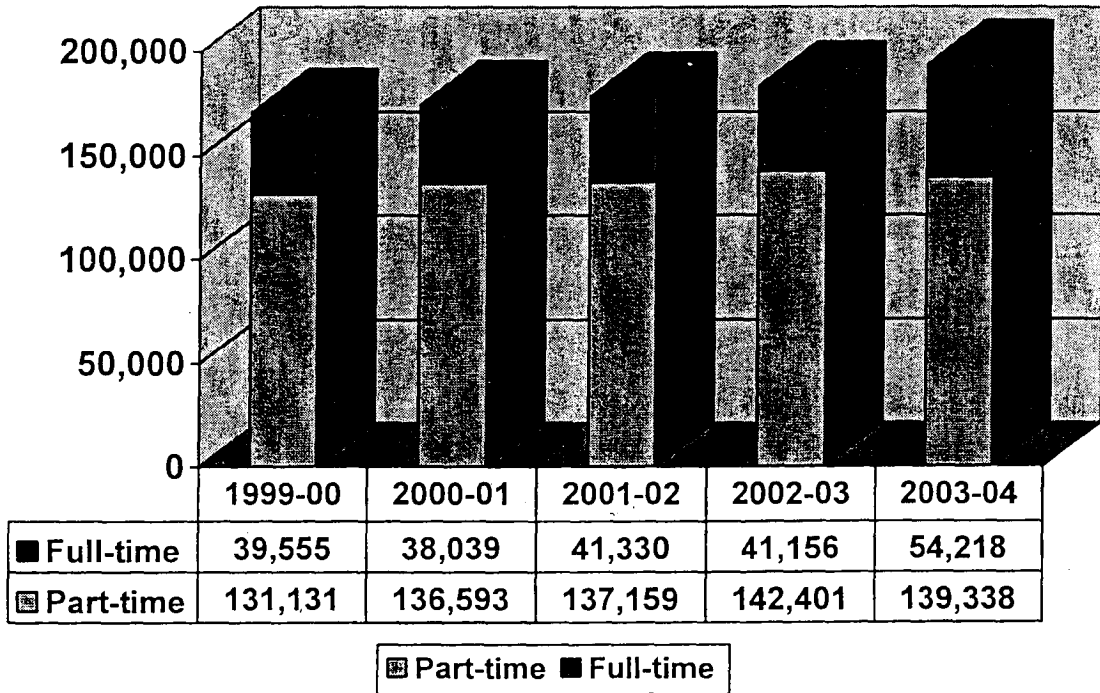
Five-Year Annualized FTSE Trend



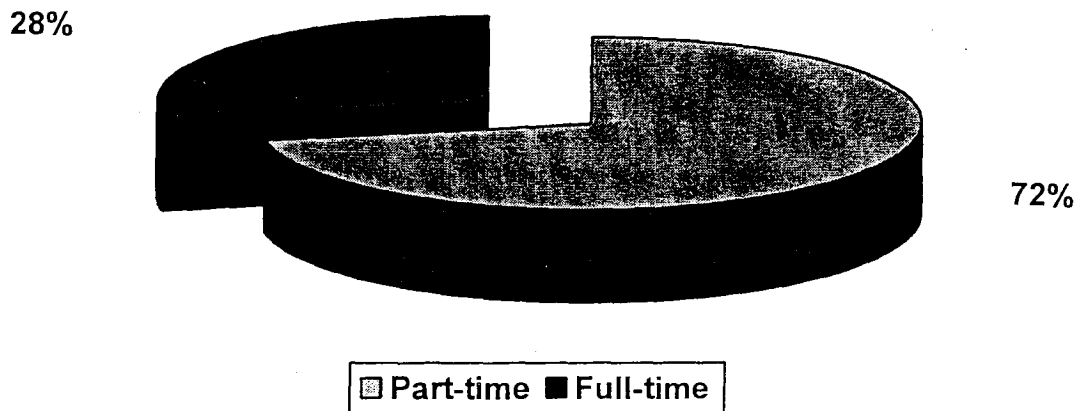
Five-Year Trend in Fall Headcount



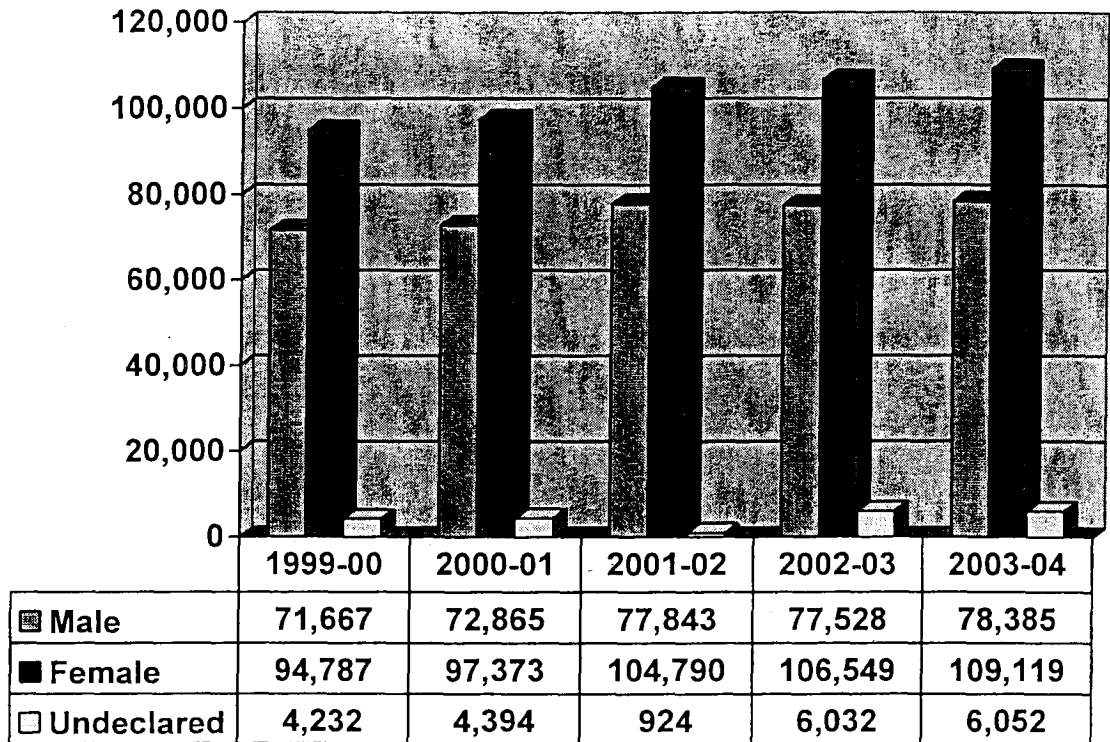
Five-Year Trend in Headcount by Enrollment Status Fiscal Years 1999-00 to 2003-04



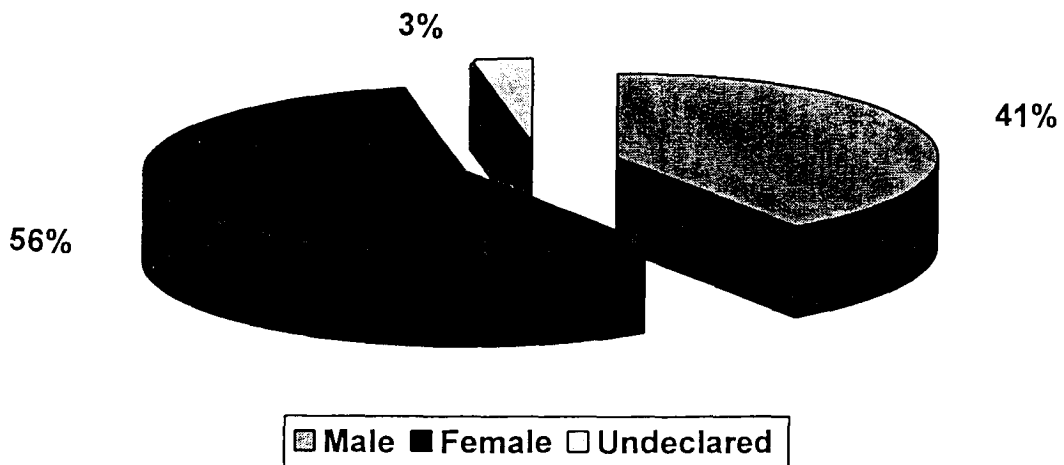
Fall 2003 Enrollment by Status



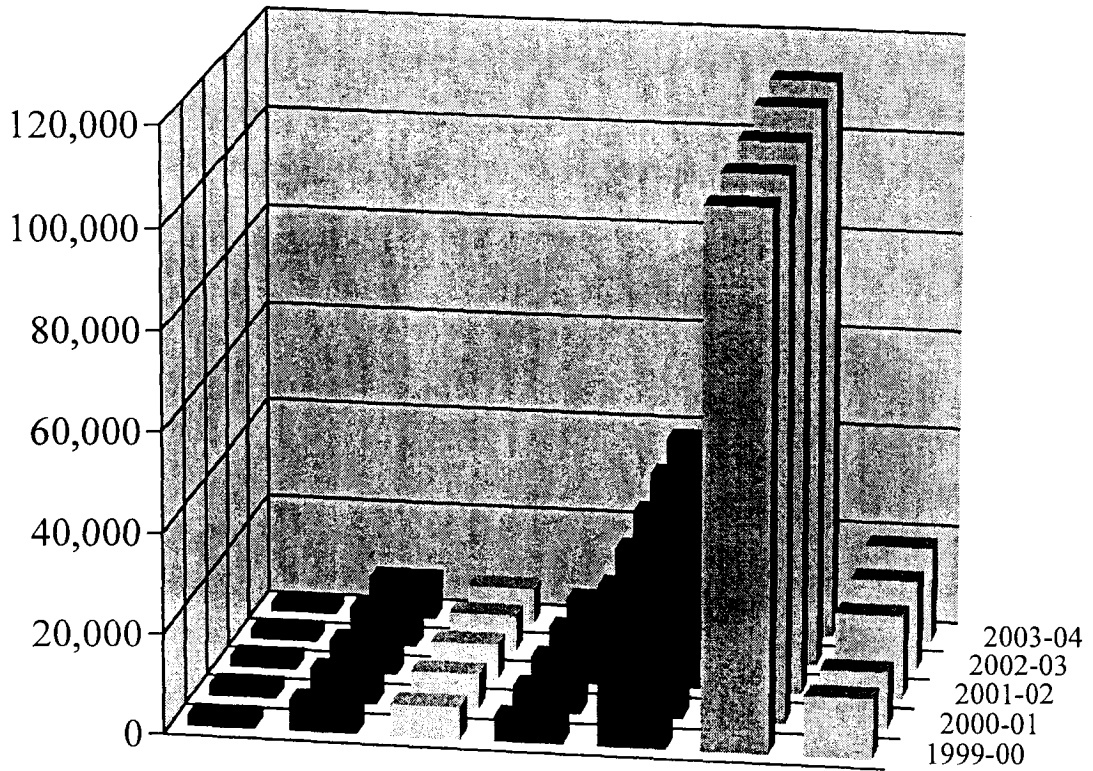
Five-Year Trend in Fall Headcount by Gender Fiscal Years 1999-00 to 2003-04



Fall 2003 Headcount by Gender

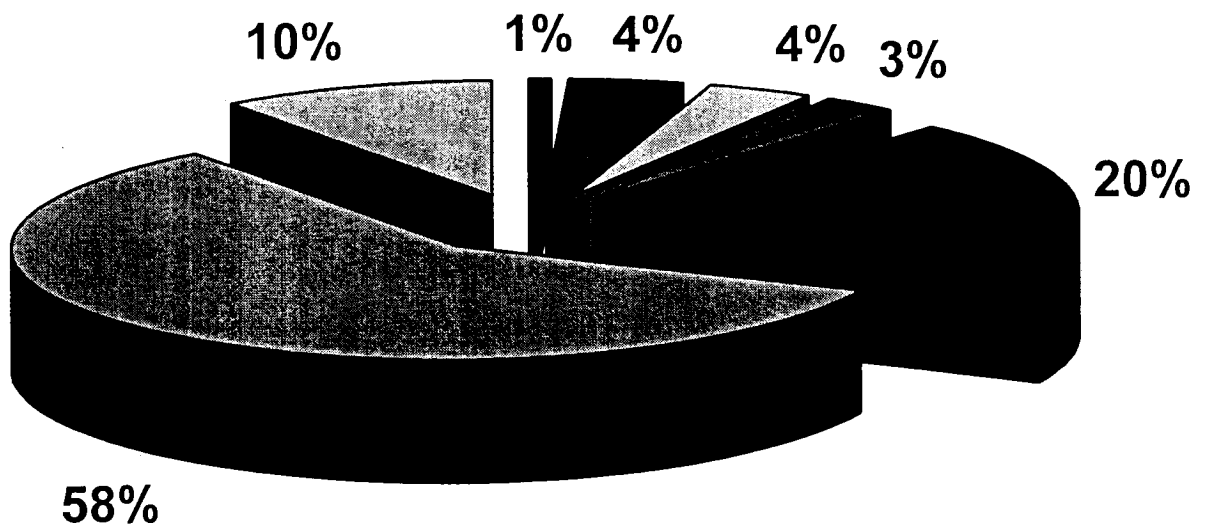


**Five-Year Trend in Distribution of Enrollment by
Ethnicity or Racial Category
FY 1999-00 to 2003-04**



	2003-04	2002-03	2001-02	2000-01	1999-00
■ Non-resident Alien	1,795	2,144	2,344	2,378	2,216
■ Black, non-Hispanic	8,000	7,352	6,548	6,501	6,051
■ Am Indian/Alaskan Native	7,228	7,463	7,282	7,044	6,382
■ Asian or Pacific Islander	5,456	5,337	5,121	5,037	4,903
■ Hispanic	39,208	37,571	35,345	33,760	31,936
■ White, non-Hispanic	112,727	112,226	110,167	108,745	107,358
■ Unknown/undeclared	19,142	18,016	16,750	11,167	11,840

Fall 2003 Ethnic/Racial Distribution of Headcount



■ Non-resident Alien

■ Black, non-Hispanic

□ Am Indian or Alaskan Native

■ Asian or Pacific Islander

■ Hispanic

□ White, non-Hispanic

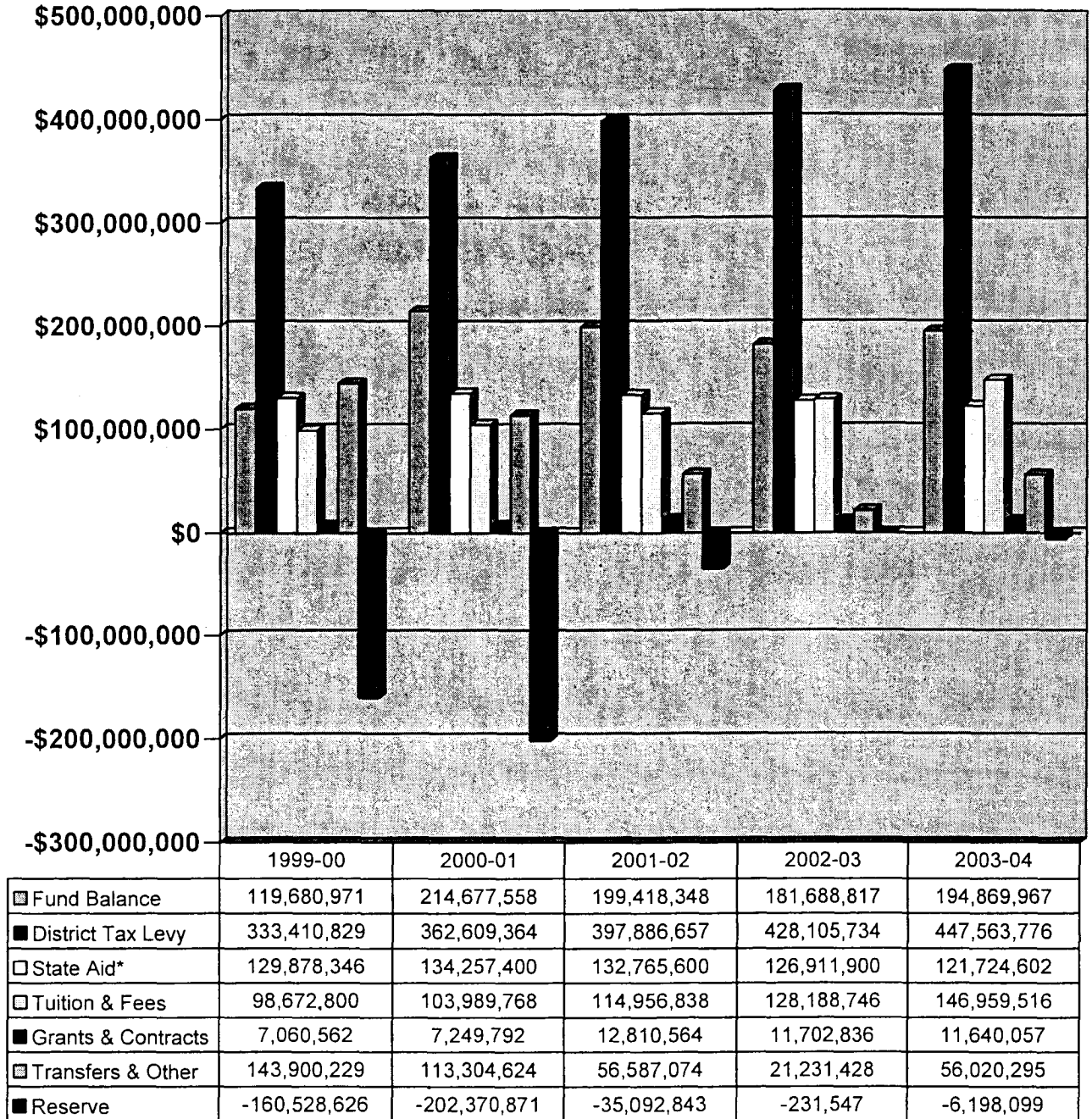
□ Unknown or unreported

SECTION III
Financial Information Data and Trends

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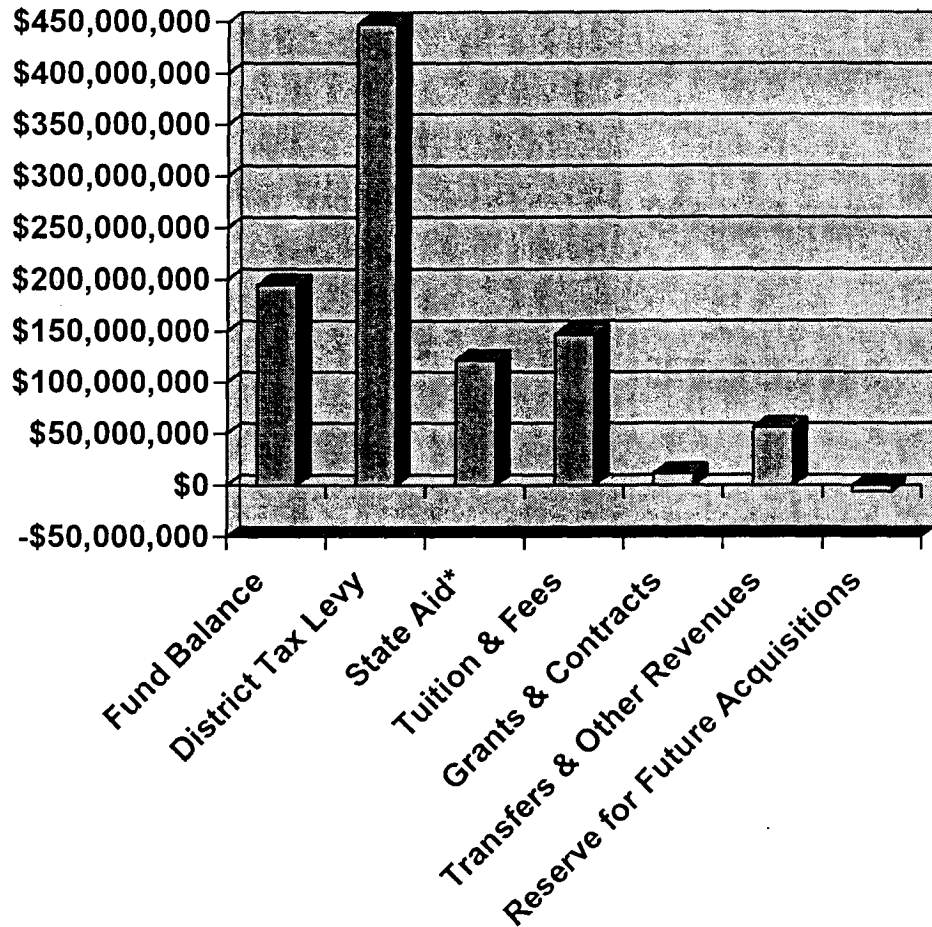
FY 2003-04

Five-Year Trend of District Fund Sources FY 1999-00 to 2003-04



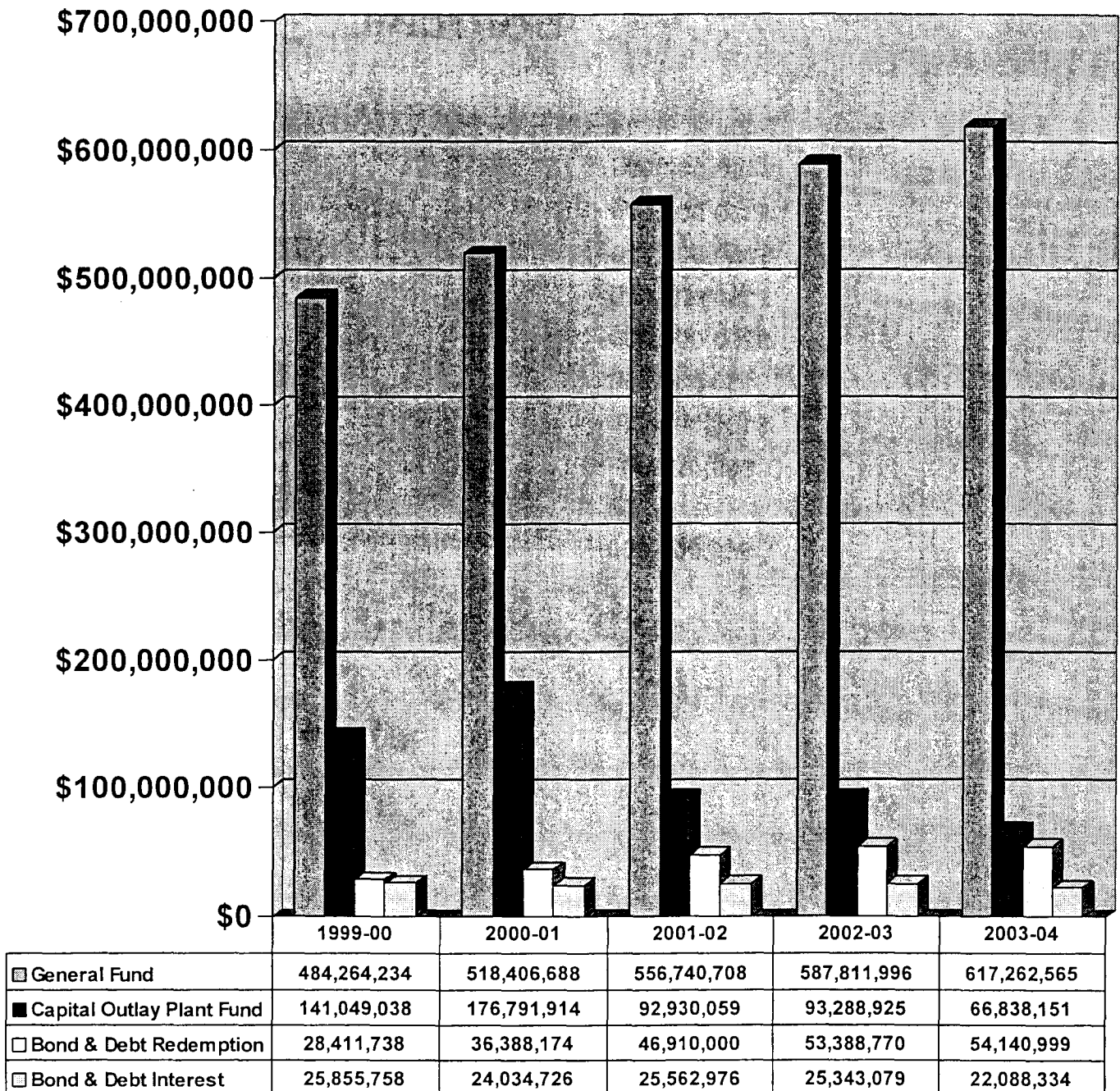
*includes equalization monies

FY 2003-2004 District Fund Sources

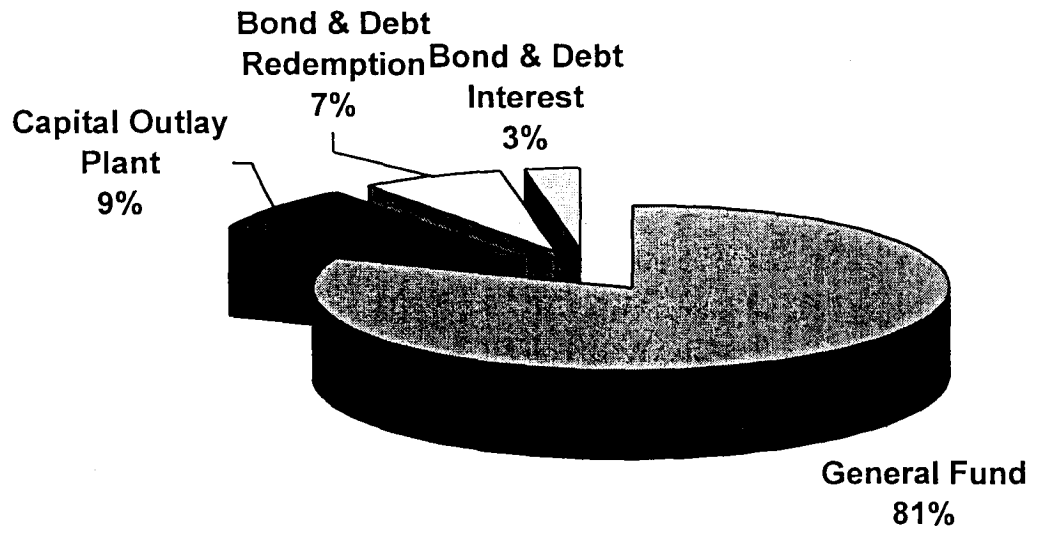


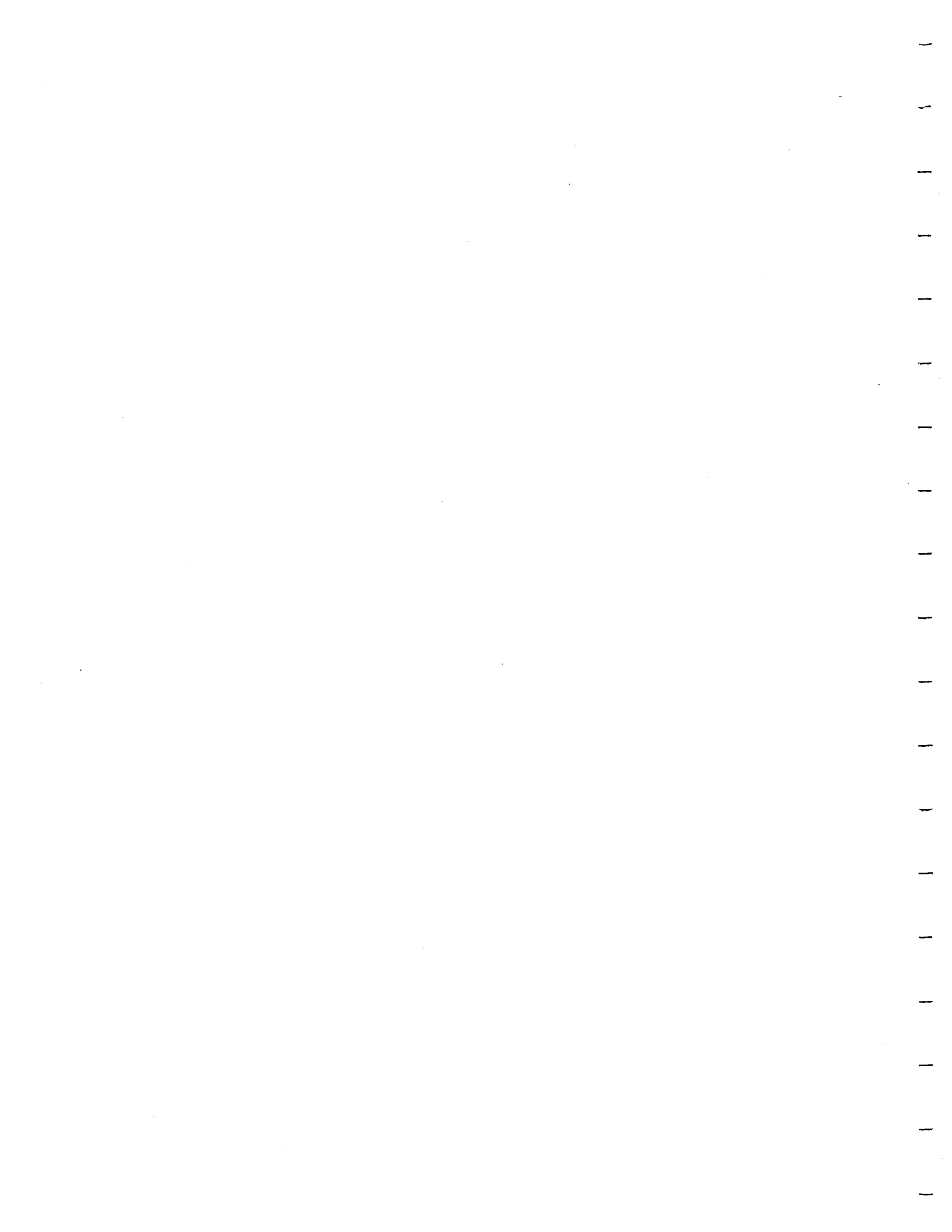
*Includes equalization monies

Five-Year Trend of Fund Disposition FY 1999-00 to 2003-04



FY 2003-04 Disposition of Funds





SECTION IV
Supplemental Financial Information

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FY 2003-04

**SUPPLEMENTAL FINANCIAL INFORMATION
SECTION OVERVIEW**

The information contained in this section is provided at the request of the Joint Legislative Budget Committee (JLBC). The Chief Financial Officer (CFO) for each community college district provided the data for their district. The Arizona Community College Association thanks Ms. Debra Thompson, Vice-Chancellor for Business Services for the Maricopa Community College District and her staff, for compiling the data in this section.

**Arizona Community College Districts
FY2004-05 Additional Property Tax Information (10/1/04)**

Community College District	Primary NAV*	Secondary NAV*	Primary Rate	Secondary Rate	Actual Primary Levy	Actual Secondary Levy	Calculated Primary Levy Limits	Calculated Actual Secondary Levy
Cochise	\$ 611,079,588	\$ -	\$ 1.7868	\$ -	\$ 10,918,770	\$ -	\$ 15,614,306	\$ -
Coconino	\$ 1,174,117,295	\$ 1,222,225,551	\$ 0.4065	\$ 0.1595	\$ 4,772,736	\$ 1,948,855	\$ 4,817,403	\$ 1,948,855
Graham	\$ 101,932,721	\$ -	\$ 2.0698	\$ -	\$ 2,109,803	\$ -	\$ 2,109,803	\$ -
Maricopa	\$28,070,870,413	\$30,066,986,670	\$ 0.9211	\$ 0.1161	\$ 258,560,787	\$ 34,904,190	\$ 258,560,787	\$ 34,904,190
Mohave	\$ 1,248,789,585	\$ -	\$ 0.9507	\$ -	\$ 11,872,243	\$ -	\$ 11,872,243	\$ -
Navajo	\$ 644,123,129	\$ 662,734,811	\$ 1.2566	\$ 0.2526	\$ 8,099,984	\$ 1,628,288	\$ 9,057,209	\$ 1,628,288
Pima	\$ 5,412,550,080	\$ 5,620,156,274	\$ 1.1143	\$ 0.2285	\$ 60,312,046	\$ 12,842,057	\$ 60,316,768	\$ 12,842,057
Pinal	\$ 1,061,148,994	\$ 1,128,263,009	\$ 2.1500	\$ -	\$ 22,814,703	\$ -	\$ 37,167,805	\$ -
Yavapai	\$ 1,676,029,540	\$ 1,785,174,684	\$ 1.5626	\$ 0.2888	\$ 26,189,637	\$ 5,155,584	\$ 26,189,637	\$ 5,155,584
Yuma/La Paz	\$ 800,351,624	\$ 827,061,729	\$ 1.8605	\$ 0.2178	\$ 14,890,277	\$ 1,801,213	\$ 19,332,493	\$ 1,801,213
Total	\$40,800,992,969	\$41,312,602,728			\$ 420,540,986	\$ 58,280,187	\$ 445,038,454	\$ 58,280,187

* Net Assessed Value

**Arizona Community College Districts
 FY 2003-04 All Funds Actual Revenues (by source)
 Data Provided by District CFOs**

District	Tuition & Fees	State Aid	Equalization	Primary Taxes	Secondary Taxes	Restricted Grants	Bond Proceeds	Other	Allocated Fund Balance ¹	Total	FY 2004 Original Budget
Cochise	\$5,932,123	\$6,222,300	\$2,208,300	\$10,144,554	\$0	\$7,392,460	\$0	\$1,972,830	\$197,450	\$34,070,017	\$33,908,425
Coconino	2,997,820	3,224,800	0	4,714,244	1,971,340	3,839,018	0	587,039	0	\$17,334,261	\$16,470,123
Graham	2,803,148	5,869,100	7,273,300	1,979,305	0	3,921,103	0	3,260,472	8,501,997	\$33,608,425	\$28,263,159
Maricopa	134,768,500	54,923,500	0	238,949,997	37,651,887	20,518,920	7,655,000	86,237,056	28,138,383	\$608,843,243	\$724,836,128
Mohave	3,489,712	4,070,700	0	10,986,212	0	3,367,526	0	1,972,637	1,885,765	\$25,772,552	\$23,500,028
Navajo	3,203,406	4,676,800	1,441,300	7,540,651	1,510,687	3,387,959	0	2,300,832	689,049	\$24,750,684	\$27,929,230
Pima	31,024,834	20,780,500	0	58,087,348	18,720,980	28,247,720	0	13,569,516	0	\$170,430,898	\$186,965,000
Pinal	5,867,595	6,317,902	0	21,314,654	0	6,774,924	5,155,680	2,787,722	0	\$48,218,477	\$40,877,000
Yavapai	6,942,561	5,640,165	0	23,802,103	4,979,918	5,924,485	21,329,344	3,560,580	255,136	\$72,434,292	\$72,382,477
Yuma/La Paz	5,165,517	5,941,200	202,400	13,604,707	1,750,032	12,501,759	0	2,013,313	3,516,506	\$44,695,434	\$40,100,659
Total:	\$202,195,216	\$117,666,967	\$11,125,300	\$391,123,775	\$66,584,844	\$95,875,874	\$34,140,024	\$118,261,997	\$43,184,286	\$1,080,158,283	\$1,195,232,229

% of overall

budget:	19%	11%	1%	36%	6%	9%	3%	11%	4%	100%
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Notes:

¹ - Allocated fund balances are resources allocated to support current year: net of required reserves, designated funds, or other amounts not available for use.

**Arizona Community College Districts
FY 2004-05 Adopted Budgets
Data Provided by District CFOs**

District	Tuition & Fees	State Aid ¹	Equalization	Primary Taxes	Secondary Taxes	Restricted Grants	Bond Proceeds	Other	Budgeted Fund Balance ²	Total	FY 2004 Budget	% Growth
Cochise	\$6,264,501	\$6,896,700	\$2,208,300	\$10,497,835	\$0	\$9,856,920	\$0	\$1,880,886	\$1,513,057	\$39,118,199	\$33,908,425	15.36%
Coconino	3,837,442	3,397,600	0	4,814,185	1,948,855	3,111,781	0	738,242	409,850	\$18,257,955	\$16,470,123	10.86%
Graham	2,772,376	5,869,100	7,273,300	2,109,803	0	4,070,928	0	2,218,939	5,570,383	\$29,884,829	\$28,263,159	5.74%
Maricopa	165,636,251	61,662,700	0	258,560,787	34,904,190	36,349,636	224,626,833	136,599,575	71,437,993	\$989,777,965	\$724,836,128	36.55%
Mohave	3,400,000	4,070,300	0	11,872,243	0	2,648,711	0	1,698,020	1,991,032	\$25,680,306	\$23,500,028	9.28%
Navajo	3,180,000	4,998,600	2,134,800	8,100,000	1,628,288	3,470,000	0	2,283,805	3,300,000	\$29,095,493	\$27,929,230	4.18%
Pima	30,306,000	22,400,000	0	60,300,000	12,790,000	31,600,000	0	10,954,030	15,914,970	\$184,265,000	\$186,965,000	-1.44%
Pinal	6,564,000	6,338,000	0	21,755,794	0	8,234,400	5,300,000	2,523,206	350,600	\$51,066,000	\$40,877,000	24.93%
Yavapai	8,394,159	5,408,300	0	26,189,637	5,155,584	4,836,000	19,760,000	3,580,824	1,725,000	\$75,049,504	\$72,382,477	3.68%
Yuma/La Paz	5,046,897	6,127,750	606,000	14,890,277	1,801,213	8,900,000	0	1,455,429	3,379,765	\$42,207,331	\$40,100,659	5.25%
Total:	\$235,401,626	\$127,169,050	\$12,222,400	\$419,090,561	\$58,228,130	\$113,078,376	\$249,686,833	\$163,932,956	\$105,592,650	\$1,484,402,582	\$1,195,232,229	24.19%

% of overall budget:



Notes:

¹ - These numbers are actual FY 04 adopted budgets and may not reflect appropriations as some Districts planned for possible State reversions.

² - Budgeted fund balances are resources allocated to support current budgets: net of required reserves, designated funds, or other amounts not available for use.

**Arizona Community College Districts
FY 2004-05 Adopted Budgets & State Appropriations vs.
FY2003-04 Actual Expenditures
Data Provided by District CFOs**

COMPARISON OF TOTAL STATE AID BUDGETED TO APPROPRIATED AMOUNT

	FY 2005 Budg	FY 2005 Appr
Cochise	\$9,105,000	\$10,296,200
Coconino	\$3,397,600	\$3,380,700
Graham	\$13,142,400	\$15,349,900
Maricopa	\$61,662,700	\$61,662,700
Mohave	\$4,070,300	\$4,202,000
Navajo	\$7,133,400	\$7,133,400
Pima	\$22,400,000	\$22,891,300
Pinal	\$6,338,000	6,338,000
Yavapai	\$5,408,300	5,408,300
Yuma	\$6,733,750	\$ 6,920,300
	<u>\$139,391,450</u>	<u>\$143,582,800</u>

EACH INDIVIDUAL FUND TOTALS
ACTUAL 2003-04 BY FUND

	GENERAL	AUXILIARY	RESTRICTED	UNEXPENDED	DEBT SERVICE	TOTAL
Cochise	21,019,679	1,450,828	7,208,248	918,755	-	30,597,510
Coconino	11,182,578	20,615	2,839,018	1,320,710	1,971,340	17,334,261
Graham	14,383,735	3,042,989	3,857,686	636,869	-	21,921,279
Maricopa	372,711,358	57,062,926	91,288,871	45,329,119	42,450,969	608,843,243
Mohave	18,690,234	1,239,826	3,112,133	1,993,749	736,610	25,772,552
Navajo	16,273,653	1,163,694	3,387,959	2,167,886	1,757,492	24,750,684
Pima	105,716,666	400,314	28,380,516	10,653,572	21,376,102	166,527,170
Pinal	28,587,176	4,476,862	6,700,358	6,244,259	2,209,822	48,218,477
Yavapai	27,661,973	8,889,733	5,604,346	24,880,181	5,398,059	72,434,292
Yuma/La Paz	24,664,397	3,504,709	12,501,759	2,214,476	1,810,093	44,695,434

BUDGET 2004-05 BY FUND

	GENERAL	AUXILIARY	RESTRICTED	UNEXPENDED	DEBT SERVICE	TOTAL
	25,189,297	2,187,096	9,526,949	1,894,857	-	38,798,199
	11,262,681	27,000	2,657,144	592,293	1,931,005	16,470,123
	18,494,863	3,500,000	4,525,000	3,364,966	-	29,884,829
	454,506,818	97,571,940	127,943,131	270,029,033	39,727,043	989,777,965
	19,599,435	1,194,435	2,633,201	1,105,325	1,147,910	25,680,306
	18,679,438	1,125,000	3,470,000	3,946,300	1,874,755	29,095,493
	121,620,000	1,450,000	32,000,000	16,345,000	12,850,000	184,265,000
	27,112,000	5,098,000	8,230,000	8,206,000	2,420,000	51,066,000
	32,303,202	8,156,045	4,836,000	24,234,085	5,520,172	75,049,504
	26,001,536	3,245,142	8,900,000	2,183,540	1,877,113	42,207,331

Arizona Community College Districts
 FY 2005-06 Projected Budgets
 Data Provided by District CFOs

District	Tuition & Fees	State Aid	Equalization	Primary Taxes	Secondary Taxes	Restricted Grants	Bond Proceeds	Other	Budgeted Fund Balance	Total	FY 2005 Budget	% Growth
Cochise	\$6,264,501	\$8,794,600	\$3,436,303	\$10,917,748	\$0	\$9,856,920	\$0	\$2,616,268	\$1,000,000	\$42,886,340	\$38,798,199	10.54%
Cocconino	3,984,395	3,531,000	0	5,136,379	1,967,968	3,111,781	0	772,415	300,000	\$18,803,938	\$18,257,955	2.99%
Graham	3,049,614	5,936,200	10,400,000	2,173,097	0	4,274,474	0	3,032,546	5,000,000	\$33,865,931	\$29,884,829	13.32%
Maricopa	163,753,051	67,834,732	0	272,296,986	51,066,713	40,797,042	214,126,833	155,926,123	65,848,814	\$1,031,650,294	\$989,777,965	4.23%
Mohave	4,000,000	3,658,516	0	12,322,243	0	5,240,720	0	1,398,020	1,500,000	\$28,119,499	\$25,680,306	9.50%
Navajo	3,300,000	5,015,700	2,730,709	8,350,000	1,629,688	3,550,000	0	2,000,000	2,000,000	\$28,576,097	\$29,095,493	-1.79%
Pima	30,500,000	23,500,000	0	63,000,000	13,200,000	30,000,000	0	13,000,000	3,800,000	\$177,000,000	\$184,265,000	-3.94%
Pinal	7,224,000	6,684,100	0	22,413,000	0	9,057,000	10,000,000	2,700,000	1,300,000	\$59,378,100	\$51,066,000	16.28%
Yavapai	8,562,042	5,453,000	0	28,284,800	5,371,571	5,250,000	17,860,000	3,800,000	2,250,000	\$76,831,413	\$75,049,504	2.37%
Yuma/La Paz	5,294,277	6,313,200	843,036	15,783,976	1,798,338	10,000,000	40,000,000	1,456,929	2,463,677	\$83,953,433	\$42,207,331	98.91%
Total:	\$235,931,880	\$136,721,048	\$17,410,048	\$440,678,229	\$75,034,278	\$121,137,937	\$281,986,833	\$186,702,301	\$85,462,491	\$1,581,065,045	\$1,484,082,582	6.53%

% of overall budget:



