

# NORTHLAND PIONEER COLLEGE 2017 STRATEGIC VISION OUTCOMES REPORT



# STRATEGIC VISION FOR 2030

In 2017 Arizona's community colleges embraced a Strategic Vision for 2030, which focuses college efforts around three major goals: expanding access to postsecondary credentials; increasing transfer and completion of associate degrees and certificates; and improving alignment between college programs and workforce needs.

The Strategic Vision for 2030 builds upon the colleges' previous long-term plan, published in 2011, and outlines how Arizona's ten community college districts will continue to improve student outcomes, as well as how the districts contribute to Arizona's broader economic and educational goals. **In particular, the Strategic Vision for 2030 creates a framework for reaching the Achieve60AZ goal that by 2030, 60% of the Arizona working population will hold a postsecondary credential.**

**A major function of the Strategic Vision for 2030 is the collection, analysis, and publication of data pertaining to 34 short-term, mid-range, long-term, and follow-up metrics.** Although this report contains several metrics that are new in 2017, most have been in place for years, making it possible to evaluate trends in student progress and outcomes.

Statewide and district-level data will continue to be used to guide improvement efforts at community colleges across the state. Statewide data will also be shared with the Arizona Board of Regents, the Arizona Department of Education, and Arizona's workforce development and business communities in order to assist in the improvement of educational and economic pathways.

**The Strategic Vision for 2030, as well as a Technical Guide that provides detailed definitions of each metric, can be found online at: [www.arizonacommunitycolleges.org](http://www.arizonacommunitycolleges.org).**

# METRICS AND COHORTS

## METRICS

The 2017 Strategic Vision Outcomes Report presents data related to 34 short-term, mid-range, long-term, and follow-up metrics. These data identify areas of strength, as well as places where Northland Pioneer College (NPC) will need to focus its efforts in order to expand access, increase transfer and completion, and improve alignment with workforce needs.

**Short-term metrics** correspond to enrollment rates, cost measures, and training for high-demand occupations.

**Mid-range metrics** examine student persistence and success in the first two years of college.

**Long-term metrics** pertain to transfer and completion rates.

**Follow-up metrics** examine student success after departing the community college and may be affected by economic forces, as well as the actions of Arizona universities.

## COHORTS

The 2017 Strategic Vision Outcomes Report tracks several cohorts of students.

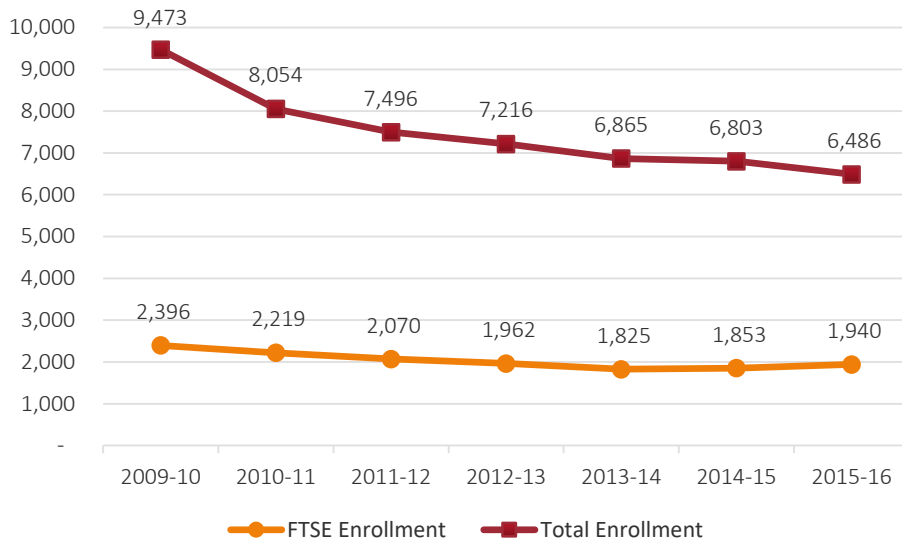
**2014 and 2010 New Student Cohorts** are used to examine student persistence and success after two and six years, respectively.

**2014 and 2010 Credential-Seeking Sub-Cohorts**, defined as cohort members who earned at least 12 credits by the end of their second year, are used for some retention, transfer, and completion measures. Credential-seeking sub-cohorts provide a more accurate gauge of student success, as they take into account learners' diverse education and training goals.

**2013-14 Occupational Cohort**, comprised of students who exited NPC in 2013-14 after completing a specified number of credits in an occupational pathway, is used in follow-up metrics related to wage growth and earning industry-recognized credentials.

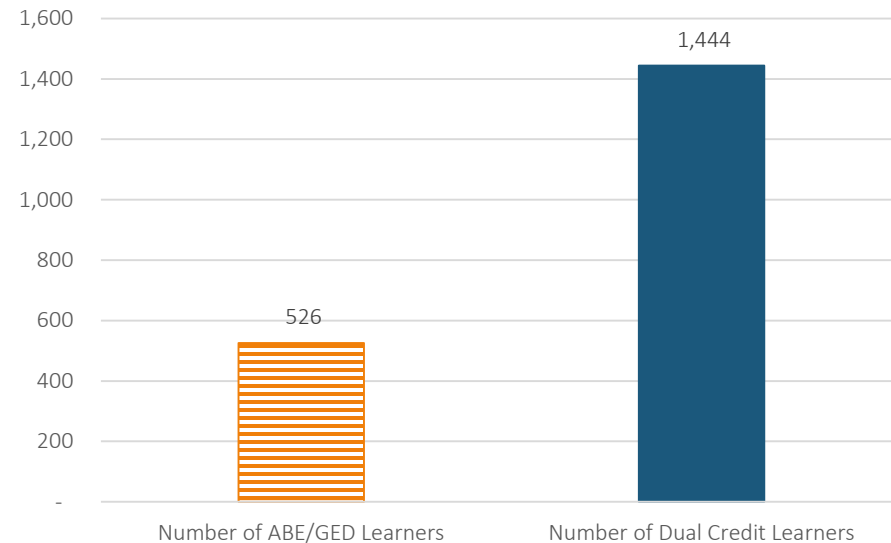
# Expand Access: Short-Term Metrics

## Metrics 1 and 2: FTSE and Total Enrollment



Total annual enrollment at NPC has declined from its high in 2010-11. Full-time student equivalent (FTSE) enrollment has also diminished, but has ticked up over the past two years. This enrollment decline mirrors statewide and national trends and reflects a greater number of students enrolling in universities and/or remaining in the workforce.

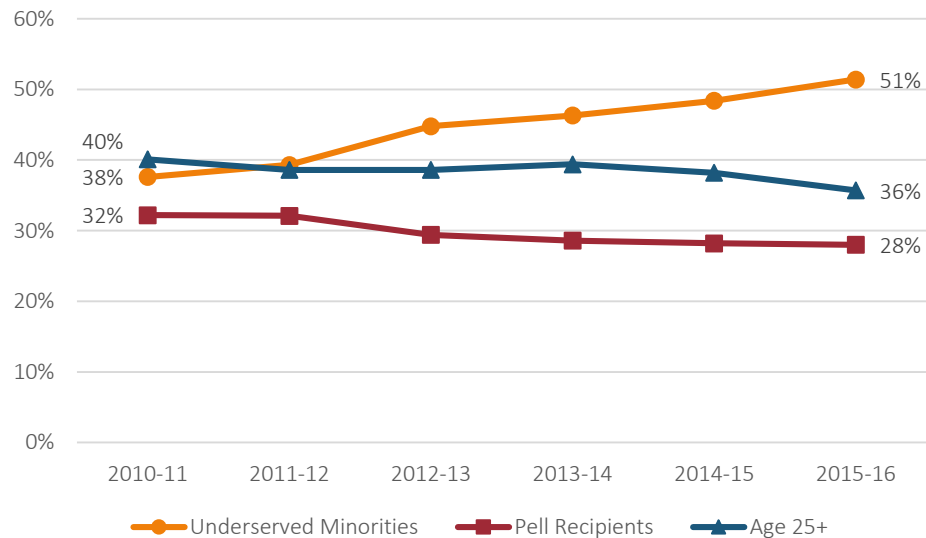
## Metrics 3 and 4: Enrollment of ABE/GED and Dual Credit Learners



At NPC, total annual enrollment in Adult Basic Education (ABE) and/or General Educational Development (GED) courses reached 526 in 2015-16. Total annual enrollment of high school learners in dual credit courses reached 1,444 in 2015-16. These programs are essential in expanding access to Arizona's community colleges.

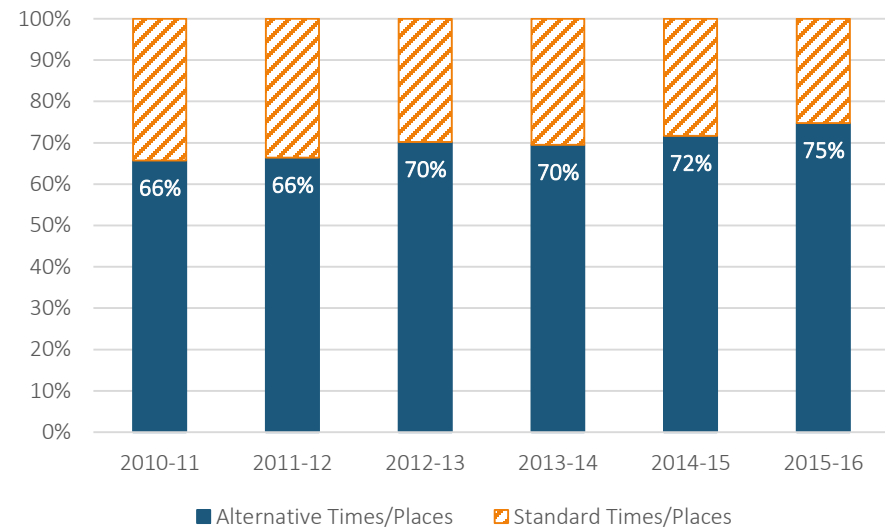
# Expand Access: Short-Term Metrics

### Metric 5: Enrollment of Underserved Populations



Since 2010-11, the percentage of NPC students who are members of an underserved racial/ethnic group has increased substantially but is still lower than the percentage of the Navajo and Apache County population belonging to an underserved minority group (57-80%).<sup>1</sup> NPC enrolls similar rates of Pell recipients and adult learners as statewide averages (30% and 36%).

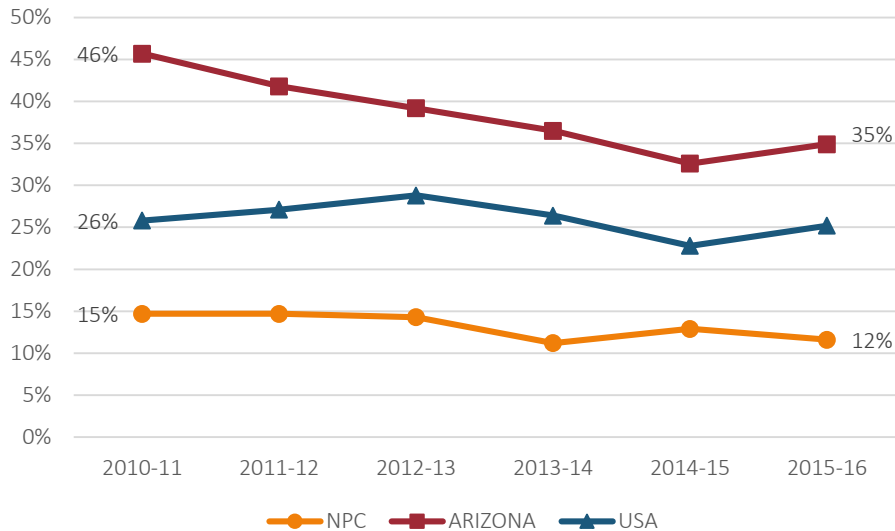
### Metric 6: Percent of Credit Hours Earned Via Alternative Times or Places



At NPC, only 25% of instruction in 2015-16 occurred in traditional semester-length courses held on campus Monday through Friday, 8am to 5pm. Extending access to many diverse populations, 75% of all student credit hours were earned online, at night or on the weekends, or at skills centers, American Indian reservations, or other locales.

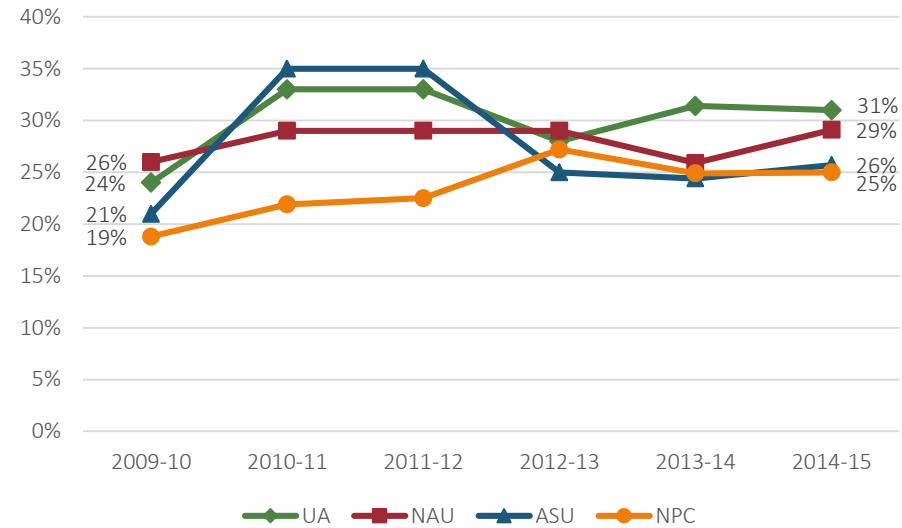
# Expand Access: Short-Term Metrics

## Metric 7: Community College-Going Rate



NPC enrolls 12% of recent high school graduates. This rate is lower than both statewide (35%) and national averages (25%).<sup>2</sup> Nevertheless, NPC will continue to work with other community colleges and the Arizona Board of regents to improve college-going across the state.

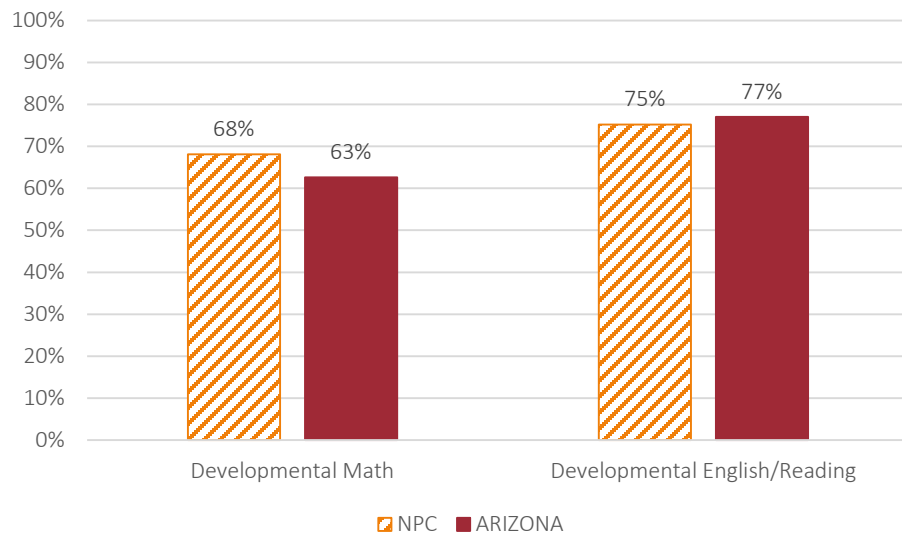
## Metric 8: Cost of Attendance as a Percentage of Median Household Income



At just under \$8,900 per year, the net price of attending NPC is just 25% of the median household income in Apache and Navajo Counties. This rate is lower than Arizona's public universities (26-31%),<sup>3</sup> making NPC an excellent and affordable option for postsecondary education and training.

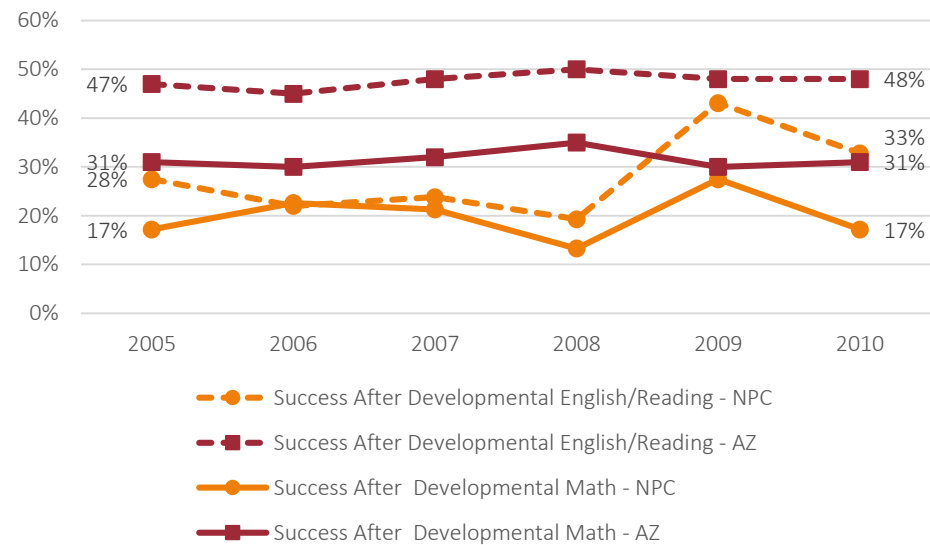
# Expand Access: Mid-Range Metrics

### Metrics 9 and 10: Developmental Course Success Rates



Over two years, 75% of student credit hours attempted in developmental English or reading by NPC's 2014 New Student Cohort were successfully completed (with a grade of A, B, C, or Pass). In that same time period, 68% of student credit hours attempted in developmental math by the same cohort were successfully completed (with a grade of A, B, C, or Pass).

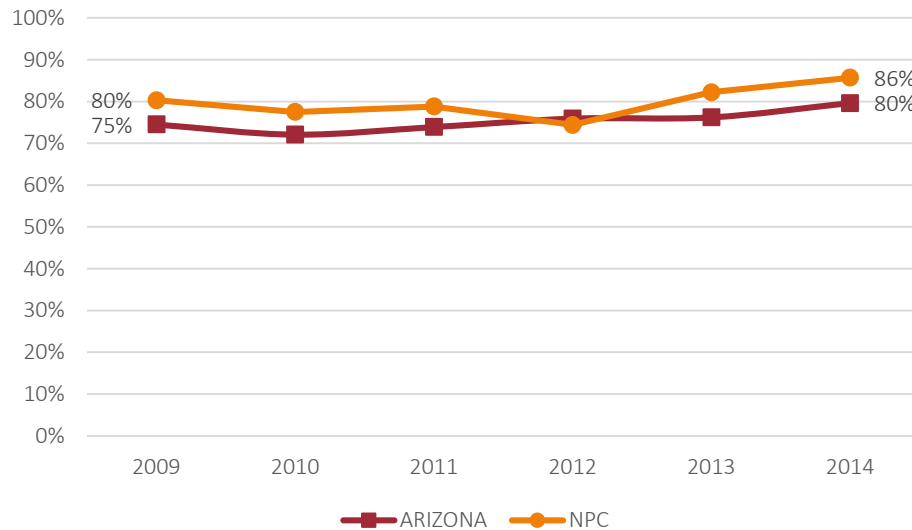
### Metrics 11 and 12: Success After Developmental Education



After six years, 33% of developmental English or reading learners in NPC's 2010 New Student Cohort successfully completed a college-level course in English, and 17% of developmental math learners in the same cohort completed a college-level math course. These success after developmental education rates are somewhat lower than the statewide and national averages.<sup>4</sup>

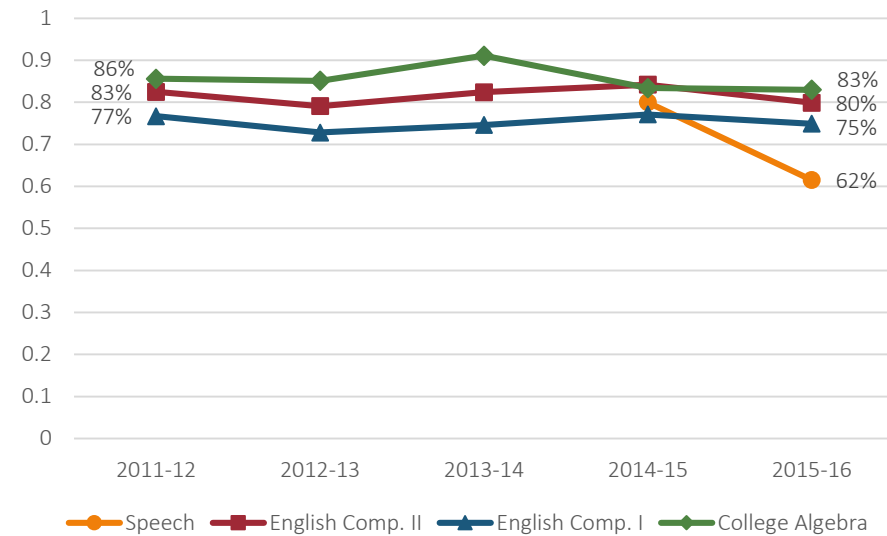
# Increase Transfer and Completion: Mid-Range Metrics

## Metric 13: College-Level Course Success Rate



Over two years, 86% of student credit hours attempted in college-level courses by NPC's 2014 New Student Cohort were successfully completed (with a grade of A, B, C, or Pass). This rate has increased over the past four years and now exceeds the statewide average.

## Metric 14: Percent of First College-Level Math and English Credit Hours Completed

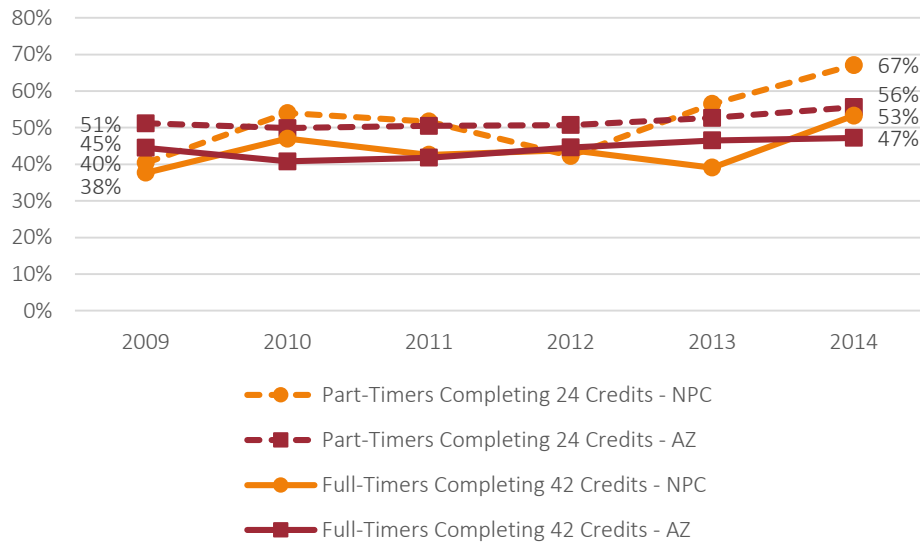


In 2015-16, between 62% and 83% of student credit hours attempted in College Algebra, English Composition I and II, and Speech were successfully completed (with a grade of A, B, C, or Pass). The rates at which NPC students successfully complete these first college-level courses are similar to corresponding statewide and national averages.<sup>5</sup>



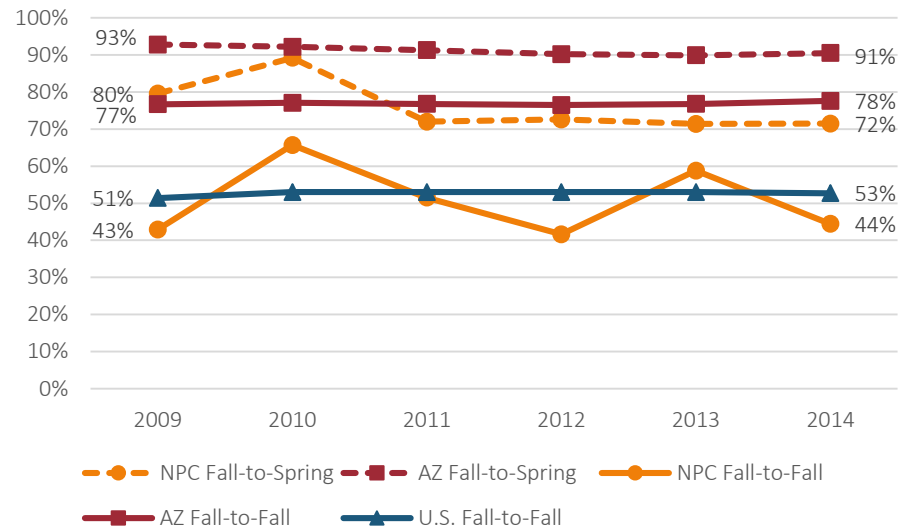
# Increase Transfer and Completion: Mid-Range Metrics

## Metrics 15 and 16: Percent of Learners Attaining Two-Year Credit Thresholds



By the end of their second year, 67% of part-time learners in NPC’s 2014 Credential-Seeking Cohort had completed 24 credits, and 53% of full-time learners in the same cohort had completed 42 credits. These rates are notable, as research has linked attainment of credit thresholds to higher persistence and completion rates.<sup>6</sup>

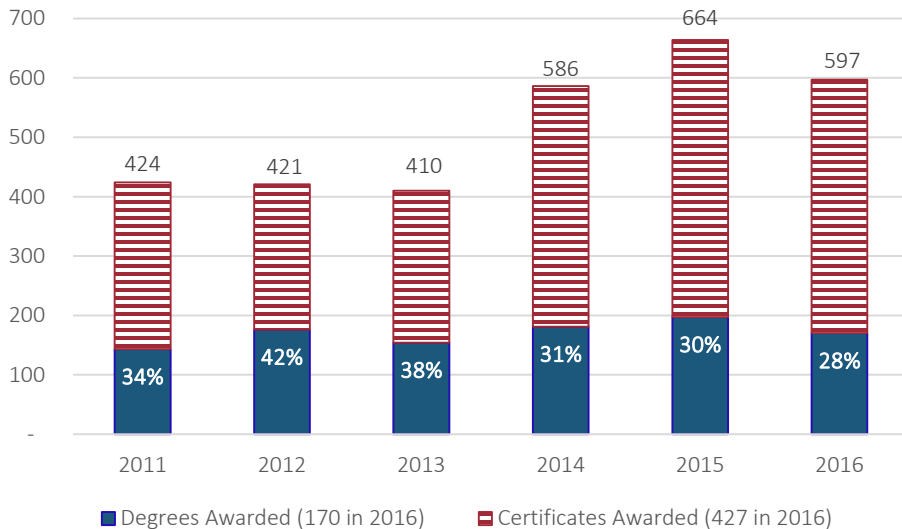
## Metrics 17 and 18: Retention Rates



Seventy-two percent of NPC’s 2014 Credential-Seeking Cohort (excluding those who transferred and/or earned a degree or certificate) persisted to spring 2015, and 44% of them returned the following fall. NPC’s retention rates are somewhat lower than statewide and national averages (53%).<sup>7</sup>

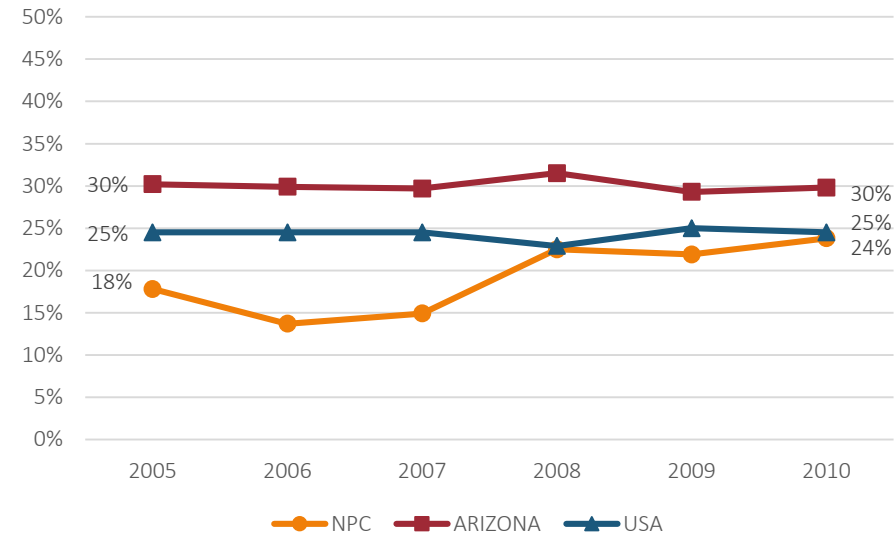
# Increase Transfer and Completion: Long-Term Metrics

**Metric 19:  
Degrees and Certificates Awarded**



Between 2011 and 2016, the number of degrees and certificates awarded by NPC increased by 41% to 597, despite declining enrollments. Of the 2016 total, 28% were degrees and 72% were certificates. These data reflect a concerted effort by NPC to increase the number of learners earning postsecondary credentials.

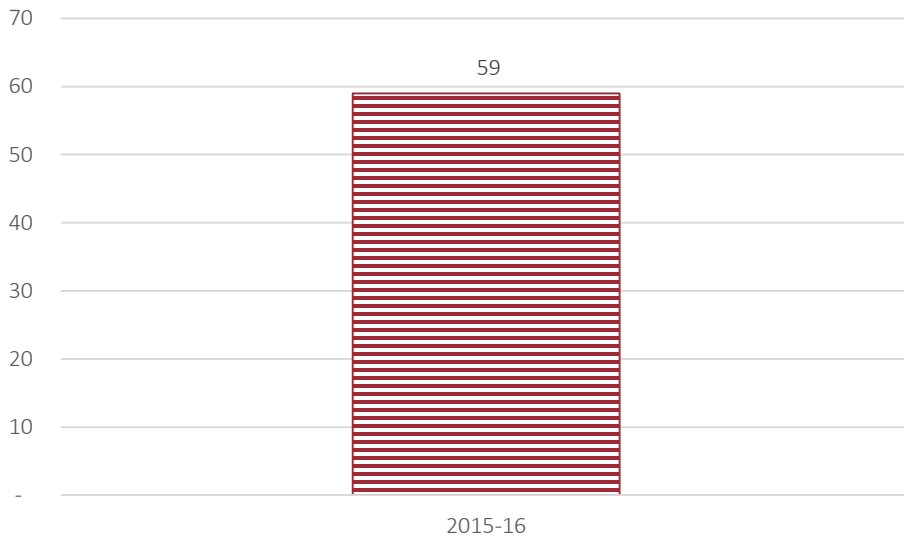
**Metric 20: Graduation  
(Degree/Certificate Completion) Rate**



After six years, 24% of NPC's 2010 Credential-Seeking Cohort had completed a degree or certificate. NPC's graduation rate is somewhat lower than the statewide average but mirrors the most recent national comparison (25%).<sup>2</sup>

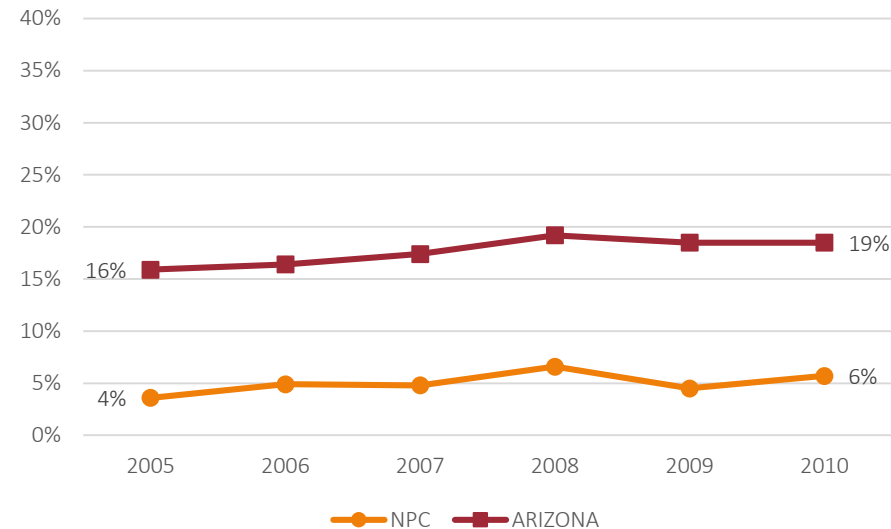
# Increase Transfer and Completion: Long-Term Metrics

### Metric 21: AGECs Awarded



In 2015-16, NPC awarded 59 Arizona General Education Curriculum (AGEC) certificates. The AGEC is comprised of 35-37 credit hours of coursework that, upon completion, transfer to all public colleges and universities in the state and fulfill lower division, general education requirements.

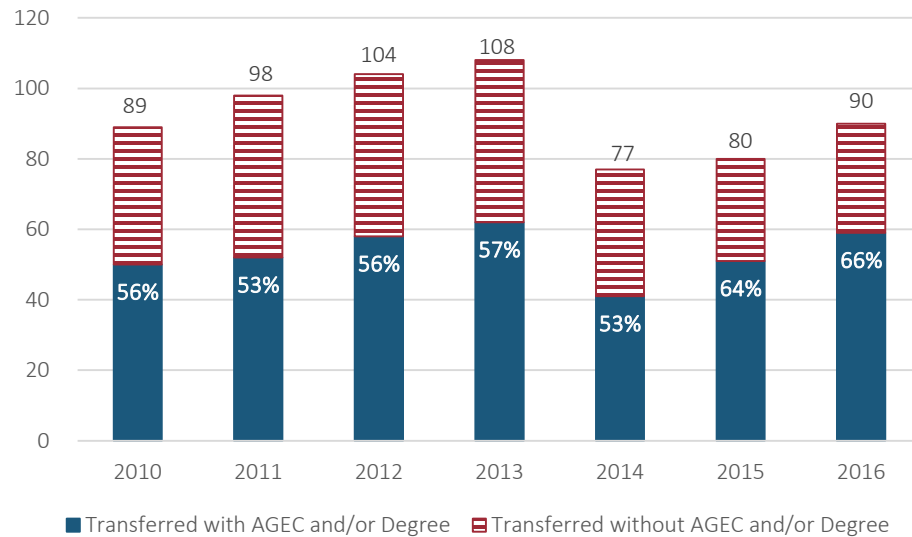
### Metric 22: AGEC Completion Rate



Six percent of NPC's 2010 Credential-Seeking Cohort completed an AGEC within 6 years. Increasing the AGEC completion rate—a key priority for the state's community colleges—will not only ease transfer to Arizona's public universities but also help students earn bachelor's degrees in less time and with fewer excess credits.<sup>8</sup>

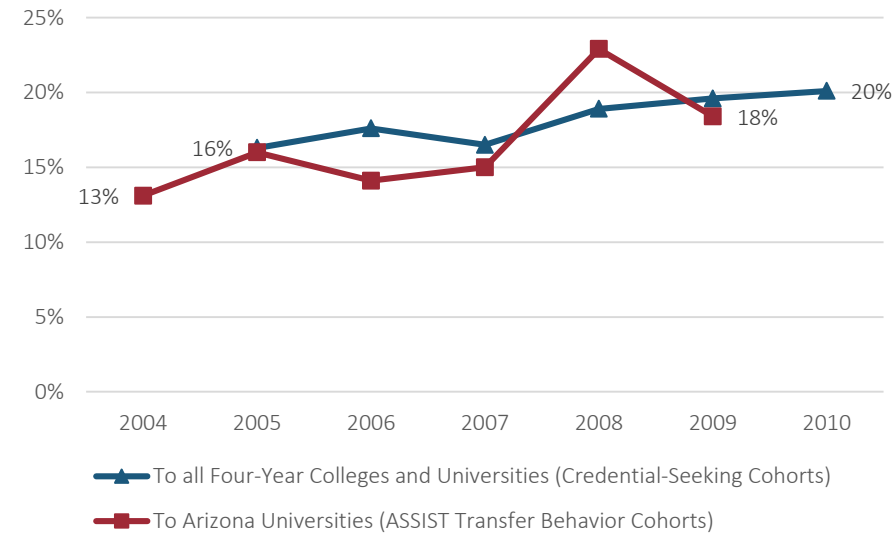
# Increase Transfer and Completion: Long-Term Metrics

## Metrics 23 and 24: In-State Transfers and Percent with AGEC and/or Degree



Since 2014, the number of students transferring from NPC to an in-state, public university has increased by 17% to 90, despite declining enrollments. In addition, the percentage of transfers who earned an AGEC and/or degree prior to transferring has increased, indicating that the transfer process is becoming more efficient and cost effective.

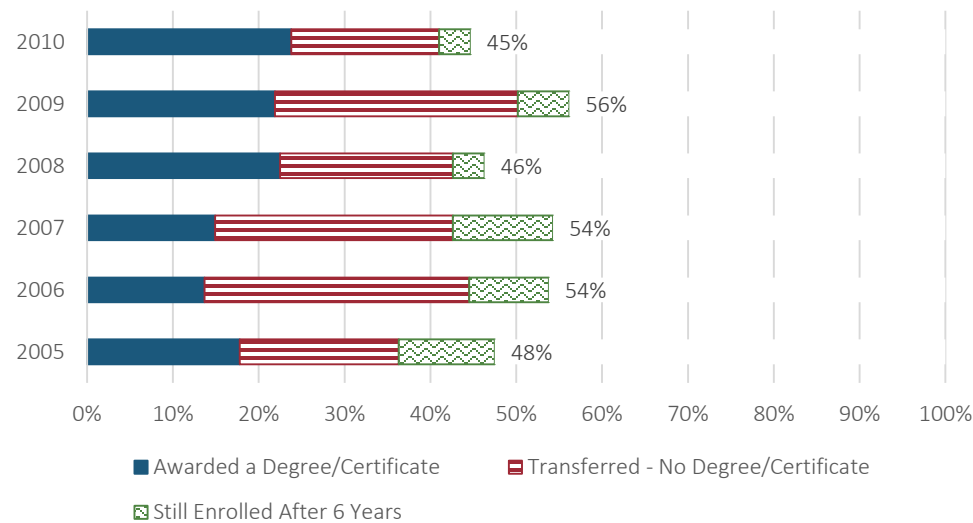
## Metrics 25 and 26: Transfer Rates



At NPC, transfer rates to public universities among ASSIST Transfer Behavior Cohorts have increased to 18%, and the overall transfer rate (the percent of learners in credential-seeking cohorts who transfer to any four-year college or university within 6 years) has increased to 20%. Both rates are slightly lower than the most recent national average (25%).<sup>9</sup>

# Increase Transfer and Completion: Long-Term Metrics

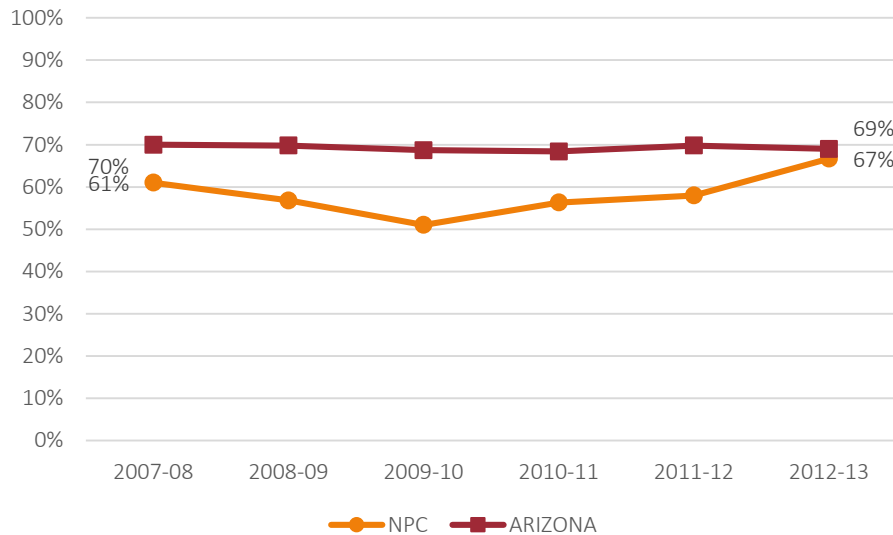
### Metric 27 : Percent of Learners Achieving a Successful Outcome



At NPC, 45% of learners in the 2010 Credential-Seeking Cohort achieved a successful outcome within 6 years. Because community college learners enter college with diverse education and training goals, and because they often attend part-time and/or earn credits from more than one institution, several national accountability initiatives—including the Student Achievement Measure—have broadened the definition of a successful outcome to include earning a degree or certificate, transferring to another two- or four-year college or university, or continued enrollment. Nationally, 63% of full-time students and 60% percent of part-time students achieve one of these successful outcomes within 6 years.<sup>10</sup>

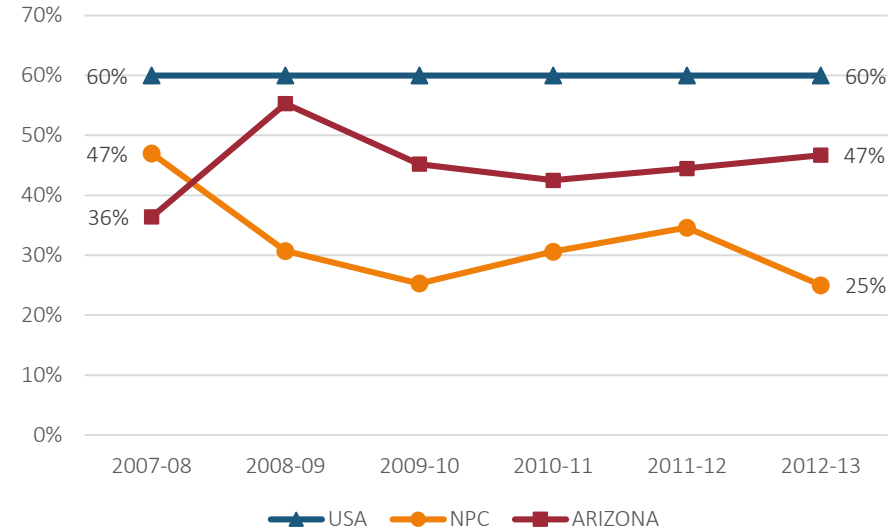
# Increase Transfer and Completion: Follow-Up Metrics

**Metric 28: Percent of Full-Time Transfers to AZ Universities Earning Bachelor's Degrees**



Sixty-seven percent of 2012-13 full-time transfers from NPC to in-state, public universities earned a bachelor's degree within four years. This rate mirrors the statewide rate and indicates that most full-time transfers are graduating from the state's public universities in a timely manner.

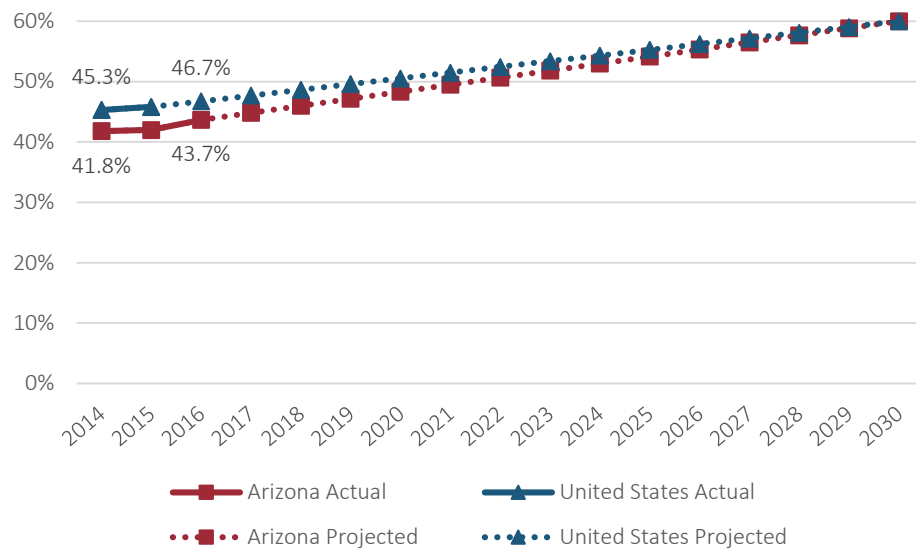
**Metric 29: Percent of All Transfers Earning Bachelor's Degrees**



Twenty-five percent of 2012-13 transfers from NPC to all four-year institutions—public and private, in-state and out—earned a bachelor's degree within four years. This rate is lower than both statewide (47%) and national averages (60%),<sup>11</sup> and may reflect a high incidence of part-time attendance after transfer.

# Increase Transfer and Completion: Follow-Up Metrics

### Metric 30: Estimated Percent of the Arizona Working-Age Population with a Postsecondary Credential



In 2016, an estimated 43.7% of the Arizona working-age population (residents aged 25-64) held a workforce certificate, associate degree, or bachelor's or higher degree (up from 41.8% in 2014). Arizona's community colleges are working closely with the Arizona Board of Regents and other postsecondary institutions across the state to reach the Achieve60AZ goal that by 2030, 60% of the Arizona working-age population will hold a postsecondary credential.

# Improve Alignment: Short-Term and Follow-Up Metrics

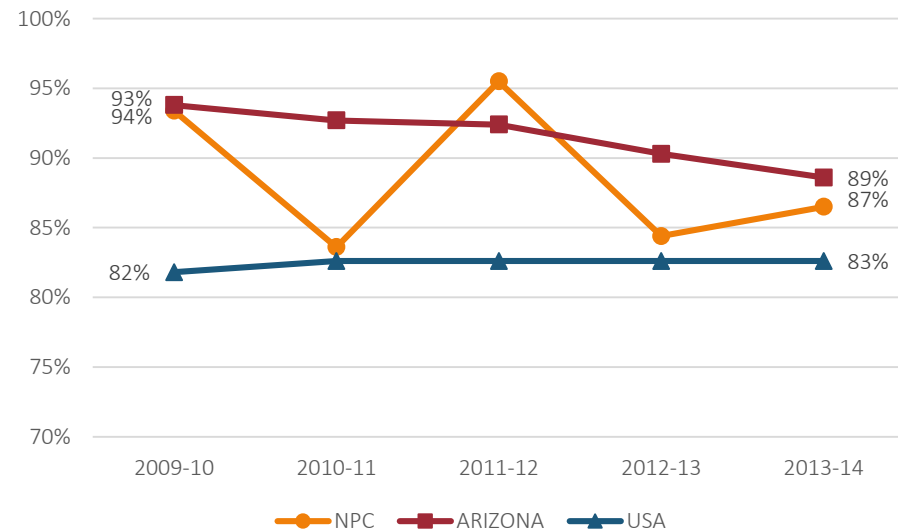
**Metric 31:**  
FTSE Enrollment in Occupational Courses

**Metric 32:**  
Percent of Highest-Demand  
Occupations for Which Community Colleges  
Offer Degree/Certificate Programs

**Metric 33:**  
Wage Growth of Occupational Learners

These three metrics are in development and will be incorporated into the Strategic Vision in 2018.

**Metric 34: Percent of Occupational Learners  
Earning Industry-Recognized Credentials**



Of all learners in NPC's 2013-14 Occupational Cohort who took a technical skill or end-of-program assessment up to one year after college exit, 87% passed the assessment and/or earned an industry-recognized credential. Examples of occupational programs leading to industry-recognized credentials include nursing, EMT, construction, solar technologies, and fire science.



# Strategic Vision Data: Sources and Attributions

<sup>1</sup>U.S. Bureau of the Census. (2016). *American Community Survey, 2011-15 5-year estimates*. Washington, DC: Author.

<sup>2</sup>U.S. Department of Education, National Center for Education Statistics. (2016). *Digest of education statistics*. Washington, DC: Author.

<sup>3</sup>U.S. Bureau of the Census. (2016). *American Community Survey, 2011-15 5-year estimates*. Washington, DC: Author; U.S. Department of Education, National Center for Education Statistics. (2017). *College navigator*. Washington, DC: Author.

<sup>4</sup>Bailey, T., Jeong, D. W., & Cho, S. W. (2010). Referral, enrollment, and completion in developmental education sequences in community colleges. *Economics of Education Review*, 29, 155-270.

<sup>5</sup>National Community College Benchmark Project. (2016). *Report of national aggregate data*. Overland Park, KS: Author.

<sup>6</sup>Moore, C., Shulock, N., & Offenstein, J. (2009). *Steps to success: Analyzing milestone achievement to improve community college student outcomes*. Sacramento: California State University, Institute for Higher Education Leadership and Policy.

<sup>7</sup>NCHEMS. (2013). *Retention rates - First-time college freshmen returning their second year (two-year public institutions)*. Boulder, CO: Author.

<sup>8</sup>Kisker, C. B., & Wagoner, R. L. (2013). *Implementing transfer associate degrees. Perspectives from the states*. New directions for community colleges, no. 160. San Francisco: Jossey-Bass.

<sup>9</sup>Community College Research Center, Teachers College, Columbia University. (2015). *What we know about transfer. Research overview*. New York: Author.

<sup>10</sup>National Student Clearinghouse. (2016). Snapshot report: Yearly success and progress rates (two-year publics, first-time, full-time). Herndon, VA: Author.

<sup>11</sup>National Student Clearinghouse. (2012). *Snapshot report: Transfer outcomes (four years after transfer)*. Herndon, VA: Author.