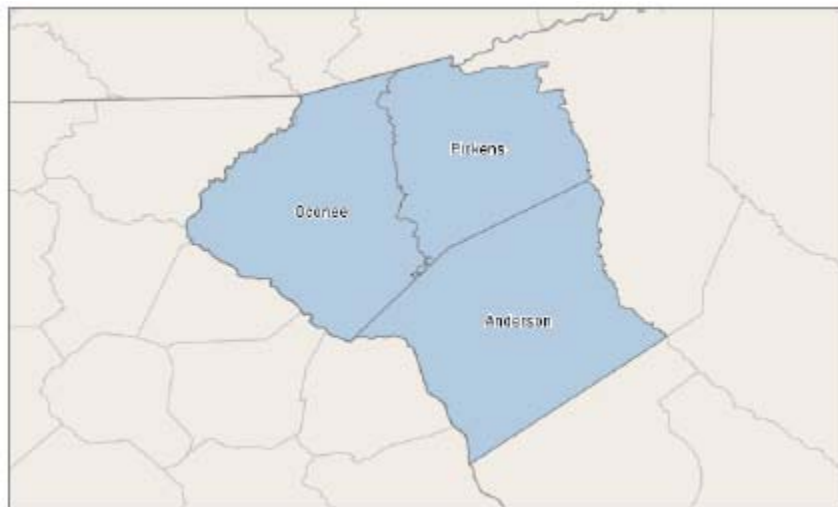


Tri-County Technical College

Office of Institutional Effectiveness

2013 Environmental Scan Report



EXECUTIVE SUMMARY

Regional Demographics

From 2013 to 2018, the region can expect the total population to change by 11,055 persons, or 2.84%. The age groups with the highest growth are:

Age Group	Change in Persons
65 to 69 years	3471
70 to 74 years	3450
25 to 29 years	2405
75 to 79 years	2051
55 to 59 years	1630

Similarly, the racial/ethnic groups with the highest expected population growth are:

Group	Change in Persons
White, Non-Hispanic	5473
White, Hispanic	1956
Black, Non-Hispanic	1749

Detailed tables are on pages 4-6.

Educational Attainment

Total regional attainment of a college degree (any level) is below average compared to the state and below average compared to the nation. Detailed tables are on pages 7 through 10.

High-Growth Industries

The following industries show the highest total job growth from 2013 to 2018:

- Employment Services
- Education and Hospitals (State Government)
- Health and Personal Care Stores
- Individual and Family Services
- Education and Hospitals (Local Government)
- Limited-Service Eating Places
- Converted Paper Product Manufacturing
- Home Health Care Services
- Other General Merchandise Stores
- Other Ambulatory Health Care Services

Critical Occupations in High-Growth Industries

The following occupations show the most growth within the top ten high-growth industries. Detailed tables begin on p. 18.

- Laborers and Freight, Stock, and Material Movers, Handlers
- Office Clerks, General
- Pharmacy Technicians
- Personal Care Aides
- Registered Nurses
- Combined Food Preparation and Serving Workers
- Paper Goods Machine Setters, and Tenders
- Home Health Aides
- Retail Sales
- Emergency Medical Technicians and Paramedics

High-Growth Occupations (Across All Industries)

These occupations show the most total growth across all industries. Detail table is on p. 26.

- Registered Nurses
- Emergency Medical Technicians and Paramedics
- Pharmacy Technicians
- Nursing Aides, Orderlies, and Attendants
- Elementary School Teachers, Except Special Education
- Medical Secretaries
- Licensed Practical and Licensed Vocational Nurses
- First-Line Supervisors of Retail Sales Workers
- Dental Assistants
- Paper Goods Machine Setters, Operators, and Tenders

College Programs

For a quick comparison of the college's enrollment in programs related to the region's high-growth occupations, turn to page 28.

REGIONAL POPULATION SUMMARY

Knowing regional demographics can help colleges provide more targeted services. For example, regions with an aging population may require more classes for older residents to update their job skills. And, of course, a projected rise or decline in total population has serious implications for college enrollment, funding, and facilities planning. Note that nearly all regional numbers are compared to state or national averages—this gives an idea of the unique situation facing the region.

Regional Change Comparison

TOTAL POPULATION CHANGE

Total regional population change is below the state average.

	2013 Total	2018 Total	Change	% Change
Region	389,173	400,227	11,054	3%
State	4,802,679	5,010,363	207,684	4%

CHANGE IN POPULATION AGE 55+

The percentage of people age 55 and over in the region is expected to rise. It is above average compared to the state and above average compared to the nation.

	Total in Region	Total in State	% of Region	% of State	% of Nation
2013	116,110	1,348,896	30%	28%	26%
2018	129,058	1,527,105	32%	31%	29%

CHANGE BY RACE, 2013 – 2018

Race/Ethnicity	2013 Total	Region Change	State Change	Nation Change
White, Non-Hispanic	318,400	2%	3%	0%
Black, Non-Hispanic	45,739	4%	3%	3%
American Indian or Alaskan Native, Non-Hispanic	820	6%	7%	3%
Asian, Non-Hispanic	4,175	12%	13%	9%
Native Hawaiian or Pacific Islander, Non-Hispanic	79	22%	13%	8%
Two or More Races, Non-Hispanic	5,359	17%	17%	13%
White, Hispanic	12,753	15%	17%	9%
Black, Hispanic	855	18%	15%	13%
American Indian or Alaskan Native, Hispanic	314	18%	19%	18%
Asian, Hispanic	145	19%	16%	16%
Native Hawaiian or Pacific Islander, Hispanic	48	15%	15%	14%
Two or More Races, Hispanic	484	26%	24%	20%

1. Note: for regions that include areas in multiple states, “state” data uses the sum or average of all states involved.

“Concentrated” Groups

These tables show which regional demographic groups have an above-average presence in the region compared to the state and nation. This is calculated using location quotients or LQs (see p. 2). An LQ of 1.0 indicates a group accounts for an average percentage of the total population.

AGE GROUPS

Above-average presence compared to state:

Age	2013 LQ (State)
75 to 79 years	1.18
20 to 24 years	1.16
80 to 84 years	1.16
85 years and over	1.13
70 to 74 years	1.13

Above-average presence compared to nation:

Age	2013 LQ (Nation)
70 to 74 years	1.29
75 to 79 years	1.28
65 to 69 years	1.22
20 to 24 years	1.18
80 to 84 years	1.10

RACE/ETHNICITY GROUPS

Above-average presence compared to state:

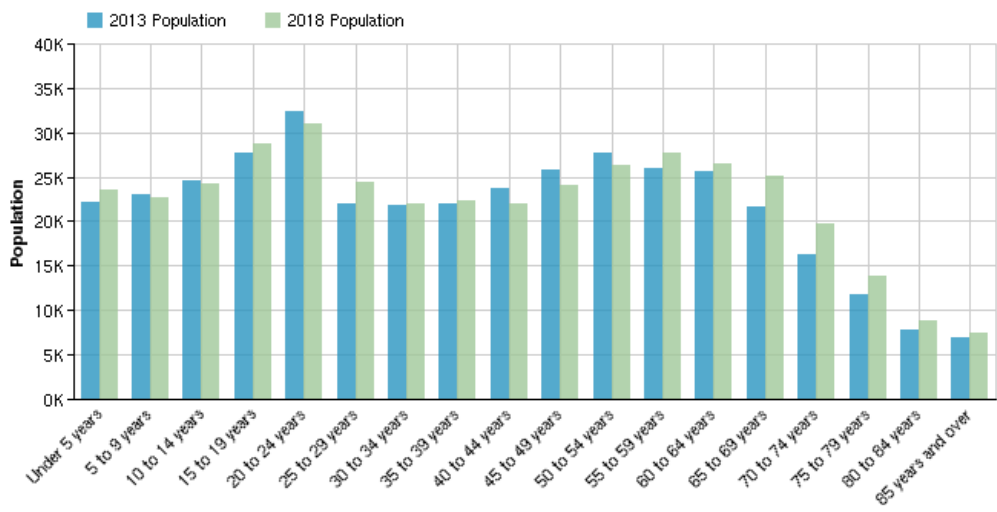
Group	2013 LQ (State)
White, Non-Hispanic	1.29

Above-average presence compared to nation:

Group	2013 LQ (Nation)
White, Non-Hispanic	1.31

POPULATION: DETAILED DATA

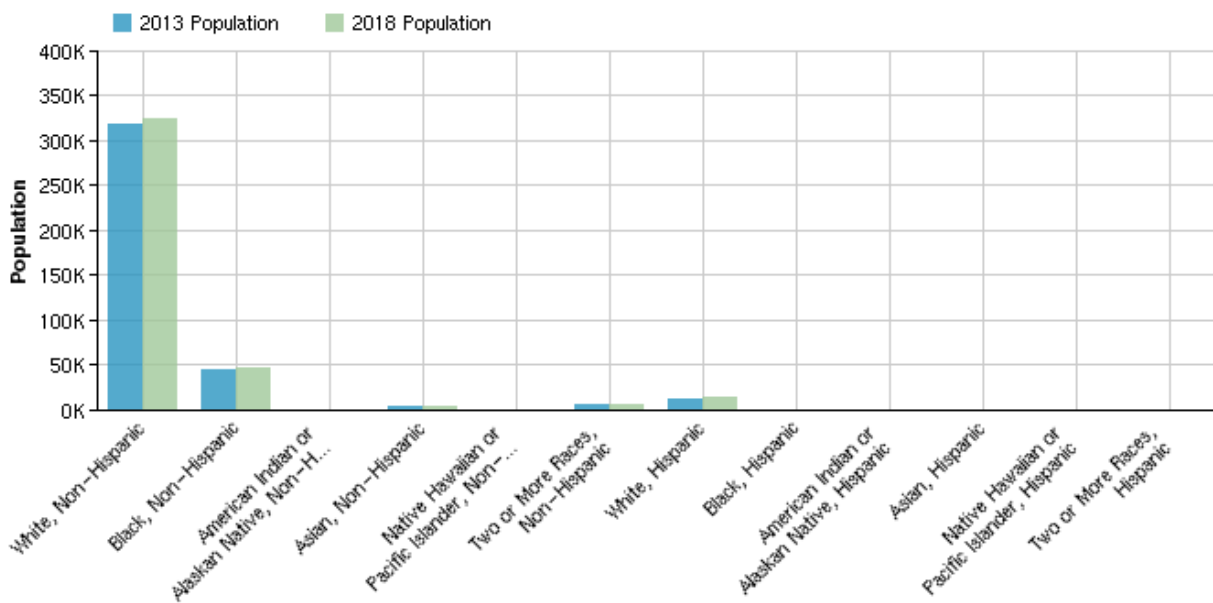
Population by Age Details



Age	2013 Population	2018 Population	Change	Change %	2013 LQ (State)	2013 LQ (Nation)
Under 5 years	22,245	23,561	1,316	6%	0.90	0.89
5 to 9 years	23,059	22,713	-346	-2%	0.93	0.92
10 to 14 years	24,537	24,292	-245	-1%	0.98	0.95
15 to 19 years	27,723	28,690	967	3%	1.08	1.05
20 to 24 years	32,405	30,997	-1,408	-4%	1.16	1.18
25 to 29 years	21,966	24,371	2,405	11%	0.85	0.82
30 to 34 years	21,860	21,971	111	1%	0.88	0.84
35 to 39 years	22,003	22,297	294	1%	0.94	0.91
40 to 44 years	23,763	22,001	-1,762	-7%	0.98	0.95
45 to 49 years	25,875	24,005	-1,870	-7%	0.98	0.97
50 to 54 years	27,627	26,271	-1,356	-5%	1.01	0.99
55 to 59 years	26,025	27,655	1,630	6%	1.00	1.01
60 to 64 years	25,681	26,501	820	3%	1.01	1.10
65 to 69 years	21,572	25,043	3,471	16%	1.05	1.22
70 to 74 years	16,261	19,711	3,450	21%	1.13	1.29
75 to 79 years	11,841	13,892	2,051	17%	1.18	1.28
80 to 84 years	7,851	8,850	999	13%	1.16	1.10
85 years and over	6,879	7,407	528	8%	1.13	0.97
Total	389,173	400,227	11,054	3%		

Source: EMSI Covered Employment - 2013.2.

Population by Race/Ethnicity Details



Race/Ethnicity	2013 Population	2018 Population	Change	Change %	2013 LQ (State)	2013 LQ (Nation)
White, Non-Hispanic	318,400	323,873	5,473	2%	1.29	1.31
Black, Non-Hispanic	45,739	47,488	1,749	4%	0.43	0.95
American Indian or Alaskan Native, Non-Hispanic	820	869	49	6%	0.57	0.29
Asian, Non-Hispanic	4,175	4,691	516	12%	0.77	0.21
Native Hawaiian or Pacific Islander, Non-Hispanic	79	96	17	22%	0.40	0.12
Two or More Races, Non-Hispanic	5,359	6,283	924	17%	0.93	0.69
White, Hispanic	12,753	14,709	1,956	15%	0.69	0.21
Black, Hispanic	855	1,010	155	18%	0.45	0.27
American Indian or Alaskan Native, Hispanic	314	372	58	18%	0.43	0.15
Asian, Hispanic	145	173	28	19%	0.77	0.21
Native Hawaiian or Pacific Islander, Hispanic	48	55	7	15%	0.31	0.20
Two or More Races, Hispanic	484	608	124	26%	0.66	0.24

Source: EMSI Covered Employment - 2013.2.

EDUCATIONAL ATTAINMENT

In today’s competitive knowledge economy, advanced education, training, and skills are more vital than ever. Studies also show that higher education levels are strongly tied to higher earnings, lower unemployment rates, and improved lifestyles. Regional educational attainment levels help colleges identify educational gaps in the region’s workforce (especially in comparison to state and national levels). This helps state, college, and regional policymakers form a targeted plan to increase workforce education. Note that attainment is only tracked for persons age 25 and older.

Educational Attainment Summary

In the region, college degree attainment is below average compared to the state and below average compared to the nation.

	% of Region	% of State	% of Nation
Less Than High School Diploma	20.3%	17.4%	15.8%
High School Diploma or Some College	50.9%	49.9%	48.8%
College Degree	28.8%	32.7%	35.4%

Educational Attainment Totals, Detail

Educational Level	2013 Total (age 25+)	% of Region (age 25+)	% of State (age 25+)	% of Nation (age 25+)
Less Than 9th Grade	11,220	4.3%	3.9%	4.8%
9th Grade to 12th Grade	41,463	16.0%	13.4%	11.0%
High School Diploma	81,505	31.4%	29.7%	27.9%
Some College	50,338	19.4%	20.2%	20.9%
Associate's Degree	23,072	8.9%	8.3%	7.5%
Bachelor's Degree	31,526	12.2%	15.7%	17.6%
Graduate Degree and Higher	20,081	7.7%	8.8%	10.3%
	259,204	100%	100%	100%

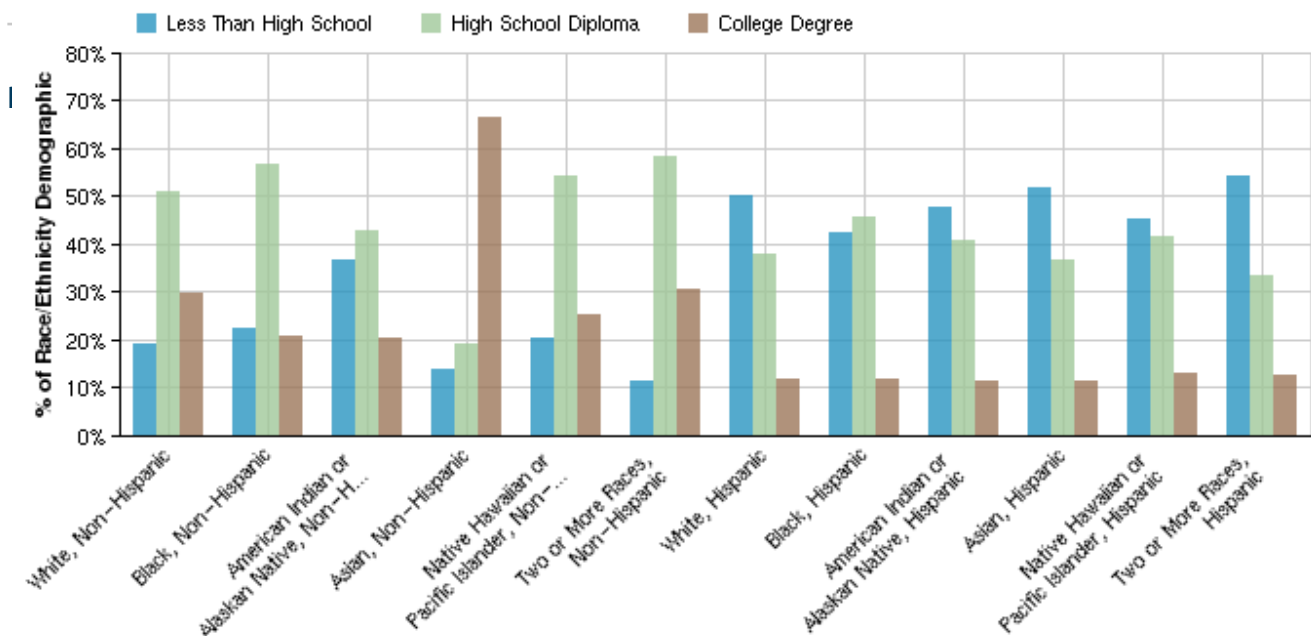
Source: EMSI Covered Employment - 2013.2.

Educational Attainment by Race/Ethnicity

COMPARISON OF COLLEGE DEGREE ATTAINMENT TO STATE AND NATION

Differences are expressed in percentage points. Positive numbers indicate higher attainment levels in the region compared to the state or nation; negative numbers indicate lower attainment levels in the region.

Race/Ethnicity	Difference in College Attainment (State)	Difference in College Attainment (Nation)
White, Non-Hispanic	-8.1	-9.3
Black, Non-Hispanic	0.6	-4.6
American Indian or Alaskan Native, Non-Hispanic	1.3	-0.3
Asian, Non-Hispanic	11.6	9.7
Native Hawaiian or Pacific Islander, Non-Hispanic	2.0	1.0
Two or More Races, Non-Hispanic	-2.9	-3.7
White, Hispanic	-4.0	-5.9
Black, Hispanic	-5.5	-7.8
American Indian or Alaskan Native, Hispanic	-3.8	-5.2
Asian, Hispanic	-5.2	-7.0
Native Hawaiian or Pacific Islander, Hispanic	-1.1	-4.7



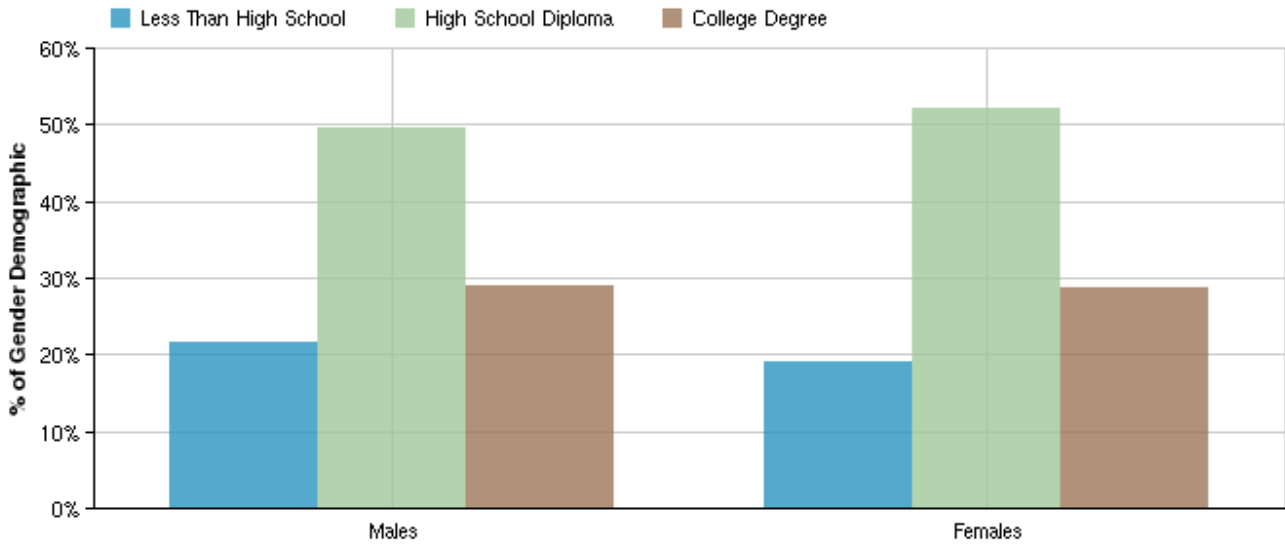
Race/Ethnicity	2013 Persons (age 25+)	Less Than High School	HS Diploma or Some College	College Degree
White, Non-Hispanic	219,313	42,070	111,538	65,704
Black, Non-Hispanic	27,925	6,257	15,814	5,854
American Indian or Alaskan Native, Non-Hispanic	583	214	250	119
Asian, Non-Hispanic	2,428	341	471	1,617
Native Hawaiian or Pacific Islander, Non-Hispanic	52	11	28	13
Two or More Races, Non-Hispanic	1,669	188	972	509
White, Hispanic	6,449	3,233	2,446	770
Black, Hispanic	368	156	168	44
American Indian or Alaskan Native, Hispanic	154	73	62	18
Asian, Hispanic	80	42	29	9
Native Hawaiian or Pacific Islander, Hispanic	21	10	9	3
Two or More Races, Hispanic	163	88	54	20
	259,204	52,682	131,843	74,679

Source: EMSI Covered Employment - 2013.2.

Educational Attainment by Gender

In the region, females have higher high school attainment rates and lower college degree attainment rates compared to males.

	2013 Total (age 25+)	Less Than High School	High School Diploma	College Degree
Males	123,915	21.6%	49.5%	28.9%
Females	135,289	19.2%	52.1%	28.7%



Source: EMSI Covered Employment - 2013.2.

REGIONAL INDUSTRY SUMMARY

Part of a college's mission is to support the workforce needs of vital regional industries. By using several different metrics for identifying such industries, this section of the report provides a map of the region's economy, thus helping colleges allocate workforce training resources. The listing of critical occupations within high-growth industries (right column) highlights high-growth occupations in these industries. Because these occupations are not filtered by education level, they may be served by non-credit continuing education, for-credit certificate or associate's track courses, or courses designed for transfer to four-year institutions.

Industries with the Most Jobs

- Education and Hospitals (Local Government)
- Education and Hospitals (State Government)
- Limited-Service Eating Places
- Full-Service Restaurants
- Local Government, Excluding Education and Hospitals

High-Growth Industries

- Employment Services
- Education and Hospitals (State Government)
- Health and Personal Care Stores
- Individual and Family Services
- Education and Hospitals (Local Government)

Concentrated Industries

These industries have an above-average share of total regional employment (compared to the U.S.):

- Fabric Mills
- Household Appliance Manufacturing
- Other General Purpose Machinery Manufacturing
- Textile and Fabric Finishing and Fabric Coating Mills
- Motor Vehicle Parts Manufacturing

Competitive Industries

These industries are outperforming national trends:

- Employment Services
- Converted Paper Product Manufacturing
- Health and Personal Care Stores
- Individual and Family Services
- Navigational, Measuring, Electromedical, and Control Instruments Manufacturing

Critical Occupations in High-Growth Industries

Employment Services:

- Laborers and Freight, Stock, and Material Movers, Hand
- Helpers--Production Workers
- Office Clerks, General
- Packers and Packagers, Hand
- Team Assemblers

Education and Hospitals (State Government):

- Postsecondary Teachers
- Office Clerks, General
- Secretaries and Administrative Assistants, Except Legal, Medical, and Executive
- Janitors and Cleaners, Except Maids and Housekeeping Cleaners
- Education Administrators, Postsecondary

Health and Personal Care Stores:

- Pharmacy Technicians
- Pharmacists
- Cashiers
- First-Line Supervisors of Retail Sales Workers
- Stock Clerks and Order Fillers

Individual and Family Services:

- Personal Care Aides
- Home Health Aides
- Social and Human Service Assistants
- Nursing Aides, Orderlies, and Attendants
- Office Clerks, General

Education and Hospitals (Local Government):

- Elementary School Teachers, Except Special Education
- Middle School Teachers, Except Special and Career/Technical Education
- Teacher Assistants
- Special Education Teachers, Preschool, Kindergarten, and Elementary School
- Secondary School Teachers, Except Special and Career/Technical Education

REGIONAL INDUSTRIES: DETAILED DATA

Industry Sectors, Region and State, 2013 – 2018

The following table summarizes the region's economy in comparison to the state's. Broad industry sectors are sorted by total 2013 jobs.

NAICS Code	Description	REGION					STATE				
		2013 Jobs	2018 Jobs	Change	% Change	EPW	State 2013	State 2018	State % Change	State EPW	
90	Government	26,936	27,537	601	2%	\$39,571	404,760	416,742	3%	\$41,697	
31-33	Manufacturing	22,898	20,871	-2,027	-9%	\$46,914	221,184	214,333	-3%	\$51,838	
44-45	Retail Trade	15,858	16,290	432	3%	\$23,682	231,512	242,935	5%	\$24,762	
72	Accommodation and Food Services	12,653	12,894	241	2%	\$12,745	197,278	206,926	5%	\$15,556	
62	Health Care and Social Assistance	9,815	11,724	1,909	19%	\$37,378	176,277	210,171	19%	\$41,506	
56	Administrative and Support and Waste Management and Remediation Services	5,548	6,697	1,149	21%	\$20,015	137,343	154,719	13%	\$32,074	
23	Construction	4,498	4,224	-274	-6%	\$39,269	80,276	81,847	2%	\$43,190	
81	Other Services (except Public Administration)	2,812	3,052	240	9%	\$25,244	48,983	52,094	6%	\$27,768	
42	Wholesale Trade	2,727	2,767	40	1%	\$48,433	66,939	70,560	5%	\$58,011	
52	Finance and Insurance	2,645	2,756	111	4%	\$43,419	67,578	70,832	5%	\$56,187	
54	Professional, Scientific, and Technical Services	2,115	2,345	230	11%	\$42,926	79,111	93,603	18%	\$61,963	
22	Utilities	1,918	1,930	12	1%	\$91,171	11,857	11,841	0%	\$78,277	
71	Arts, Entertainment, and Recreation	1,365	1,532	167	12%	\$14,441	27,043	28,998	7%	\$17,907	
48-49	Transportation and Warehousing	1,158	1,261	103	9%	\$43,685	50,045	53,970	8%	\$40,625	
61	Educational Services (Private)	1,098	1,205	107	10%	\$29,112	21,411	25,320	18%	\$33,574	
51	Information	1,071	1,170	99	9%	\$46,463	25,997	27,304	5%	\$51,220	
53	Real Estate and Rental and Leasing	758	779	21	3%	\$28,001	26,512	27,881	5%	\$36,650	
55	Management of Companies and Enterprises	358	419	61	17%	\$75,363	16,504	17,920	9%	\$68,757	
11	Agriculture, Forestry, Fishing and Hunting	197	163	-34	-17%	\$26,516	10,706	10,006	-7%	\$30,018	
21	Mining, Quarrying, and Oil and Gas Extraction	69	28	-41	-59%	\$40,529	1,275	1,227	-4%	\$49,633	
99	Unclassified Industry	0	0	0	0%	\$0	0	0	0%	\$0	
		116,496	119,645	3,149	3%	\$35,394	1,902,592	2,019,229	6%	\$39,033	

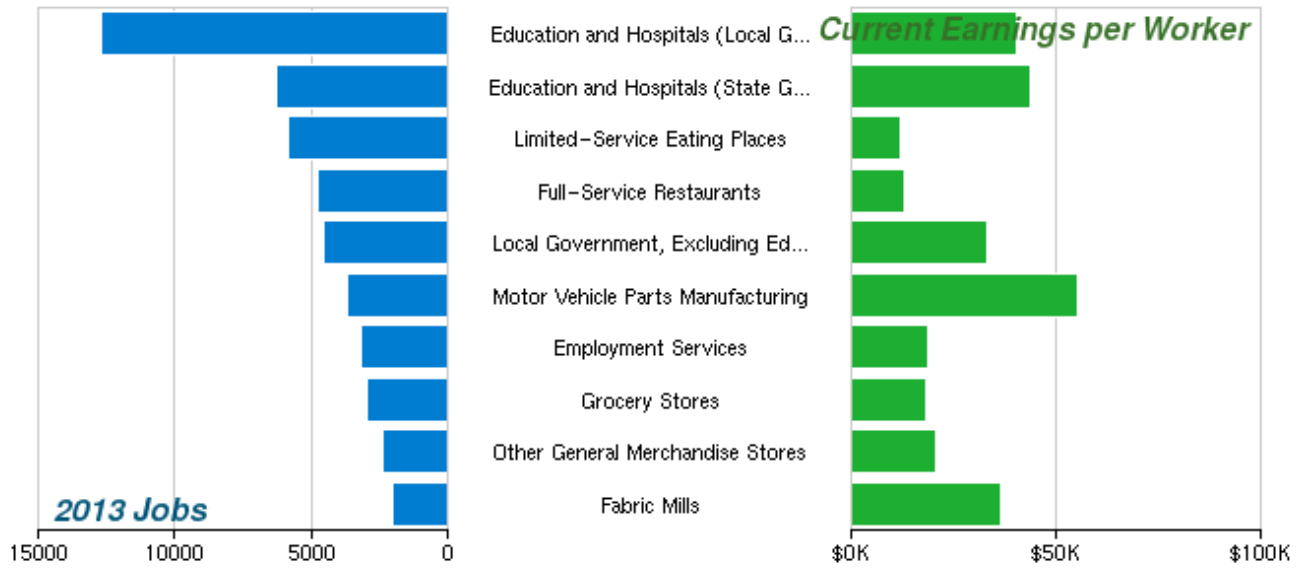
Source: EMSI Covered Employment - 2013.2.

EPW stands for "earnings per worker," which is the total wage, salary, bonuses, and other compensation paid in the industry divided by the number of workers. Note that for regions including areas in multiple states, the "state" values are the sum or average of the values for all states involved.

Industry sectors and specific industries in the following sections are listed by NAICS code. For more information, see <http://www.bls.gov/bls/naics.htm>.

Regional Industries Providing the Most Jobs, 2013

This section shows industries at a much greater level of detail than the sectors on the previous page.

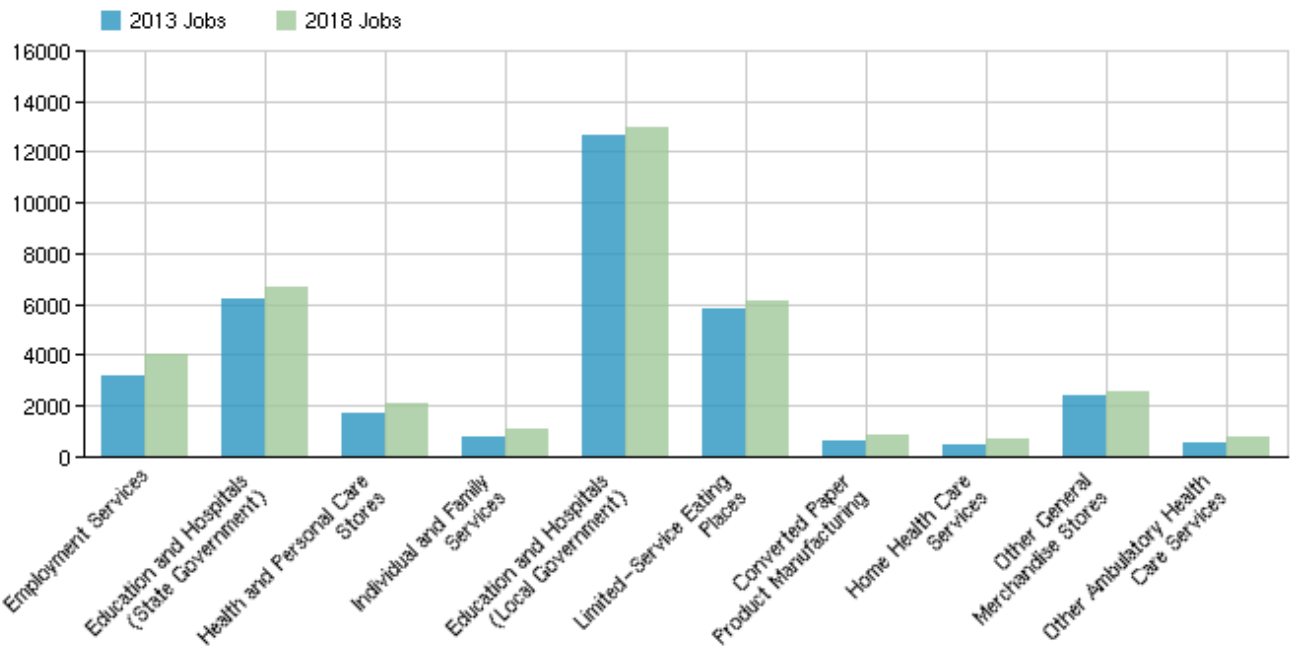


NAICS Code	Description	2013 Jobs	2018 Jobs	Change	% Change	Current EPW
9036	Education and Hospitals (Local Government)	12,680	12,972	292	2%	\$40,566
9026	Education and Hospitals (State Government)	6,247	6,672	425	7%	\$43,687
7222	Limited-Service Eating Places	5,858	6,132	274	5%	\$11,927
7221	Full-Service Restaurants	4,732	4,833	101	2%	\$12,892
9039	Local Government, Excluding Education and Hospitals	4,533	4,524	-9	0%	\$33,366
3363	Motor Vehicle Parts Manufacturing	3,714	3,175	-539	-15%	\$55,450
5613	Employment Services	3,148	4,010	862	27%	\$18,756
4451	Grocery Stores	2,960	2,936	-24	-1%	\$18,473
4529	Other General Merchandise Stores	2,389	2,601	212	9%	\$20,750
3132	Fabric Mills	2,044	906	-1,138	-56%	\$36,320
3339	Other General Purpose Machinery Manufacturing	2,030	2,141	111	5%	\$52,859
2211	Electric Power Generation, Transmission and Distribution	1,790	1,787	-3	0%	\$94,140
5617	Services to Buildings and Dwellings	1,704	1,854	150	9%	\$18,916
4461	Health and Personal Care Stores	1,684	2,089	405	24%	\$33,211
9012	Federal Government, Military	1,633	1,605	-28	-2%	\$28,536
6211	Offices of Physicians	1,589	1,663	74	5%	\$76,370
2382	Building Equipment Contractors	1,562	1,645	83	5%	\$46,550
4441	Building Material and Supplies Dealers	1,491	1,651	160	11%	\$24,918
6231	Nursing Care Facilities	1,348	1,462	114	8%	\$27,899
7139	Other Amusement and Recreation Industries	1,287	1,463	176	14%	\$14,179

Source: EMSI Covered Employment - 2013.2.

Highest Growth Regional Industries, 2013 – 2018

These industries are projected to add the most total jobs.



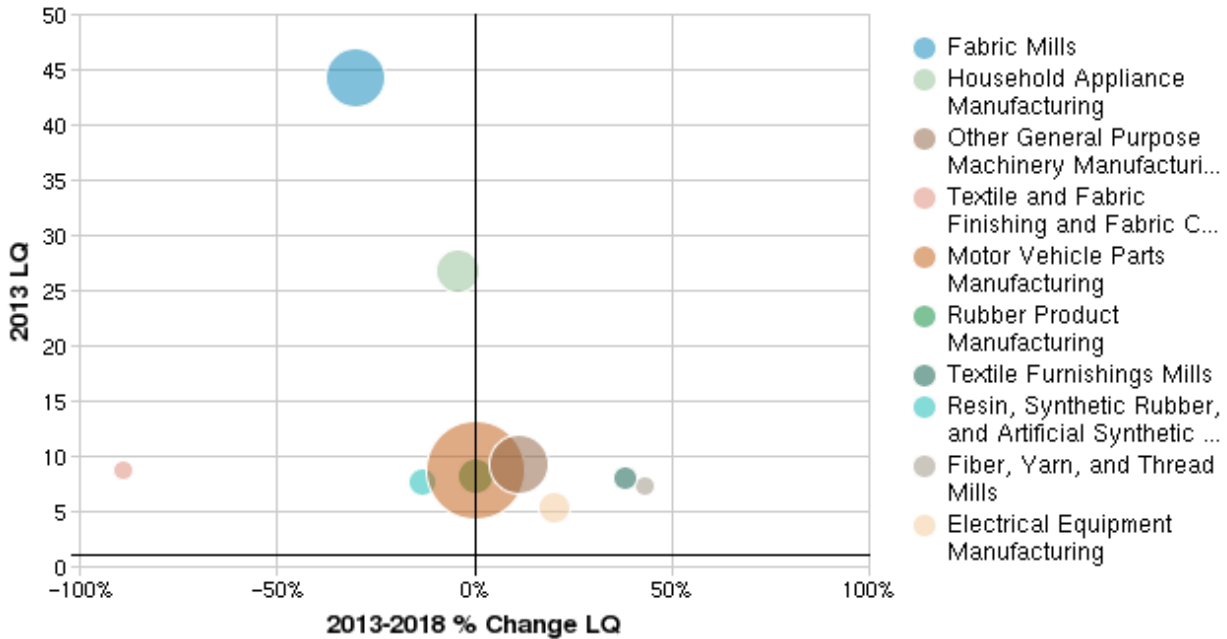
NAICS Code	Description	2013 Jobs	2018 Jobs	Change	% Change	Current EPW
5613	Employment Services	3,148	4,010	862	27%	\$18,756
9026	Education and Hospitals (State Government)	6,247	6,672	425	7%	\$43,687
4461	Health and Personal Care Stores	1,684	2,089	405	24%	\$33,211
6241	Individual and Family Services	741	1,108	367	50%	\$12,713
9036	Education and Hospitals (Local Government)	12,680	12,972	292	2%	\$40,566
7222	Limited-Service Eating Places	5,858	6,132	274	5%	\$11,927
3222	Converted Paper Product Manufacturing	590	839	249	42%	\$54,164
6216	Home Health Care Services	501	717	216	43%	\$24,624
4529	Other General Merchandise Stores	2,389	2,601	212	9%	\$20,750
6219	Other Ambulatory Health Care Services	549	760	211	38%	\$26,221
6233	Community Care Facilities for the Elderly	933	1,133	200	21%	\$19,047
6243	Vocational Rehabilitation Services	382	580	198	52%	\$17,604
6221	General Medical and Surgical Hospitals (Private)	998	1,179	181	18%	\$46,776
7139	Other Amusement and Recreation Industries	1,287	1,463	176	14%	\$14,179
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	1,118	1,288	170	15%	\$58,141
6212	Offices of Dentists	841	1,003	162	19%	\$48,658
4441	Building Material and Supplies Dealers	1,491	1,651	160	11%	\$24,918
5617	Services to Buildings and Dwellings	1,704	1,854	150	9%	\$18,916
3261	Plastics Product Manufacturing	1,254	1,373	119	9%	\$40,789
6231	Nursing Care Facilities	1,348	1,462	114	8%	\$27,899

Source: EMSI Covered Employment - 2013.2.

Most Concentrated Regional Industries, 2013 – 2018

Location quotients (LQs) are a way of measuring an industry’s regional concentration. A region with an average presence (or concentration) of a certain industry, compared to the national economy, will have an LQ of 1.0 for that industry. High-LQ industries are generally ones that are important to the region’s economic base—that is, they bring money into the region rather than circulating what is already there. As such, they are important targets for retention, expansion, and workforce development efforts.

Note: circle size indicates number of jobs in the industry.

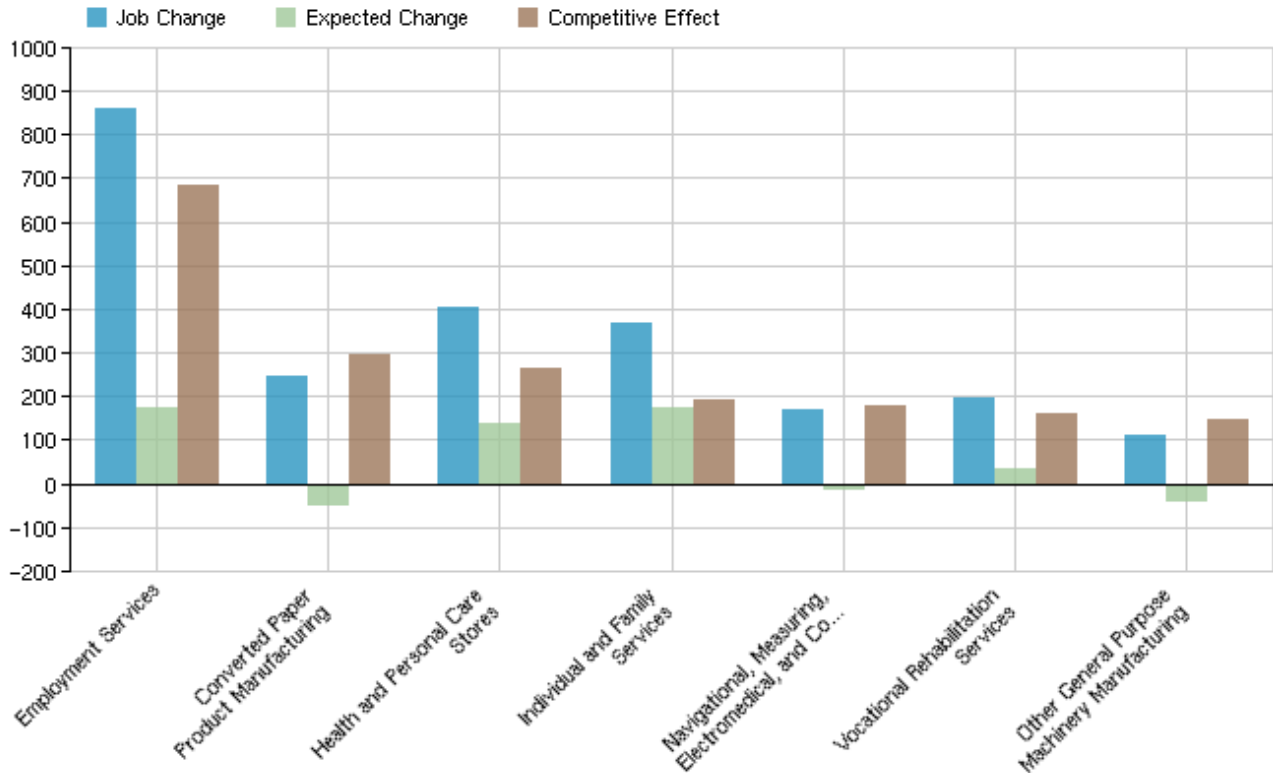


NAICS Code	Description	2013 Jobs	2018 Jobs	2013 LQ	2013-2018 % Change in LQ	Current EPW
3132	Fabric Mills	2,044	906	44.31	-30%	\$36,320
3352	Household Appliance Manufacturing	1,245	1,053	26.75	-4%	\$35,322
3339	Other General Purpose Machinery Manufacturing	2,030	2,141	9.27	11%	\$52,859
3133	Textile and Fabric Finishing and Fabric Coating Mills	249	22	8.76	-89%	\$48,219
3363	Motor Vehicle Parts Manufacturing	3,714	3,175	8.75	0%	\$55,450
3262	Rubber Product Manufacturing	895	794	8.20	0%	\$55,944
3141	Textile Furnishings Mills	351	313	8.03	38%	\$38,563
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	604	475	7.60	-13%	\$52,320
3131	Fiber, Yarn, and Thread Mills	170	174	7.36	43%	\$41,522
3353	Electrical Equipment Manufacturing	660	704	5.40	20%	\$44,499
2211	Electric Power Generation, Transmission and Distribution	1,790	1,787	5.35	20%	\$94,140
3359	Other Electrical Equipment and Component Manufacturing	565	645	5.26	20%	\$50,380
3335	Metalworking Machinery Manufacturing	796	763	5.20	20%	\$46,861
3366	Ship and Boat Building	506	532	4.49	25%	\$34,622
3312	Steel Product Manufacturing from Purchased Steel	183	208	3.61	0%	\$49,182
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	1,118	1,288	3.30	33%	\$58,141
2372	Land Subdivision	125	86	3.29	0%	\$31,579
3272	Glass and Glass Product Manufacturing	218	86	3.17	-33%	\$68,161
4861	Pipeline Transportation of Crude Oil	24	47	2.93	100%	\$60,844
3211	Sawmills and Wood Preservation	208	235	2.89	0%	\$27,086

Most Competitive Regional Industries, 2013 – 2018

The regional competitiveness of an industry can be quantified using the standard “shift share” method. This method generates a “competitiveness effect” for the industry, which is basically regional job growth in the industry that exceeded national trends. These national trends include the percent growth of the U.S. economy and the percent growth of the given industry at the national level. The higher the competitiveness effect, the more the regional industry is outperforming national averages. Industries with a high competitiveness effect can give clues about the region’s comparative advantages, and are prime targets for regional workforce initiatives.

INDUSTRIES WITH HIGHEST COMPETITIVE EFFECT



NAICS Code	Description	Job Change	Ind. Mix Effect	Natl. Effect	Expected Change	Competitive Effect
5613	Employment Services	861	-12	188	176	685
3222	Converted Paper Product Manufacturing	249	-82	35	-47	296
4461	Health and Personal Care Stores	404	38	101	138	266
6241	Individual and Family Services	367	132	44	176	191
3345	Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	170	-78	67	-11	181
6243	Vocational Rehabilitation Services	198	12	23	35	163
3339	Other General Purpose Machinery Manufacturing	111	-160	121	-39	149
3261	Plastics Product Manufacturing	120	-84	75	-9	129
6219	Other Ambulatory Health Care Services	211	58	33	91	120
5171	Wired Telecommunications Carriers	85	-56	24	-32	117
6221	General Medical and Surgical Hospitals (Private)	182	23	60	82	99
5241	Insurance Carriers	98	-18	21	3	95
9026	Education and Hospitals (State Government)	426	-39	373	334	92
3359	Other Electrical Equipment and Component Manufacturing	80	-43	34	-10	90
3141	Textile Furnishings Mills	-38	-145	21	-124	87
6216	Home Health Care Services	216	102	30	132	85
3353	Electrical Equipment Manufacturing	43	-78	39	-39	82
6212	Offices of Dentists	162	46	50	96	66

Industries With Highest Competitive Effect (Cont.)

NAICS Code	Description	Job Change	Ind. Mix Effect	Natl. Effect	Expected Change	Competitive Effect
7139	Other Amusement and Recreation Industries	175	34	77	111	64
2371	Utility System Construction	96	13	20	33	63

Source: EMSI Covered Employment - 2013.2.

NOTE ON SHIFT SHARE TERMINOLOGY

In shift share analysis, “expected” job growth is based on the total regional industry jobs at the beginning of the timeframe, the regional jobs that could be attributed to the growth rate of the national economy during the timeframe (“national growth effect”), and the regional jobs that could be attributed to the growth rate of the same industry at the national level during the timeframe (“industry mix effect”). The difference between this expected job change and actual job change is called the regional “competitiveness effect.”

Critical Occupations in High-Growth Industries

The following tables show the highest-growth occupations within each of the highest-growth regional industries from 2013 to 2018. They provide a business-oriented view of the most in-demand jobs over that timeframe, and the demand-driven college will seek to align its offerings accordingly. Many jobs found here, especially with an education level of “short-term or moderate-term on-the-job training” (ST OJT or MT OJT), are likely to be good candidates for industry-oriented continuing education programs.

Education level abbreviations:

ST OJT: Short-term on-the-job training; MT OJT: Moderate-term on-the-job training; LT OJT: Long-term on-the-job training; Exp. in Field: Work experience in a related field; PS Award: Postsecondary award; Associate’s: Associate’s degree; Bachelor’s: Bachelor’s degree; DG + Exp.: Degree plus work experience; Master’s: Master’s degree; Doctoral: Doctoral degree; Prof. DG: First professional degree

Critical Occupations: Employment Services

Occupation	Job Growth (In Industry)	Median Hourly Wage (All Industries)	Average Education
Laborers and Freight, Stock, and Material Movers, Hand	70	\$10.98	ST OJT
Helpers--Production Workers	53	\$10.99	ST OJT
Office Clerks, General	51	\$10.99	ST OJT
Packers and Packers, Hand	47	\$9.84	ST OJT
Team Assemblers	33	\$12.85	MT OJT
Construction Laborers	30	\$12.63	ST OJT
Human Resources, Training, and Labor Relations Specialists, All Other	26	\$20.17	Bachelor's
Customer Service Representatives	25	\$12.73	ST OJT
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	23	\$13.49	ST OJT
Registered Nurses	15	\$25.28	Associate's

Source: EMSI Covered Employment - 2013.2.

Critical Occupations: Education and Hospitals (State Government)

Occupation	Job Growth (In Industry)	Median Hourly Wage (All Industries)	Average Education
Postsecondary Teachers	107	\$31.49	N/A
Office Clerks, General	47	\$10.99	ST OJT
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	30	\$13.49	ST OJT
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	21	\$9.96	ST OJT
Education Administrators, Postsecondary	19	\$37.12	Master's
Executive Secretaries and Executive Administrative Assistants	17	\$18.35	N/A
Maintenance and Repair Workers, General	9	\$16.82	MT OJT
Bookkeeping, Accounting, and Auditing Clerks	8	\$14.21	MT OJT
Teacher Assistants	7	\$9.09	ST OJT
Office and Administrative Support Workers, All Other	6	\$14.89	ST OJT

Source: EMSI Covered Employment - 2013.2.

Critical Occupations: Health and Personal Care Stores

Occupation	Job Growth (In Industry)	Median Hourly Wage (All Industries)	Average Education
Pharmacy Technicians	129	\$12.25	MT OJT
Pharmacists	75	\$56.63	Prof. DG
Cashiers	69	\$8.49	ST OJT
First-Line Supervisors of Retail Sales Workers	41	\$15.81	N/A
Stock Clerks and Order Fillers	19	\$9.67	ST OJT
Pharmacy Aides	17	\$10.61	ST OJT
Retail Salespersons	10	\$9.52	ST OJT
Light Truck or Delivery Services Drivers	8	\$10.91	ST OJT
Bookkeeping, Accounting, and Auditing Clerks	5	\$14.21	MT OJT
Customer Service Representatives	< 5	\$12.73	ST OJT

Source: EMSI Covered Employment - 2013.2.

Critical Occupations: Individual and Family Services

Occupation	Job Growth (In Industry)	Median Hourly Wage (All Industries)	Average Education
Personal Care Aides	216	\$8.83	ST OJT
Home Health Aides	59	\$8.95	ST OJT
Social and Human Service Assistants	11	\$12.17	ST OJT
Nursing Aides, Orderlies, and Attendants	6	\$9.60	N/A
Office Clerks, General	< 5	\$10.99	ST OJT
Rehabilitation Counselors	< 5	\$15.54	Master's
Registered Nurses	< 5	\$25.28	Associate's
Recreation Workers	< 5	\$10.32	Bachelor's
Healthcare Social Workers	< 5	\$17.86	Master's
Social and Community Service Managers	< 5	\$24.07	Bachelor's

Source: EMSI Covered Employment - 2013.2.

Critical Occupations: Education and Hospitals (Local Government)

Occupation	Job Growth (In Industry)	Median Hourly Wage (All Industries)	Average Education
Elementary School Teachers, Except Special Education	94	\$21.50	Bachelor's
Middle School Teachers, Except Special and Career/Technical Education	40	\$22.10	Bachelor's
Teacher Assistants	36	\$9.09	ST OJT
Special Education Teachers, Preschool, Kindergarten, and Elementary School	17	\$22.02	Bachelor's
Secondary School Teachers, Except Special and Career/Technical Education	17	\$22.50	Bachelor's
Teachers and Instructors, All Other	15	\$10.26	Bachelor's
Kindergarten Teachers, Except Special Education	13	\$23.63	Bachelor's
Registered Nurses	9	\$25.28	Associate's
Coaches and Scouts	9	\$18.27	LT OJT
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	8	\$9.96	ST OJT

Source: EMSI Covered Employment - 2013.2.

Critical Occupations: Limited-Service Eating Places

Occupation	Job Growth (In Industry)	Median Hourly Wage (All Industries)	Average Education
Combined Food Preparation and Serving Workers, Including Fast Food	244	\$8.26	ST OJT
Food Preparation Workers	22	\$9.18	ST OJT
First-Line Supervisors of Food Preparation and Serving Workers	18	\$13.45	N/A
Cashiers	11	\$8.49	ST OJT
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	9	\$8.37	ST OJT
Driver/Sales Workers	8	\$8.70	ST OJT
Dishwashers	< 5	\$8.39	ST OJT
Bookkeeping, Accounting, and Auditing Clerks	< 5	\$14.21	MT OJT
Maintenance and Repair Workers, General	< 5	\$16.82	MT OJT
Separating, Filtering, Clarifying, Precipitating, and Still Machine Setters, Operators, and Tenders	< 5	\$17.84	MT OJT

Source: EMSI Covered Employment - 2013.2.

Critical Occupations: Converted Paper Product Manufacturing

Occupation	Job Growth (In Industry)	Median Hourly Wage (All Industries)	Average Education
Paper Goods Machine Setters, Operators, and Tenders	52	\$16.05	MT OJT
Printing Press Operators	14	\$12.91	MT OJT
Helpers--Production Workers	13	\$10.99	ST OJT
First-Line Supervisors of Production and Operating Workers	10	\$25.86	N/A
Industrial Machinery Mechanics	9	\$22.15	LT OJT
Cutting and Slicing Machine Setters, Operators, and Tenders	9	\$16.28	ST OJT
Team Assemblers	8	\$12.85	MT OJT
Industrial Truck and Tractor Operators	8	\$12.78	ST OJT
Packers and Packagers, Hand	8	\$9.84	ST OJT
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	7	\$23.32	MT OJT

Source: EMSI Covered Employment - 2013.2.

Critical Occupations: Home Health Care Services

Occupation	Job Growth (In Industry)	Median Hourly Wage (All Industries)	Average Education
Personal Care Aides	71	\$8.83	ST OJT
Home Health Aides	60	\$8.95	ST OJT
Registered Nurses	20	\$25.28	Associate's
Licensed Practical and Licensed Vocational Nurses	12	\$17.32	N/A
Nursing Aides, Orderlies, and Attendants	9	\$9.60	N/A
Office Clerks, General	5	\$10.99	ST OJT
Physical Therapists	< 5	\$34.49	Prof. DG
Medical and Health Services Managers	< 5	\$32.74	Bachelor's
Healthcare Social Workers	< 5	\$17.86	Master's
Occupational Therapists	< 5	\$36.00	Master's

Source: EMSI Covered Employment - 2013.2.

Critical Occupations: Other General Merchandise Stores

Occupation	Job Growth (In Industry)	Median Hourly Wage (All Industries)	Average Education
Retail Salespersons	75	\$9.52	ST OJT
Cashiers	35	\$8.49	ST OJT
First-Line Supervisors of Retail Sales Workers	25	\$15.81	N/A
Stock Clerks and Order Fillers	13	\$9.67	ST OJT
Laborers and Freight, Stock, and Material Movers, Hand	9	\$10.98	ST OJT
Customer Service Representatives	8	\$12.73	ST OJT
First-Line Supervisors of Office and Administrative Support Workers	6	\$19.17	N/A
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	5	\$9.96	ST OJT
Sales and Related Workers, All Other	< 5	\$8.62	MT OJT
Pharmacists	< 5	\$56.63	Prof. DG

Source: EMSI Covered Employment - 2013.2.

Critical Occupations: Other Ambulatory Health Care Services

Occupation	Job Growth (In Industry)	Median Hourly Wage (All Industries)	Average Education
Emergency Medical Technicians and Paramedics	153	\$13.47	N/A
Police, Fire, and Ambulance Dispatchers	13	\$14.80	MT OJT
Ambulance Drivers and Attendants, Except Emergency Medical Technicians	11	\$10.53	MT OJT
Registered Nurses	< 5	\$25.28	Associate's
Billing and Posting Clerks	< 5	\$13.57	ST OJT
General and Operations Managers	< 5	\$42.25	N/A
Commercial Pilots	< 5	\$31.91	N/A
Bookkeeping, Accounting, and Auditing Clerks	< 5	\$14.21	MT OJT
First-Line Supervisors of Office and Administrative Support Workers	< 5	\$19.17	N/A
Office Clerks, General	< 5	\$10.99	ST OJT

Source: EMSI Covered Employment - 2013.2.

REGIONAL OCCUPATION SUMMARY

Employment outlooks organized by occupation provide a more workforce-oriented (rather than industry-oriented) perspective. These are jobs that are in demand across all industries in the region.

All tables except those showing major occupation groups have been filtered to include only occupations with an average education level between “Moderate-term on-the-job training” and “Bachelor’s degree” inclusive. These jobs can be well-served through the development of for-credit certificate, associate’s, or transfer programs.

Occupation Groups Providing the Most Jobs

The major occupation groups accounting for the most total regional jobs in 2013 are:

- Office and Administrative Support Occupations
- Production Occupations
- Sales and Related Occupations
- Food Preparation and Serving Related Occupations
- Education, Training, and Library Occupations

Specific Occupations Providing the Most Jobs

The largest specific occupations are:

- Team Assemblers
- Registered Nurses
- Maintenance and Repair Workers, General
- Elementary School Teachers, Except Special Education
- Nursing Aides, Orderlies, and Attendants

High-Growth Occupations

The occupations with the most total new jobs from 2013 to 2018 are:

- Registered Nurses
- Emergency Medical Technicians and Paramedics
- Pharmacy Technicians
- Nursing Aides, Orderlies, and Attendants
- Elementary School Teachers, Except Special Education

Occupations with Most Total Openings

The occupations with the most estimated openings (new jobs plus replacement jobs) are:

- Registered Nurses
- Team Assemblers
- Elementary School Teachers, Except Special Education
- Nursing Aides, Orderlies, and Attendants
- First-Line Supervisors of Retail Sales Workers

REGIONAL OCCUPATIONS: DETAILED DATA

Major Occupation Groups, Region and State, 2013 – 2018

The following table summarizes regional occupations by major group, sorted by total 2013 jobs.

SOC Code	Description	REGION					STATE			
		2013 Jobs	2018 Jobs	Change	% Change	Openings	Median Earnings	State 2013	State 2018	State Median Earnings
43	Office and Administrative Support Occupations	16,729	17,168	439	3%	2,505	\$13.55	300,874	317,333	\$14.30
51	Production Occupations	16,263	15,017	-1,246	-8%	1,991	\$15.37	173,642	171,466	\$15.39
41	Sales and Related Occupations	12,291	12,645	354	3%	2,494	\$11.74	205,092	217,443	\$13.13
35	Food Preparation and Serving Related Occupations	12,271	12,630	359	3%	2,590	\$9.03	180,595	190,564	\$9.19
25	Education, Training, and Library Occupations	8,251	8,704	453	5%	1,353	\$21.47	103,583	111,166	\$20.79
29	Healthcare Practitioners and Technical Occupations	7,046	7,929	883	13%	1,607	\$28.41	112,858	127,736	\$29.82
53	Transportation and Material Moving Occupations	5,947	6,209	262	4%	1,081	\$11.80	124,165	131,321	\$13.13
49	Installation, Maintenance, and Repair Occupations	5,362	5,431	69	1%	861	\$19.23	79,156	83,939	\$18.53
11	Management Occupations	4,353	4,380	27	1%	622	\$39.54	77,625	81,296	\$40.46
47	Construction and Extraction Occupations	4,232	3,973	-259	-6%	719	\$16.09	66,853	67,255	\$16.24
37	Building and Grounds Cleaning and Maintenance Occupations	3,928	4,232	304	8%	727	\$10.30	68,474	72,424	\$9.96
31	Healthcare Support Occupations	3,230	3,710	480	15%	721	\$11.61	52,207	60,926	\$11.71
39	Personal Care and Service Occupations	3,143	3,700	557	18%	934	\$10.23	48,249	55,076	\$10.22
13	Business and Financial Operations Occupations	2,811	3,044	233	8%	550	\$24.57	66,665	73,836	\$25.54
17	Architecture and Engineering Occupations	2,499	2,461	-38	-2%	383	\$33.79	37,754	40,770	\$33.07
33	Protective Service Occupations	1,824	1,857	33	2%	275	\$16.02	45,710	48,114	\$14.41
55	Military occupations	1,633	1,605	-28	-2%	0	\$14.63	54,947	55,078	\$14.77
21	Community and Social Service Occupations	1,506	1,608	102	7%	284	\$18.74	23,243	25,780	\$17.47
15	Computer and Mathematical Occupations	1,208	1,359	151	13%	269	\$26.67	31,953	36,359	\$29.49
27	Arts, Design, Entertainment, Sports, and Media Occupations	744	764	20	3%	162	\$19.02	16,523	17,802	\$17.59
19	Life, Physical, and Social Science Occupations	588	618	30	5%	127	\$29.05	11,830	12,820	\$25.89
23	Legal Occupations	377	376	-1	0%	41	\$32.91	11,395	12,046	\$30.36
45	Farming, Fishing, and Forestry Occupations	261	227	-34	-13%	51	\$12.36	9,199	8,680	\$11.45
		116,496	119,645	3,149	3%	20,346	\$16.71	1,902,592	2,019,229	\$17.23

Source: EMSI Covered Employment - 2013.2.

Note: For regions including areas in multiple states, "state" values are the sum or average of all states involved.

Top-Ranked Occupations by Total Jobs, 2013

Occupations have been filtered by average education level to include only those between “Moderate-term on-the-job training” and “Bachelor’s degree” inclusive.

SOC Code	Description	2013 Jobs	2018 Jobs	Change	% Change	Openings	Median Earnings	Education Level
51-2092	Team Assemblers	2,890	2,762	-128	-4%	306	\$12.85	MT OJT
29-1111	Registered Nurses	1,930	2,118	188	10%	362	\$25.28	Associate's
49-9071	Maintenance and Repair Workers, General	1,511	1,506	-5	0%	167	\$16.82	MT OJT
25-2021	Elementary School Teachers, Except Special Education	1,430	1,528	98	7%	255	\$21.50	Bachelor's
31-1012	Nursing Aides, Orderlies, and Attendants	1,350	1,483	133	10%	220	\$9.60	PS Award
41-1011	First-Line Supervisors of Retail Sales Workers	1,347	1,406	59	4%	216	\$15.81	Exp. in Field
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,277	1,312	35	3%	106	\$14.21	MT OJT
43-1011	First-Line Supervisors of Office and Administrative Support Workers	1,152	1,187	35	3%	189	\$19.17	Exp. in Field
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	985	1,012	27	3%	131	\$13.45	Exp. in Field
51-1011	First-Line Supervisors of Production and Operating Workers	982	901	-81	-8%	67	\$25.86	Exp. in Field
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	892	911	19	2%	145	\$22.50	Bachelor's
35-2014	Cooks, Restaurant	823	860	37	4%	125	\$9.62	MT OJT
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	781	797	16	2%	113	\$23.32	MT OJT
51-9061	Inspectors, Testers, Sorters, Samplers, and Weighers	761	693	-68	-9%	90	\$14.28	MT OJT
51-4041	Machinists	739	760	21	3%	93	\$15.88	LT OJT
25-3999	Teachers and Instructors, All Other	690	724	34	5%	86	\$10.26	Bachelor's
49-9041	Industrial Machinery Mechanics	661	634	-27	-4%	77	\$22.15	LT OJT
25-2022	Middle School Teachers, Except Special and Career/Technical Education	631	674	43	7%	112	\$22.10	Bachelor's
13-2011	Accountants and Auditors	598	620	22	4%	88	\$25.67	Bachelor's
43-6011	Executive Secretaries and Executive Administrative Assistants	596	633	37	6%	77	\$18.35	Exp. in Field

Source: EMSI Covered Employment - 2013.2.

Top-Ranked Occupations by Total Growth, 2013 – 2018

Occupations have been filtered by average education level to include only those between “Moderate-term on-the-job training” and “Bachelor’s degree” inclusive.

SOC Code	Description	2013 Jobs	2018 Jobs	Change	% Change	Openings	Median Earnings	Education Level
29-1111	Registered Nurses	1,930	2,118	188	10%	362	\$25.28	Associate's
29-2041	Emergency Medical Technicians and Paramedics	501	661	160	32%	211	\$13.47	PS Award
29-2052	Pharmacy Technicians	580	719	139	24%	189	\$12.25	MT OJT
31-1012	Nursing Aides, Orderlies, and Attendants	1,350	1,483	133	10%	220	\$9.60	PS Award
25-2021	Elementary School Teachers, Except Special Education	1,430	1,528	98	7%	255	\$21.50	Bachelor's
43-6013	Medical Secretaries	468	530	62	13%	94	\$12.91	MT OJT
29-2061	Licensed Practical and Licensed Vocational Nurses	492	552	60	12%	125	\$17.32	PS Award
41-1011	First-Line Supervisors of Retail Sales Workers	1,347	1,406	59	4%	216	\$15.81	Exp. in Field
31-9091	Dental Assistants	303	358	55	18%	87	\$15.11	PS Award
51-9196	Paper Goods Machine Setters, Operators, and Tenders	144	196	52	36%	60	\$16.05	MT OJT
31-9092	Medical Assistants	548	592	44	8%	87	\$12.64	MT OJT
25-2022	Middle School Teachers, Except Special and Career/Technical Education	631	674	43	7%	112	\$22.10	Bachelor's
39-5012	Hairdressers, Hairstylists, and Cosmetologists	144	186	42	29%	56	\$9.99	PS Award
29-2021	Dental Hygienists	191	232	41	21%	60	\$26.02	Associate's
47-4021	Elevator Installers and Repairers	107	147	40	37%	56	\$37.41	LT OJT
41-3021	Insurance Sales Agents	290	327	37	13%	71	\$15.01	MT OJT
35-2014	Cooks, Restaurant	823	860	37	4%	125	\$9.62	MT OJT
43-6011	Executive Secretaries and Executive Administrative Assistants	596	633	37	6%	77	\$18.35	Exp. in Field
13-1078	Human Resources, Training, and Labor Relations Specialists, All Other	190	226	36	19%	52	\$20.17	Bachelor's
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,277	1,312	35	3%	106	\$14.21	MT OJT

Source: EMSI Covered Employment - 2013.2.

Top-Ranked Occupations by New + Repl. Jobs, 2013 – 2018

Occupations have been filtered by average education level to include only those between “Moderate-term on-the-job training” and “Bachelor’s degree” inclusive.

SOC Code	Description	2013 Jobs	2018 Jobs	New + Repl. Jobs	Median Earnings	Education Level
29-1111	Registered Nurses	1,930	2,118	362	\$25.28	Associate's
51-2092	Team Assemblers	2,890	2,762	306	\$12.85	MT OJT
25-2021	Elementary School Teachers, Except Special Education	1,430	1,528	255	\$21.50	Bachelor's
31-1012	Nursing Aides, Orderlies, and Attendants	1,350	1,483	220	\$9.60	PS Award
41-1011	First-Line Supervisors of Retail Sales Workers	1,347	1,406	216	\$15.81	Exp. in Field
29-2041	Emergency Medical Technicians and Paramedics	501	661	211	\$13.47	PS Award
29-2052	Pharmacy Technicians	580	719	189	\$12.25	MT OJT
43-1011	First-Line Supervisors of Office and Administrative Support Workers	1,152	1,187	189	\$19.17	Exp. in Field
49-9071	Maintenance and Repair Workers, General	1,511	1,506	167	\$16.82	MT OJT
25-2031	Secondary School Teachers, Except Special and Career/Technical Education	892	911	145	\$22.50	Bachelor's
35-1012	First-Line Supervisors of Food Preparation and Serving Workers	985	1,012	131	\$13.45	Exp. in Field
29-2061	Licensed Practical and Licensed Vocational Nurses	492	552	125	\$17.32	PS Award
35-2014	Cooks, Restaurant	823	860	125	\$9.62	MT OJT
41-4012	Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	781	797	113	\$23.32	MT OJT
25-2022	Middle School Teachers, Except Special and Career/Technical Education	631	674	112	\$22.10	Bachelor's
43-3031	Bookkeeping, Accounting, and Auditing Clerks	1,277	1,312	106	\$14.21	MT OJT
17-2141	Mechanical Engineers	457	479	102	\$36.65	Bachelor's
43-6013	Medical Secretaries	468	530	94	\$12.91	MT OJT
51-4041	Machinists	739	760	93	\$15.88	LT OJT
49-3023	Automotive Service Technicians and Mechanics	546	542	92	\$15.86	PS Award

Source: EMSI Covered Employment - 2013.2.

Recent High School Graduates by District

District	High School	Diplomas	Certificates	Total Graduates	# of Graduates Attending TCTC in Fall	Percent of Total	Percent of Total for 2012	Current Senior Class	Current Junior Class
Anderson 1	Palmetto	202	8	210	27	13%	18%	221	192
Anderson 1	Powdersville							114	192
Anderson 1	Wren	376		376	75	20%	16%	291	255
Anderson 2	BHP	232	11	243	46	19%	24%	243	245
Anderson 3	Crescent	150	5	155	43	28%	37%	132	183
Anderson 4	Pendleton	192		192	64	33%	31%	201	200
Anderson 5	T.L. Hanna	325		325	86	26%	25%	374	370
Anderson 5	Westside	288	25	313	78	25%	23%	350	328
Anderson 5	Charter							50	30
Pickens	Daniel	220	6	226	65	29%	26%	254	244
Pickens	Easley	375	13	388	80	21%	19%	364	371
Pickens	Liberty	129	7	136	41	30%	24%	142	135
Pickens	Pickens	286	6	292	78	27%	16%	314	300
Oconee	Seneca	234	11	245	69	28%	16%	215	218
Oconee	Tamassee-	30		30	6	20%	38%	38	49
Oconee	Walhalla	223	6	229	61	27%	32%	240	236
Oconee	West-Oak	170	14	184	64	35%	34%	243	210
Total				3544	883	25%	23%	3786	3758

Enrollment Information

Headcount

Semester	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	Graph
Fall	5,730	6,758	6,941	6,800	6,622	
Spring	5,388	6,409	6,402	6,036	5,904	
Summer	3,216	3,639	3,442	3,235	3,086	
Annual-Unduplicated	8,073	9,215	9,266	9,000	8,756	
Annual-Duplicated	14,334	16,806	16,785	16,071	15,612	

FTE

Semester	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	Graph
Fall	4,086	4,960	5,152	4,911	4,794	
Spring	3,816	4,663	4,701	4,340	4,236	
Summer	1,430	1,642	1,542	1,345	1,326	
Annual	4,666	5,632	5,698	5,298	5,178	

Economic Condition and Outlook

The economic condition of the College is dependent to a large degree on that of the state and local governments. Due to improving economic conditions, the state of South Carolina was able to increase current operational funding levels 4.7% this year over the previous year.

Local government support provided an increase of 3.2% funding for ongoing maintenance and plant operations even though the tax base remained relatively flat. Although the unemployment rates improved slightly from June 2012, unemployment in the College's service area still remains at challenging levels; 9.2% for Anderson county, 9.7% for Oconee county, and 9.1% for Pickens county.

The College is also dependent on tuition revenues, ideally from a stable enrollment over time. Enrollment declined 2.7% in 2013, this is the second consecutive year that enrollment dropped from FY11's record levels after 4 years of explosive enrollment growth of 32.9%. The two year trend of declining enrollment was experienced across most of the South Carolina Technical College system. It appears in the Upstate of South Carolina lower enrollments correlate with a slowly improving economy as more potential students were able to find or keep jobs instead of returning to college to enhance their skills or seek a credential in support of a career change.

As demonstrated by the financial statements and schedules, the College continues to operate on a fiscally sound basis including only modest tuition increases and a result of deliberate fiscal planning, stringent budget management and a stabilization of State support.

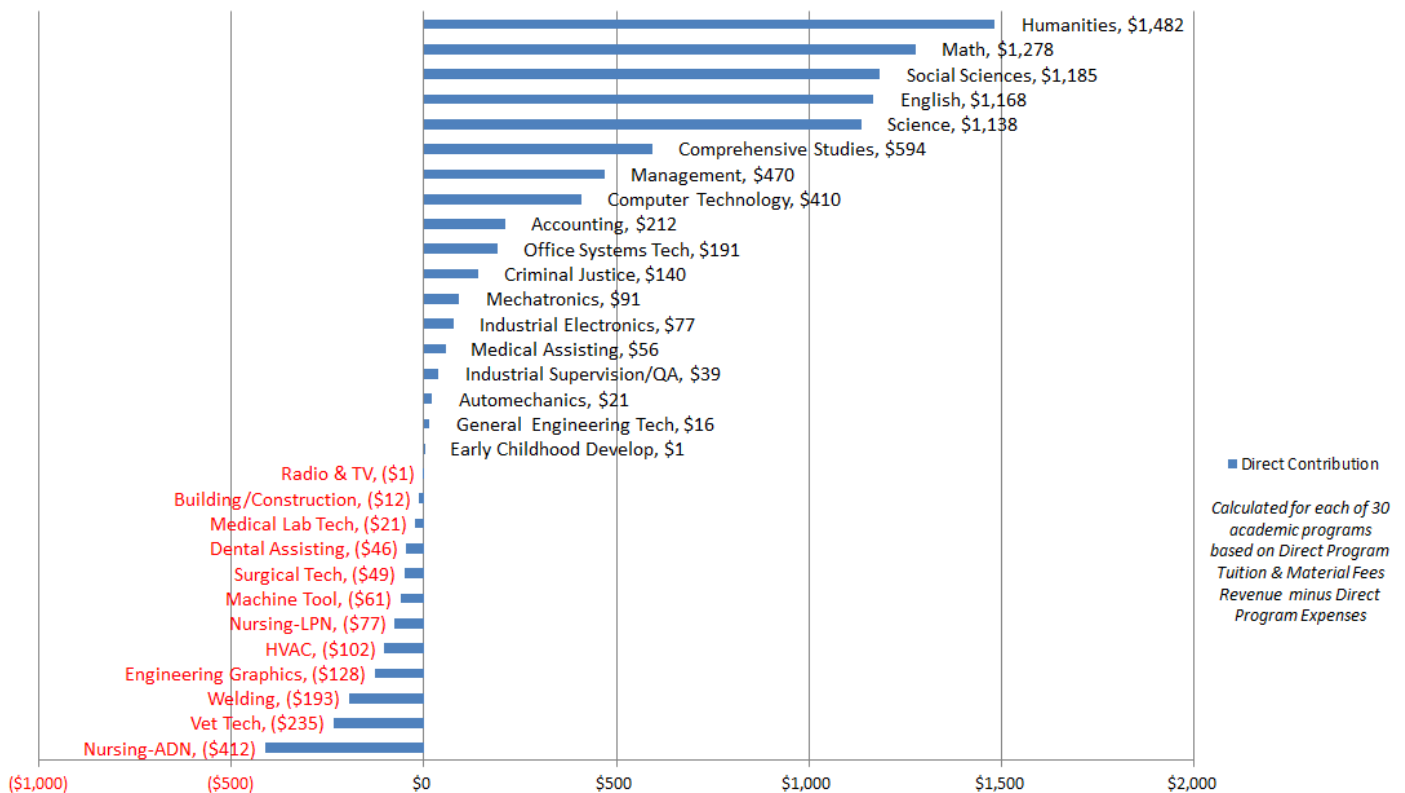
Economic Development

During 2013, economic development activity in the Tri-County region has been brisk, with \$247.8 million in new investment from both new and existing industry, and 534 new jobs created. All three service area counties have made significant announcements during the course of the year including: McLaughlin Body Works, Specialty Metal Fabricators and Michelin in Anderson County; Taylor Made Golf in Pickens County; and, Technology Solutions and COE Optics in Oconee County.

The development of transportation technologies through ICAR will continue. Other technologies that are emerging throughout the world are IT security, alternative energies (especially wind), and biomedical. If the return of manufacturing occurs, the type of job growth would depend on the type of recruiting the counties decide to do; however, engineering positions will be needed in any manufacturing facility.

Clemson University has opened the Center for Emerging Technologies in Greenville that offers space for emerging companies in the transportation and energy sectors to develop technologies based on Clemson research or technologies that complement the research of faculty and students.

Direct Revenue minus Direct Costs by Academic Program - FY 2012 in \$ Thousands



Populations of Students

The College will have to deal with distinct groups of students that will need different types of support. As the Gen X students move out of the educational pipeline, the unique characteristics of Millennial students will have to be integrated into the College's approach to these students.

Millennial Students

Characteristics of the Millennial Students

1. Feel individually and collectively special
2. Motivated, goal oriented, assertive, and confident
3. Team-oriented
4. High Achieving
5. Pressured to succeed

As a result, the students learn better when there is:

1. Student-faculty contact
2. Reciprocity and cooperation
3. Active learning
4. Feedback

5. Time-on-task
6. High expectations
7. Diverse talents and ways of knowing

Bridge Students

Bridge students will be capped at 800, approximately 12% of our total student enrollment and approximately 40% of our first-time post-secondary students. They will continue to affect the culture of the campus and require resources to support the program.

Higher Education Public Policies

Several significant public policies have or will have a direct impact on the College including:

1. The Completion Agenda
2. Impending new gainful employment rules that will affect certificate programs
3. State, federal, and accrediting body accountability requirements
 - a. The U.S. Department of Education is under pressure to put a system in place to rate colleges on the value students get for their tuition. That scorecard is to go into place in 2015, taking into account the average student debt load, graduation rates and college costs. The department by 2018 would use the ratings system to reward colleges based on the value they provide so that larger grants go to schools providing the best value.
 - b. State performance funding
 - c. Health care costs rising
 - d. Affordable Health Care Act- impact on staffing
4. Skills Gap for STEM-related fields
5. Low college-going rate in our service area

College Benchmarking

Benchmarking is critical for the College to appropriately gauge institutional performance and identify opportunities for improvement. The College participates in numerous national performance benchmarking initiatives including the National Community College Benchmarking Project (Appendix A); the Voluntary Framework for Accountability (First-year participant in the pilot program); the Noel-Levitz Student Satisfaction Survey; the Noel-Levitz Employee Satisfaction Survey; and the Community College Survey of Student Engagement.

The most comprehensive benchmarking instrument currently is the National Community College Benchmarking Project. The College participated most recently in 2013 and the summary of key results is presented in Appendix A.

Concerns for Staying in Compliance with SACS COC Requirements and Standards and Preparing for the College's Next Reaffirmation

1. Core Requirement 2.10 - The institution provides student support programs, services, and activities consistent with its mission that are intended to promote student learning and enhance the development of its students. (Student Support Services)

As the changes are made in the matriculation process and other areas of student services, we will need to review and change as needed, the outcomes for each office and perform outcomes assessment for at least three years (ready by December 2015). In addition, we need to verify that the manual for services at off-campus sites includes enough detail concerning all services (online and traditional) and those providing the services understand their responsibilities.

2. Quality Enhancement Plan is due July 2016
3. Comprehensive Requirement 3.2.12 - The institution demonstrates that its chief executive officer controls the institution's fund-raising activities. (Fund-raising activities)

There needs to be a clear connection between the Foundation's fund raising priorities and the College Plan and transparency (meeting minutes) in the communication of those priorities to the President and the Commission.

4. 3.3.1 The institution identifies expected outcomes, assesses the extent to which it achieves these outcomes, and provides evidence of improvement based on analysis of the results in each of the following areas: (Institutional Effectiveness) 3.3.1.1 educational programs, to include student learning outcomes.

The process of student learning outcomes assessment needs to be rewritten as part of the academic program review now that the process occurs every three years (not sure how the old committee works now; will there be interim reporting to verify the process is occurring; do the programs know that they should continue measuring within a new timeline?, etc.). We will need to supply documents for all programs for the last completed cycle.

5. 3.5.1 The institution identifies college-level general education competencies and the extent to which students have attained them. (General education competencies)

We need to decide how this process is going to work, implement it, and perform outcomes assessment for at least three years (ready by December 2015)

6. 4.5 The institution has adequate procedures for addressing written student complaints and is responsible for demonstrating that it follows those procedures when resolving student complaints. (See Commission policy "Complaint Procedures against the Commission or its Accredited Institutions.") (Student complaints)

When reviewing the log of student complaints in Student Development, it did not seem that final resolution of complaints was recorded in a timely manner.

7. 3.2.10 The institution periodically evaluates the effectiveness of its administrators (Administrative staff evaluations)

The summaries and resulting improvements based on the evaluations have not been viewed for compliance. Need to verify that this evaluation is done annually until the reaffirmation.

8. 3.7.3 The institution provides ongoing professional development of faculty as teachers, scholars, and practitioners. (Faculty Development)

The institution is currently not recording all professional development (adjuncts and full-time/off-campus and on campus).

Appendix A: Report of 2013 National Aggregate Data Prepared for Tri-County Technical College

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 1 Subscriber Information								
Service Area Total Population (Fall 2011)	389,173	61%	268	94,531	152,317	301,100	603,686	1,472,943
Service Area Unemployment Rate (Fall 2011)	7.40%	52%	268	4.60%	6.00%	7.30%	8.80%	9.90%
Service Area Median Household Income (Fall 2011)	\$44,000	32%	254	\$35,232	\$41,312	\$48,622	\$55,099	\$70,970
IPEDS Enrollment (Fall 2011)	6,800	53%	268	2,228	3,929	6,405	11,168	18,641
Full-time Credit Headcount (Fall 2011)	3,913	71%	268	1,051	1,668	2,729	4,221	7,499
Part-time Credit Headcount (Fall 2011)	2,887	38%	268	1,017	2,011	3,302	6,833	11,109
% High School Student Concurrent Enrollment Headcount (Fall 2011)	7.20%	41%	245	1.66%	3.90%	9.20%	16.62%	25.88%
% Pell Grant Recipients (Fall 2011)	47.30%	69%	231	23.70%	31.00%	41.40%	49.80%	57.00%
Non-credit Headcount (Fall 2011)	6,532	87%	223	54	437	1,469	3,621	7,177
% Transfer Credit Hours (Fall 2011)	61.00%	56%	233	32.04%	46.03%	59.53%	68.00%	75.96%
% Technical/Career Credit Hours (Fall 2011)	34.00%	60%	235	12.96%	20.00%	31.58%	40.00%	51.94%
% Developmental Credit Hours (Fall 2011)	5.00%	11%	242	4.79%	7.40%	10.65%	15.00%	18.48%
% High School Student Concurrent Enrollment Credit Hours (Fall 2011)	3.70%	37%	231	0.92%	2.00%	5.60%	9.05%	14.20%
Credit Student Median Age (Fall 2011)	21	29%	256	20	21	23	25	27
% Female Credit Students (Fall 2011)	54.70%	23%	261	51.62%	55.00%	58.58%	61.30%	64.28%
% First-generation Student (Fall 2011)	27.00%	20%	171	21.12%	29.00%	42.45%	59.00%	67.00%
% Nonresident Alien (Fall 2011)	0.00%	30%	268	0.00%	0.00%	0.28%	1.00%	1.80%
% Hispanics of Any Race (Fall 2011)	3.00%	35%	268	1.20%	2.11%	4.62%	11.65%	28.03%
% American Indian or Alaskan Native (Fall 2011)	0.00%	12%	268	0.00%	0.29%	0.50%	1.00%	1.92%
% Asian (Fall 2011)	1.00%	45%	268	0.40%	0.82%	1.14%	2.52%	5.00%
% Black or African American (Fall 2011)	13.00%	75%	268	1.09%	2.79%	6.90%	13.38%	24.07%
% Nat. Hawaiian, Pacific Islander (Fall 2011)	1.00%	96%	268	0.00%	0.00%	0.08%	0.20%	0.41%
% White (Fall 2011)	80.00%	67%	268	31.90%	57.10%	72.46%	82.42%	88.49%
% Two or more Races/Ethnicities (Fall 2011)	1.00%	47%	268	0.00%	0.68%	1.13%	2.00%	3.00%
% Race/Ethnicity Unknown (Fall 2011)	1.00%	15%	268	0.65%	2.00%	3.70%	7.00%	11.53%
Tuition and Fees per Credit Hour (Fall 2011)	\$140	80%	259	\$71	\$85	\$108	\$135	\$159
Unrestricted Operating Funds (FY 2012)	\$21,468,716	39%	249	\$6,881,441	\$12,686,865	\$27,817,075	\$49,773,456	\$86,639,924
% Funds From Local Sources (FY 2012)	11.00%	42%	244	0.00%	3.32%	15.05%	33.00%	56.88%
% Funds From State (FY 2012)	27.00%	61%	249	2.00%	11.90%	24.00%	33.85%	56.50%
% Funds From Tuition and Fees (FY 2012)	56.00%	72%	253	16.20%	28.05%	43.20%	57.00%	69.94%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 2 Student Completion and Transfer (Fall IPEDS GRS Cohort)								
% Completed in Three Years								
Full-time, First-time	10.36%	13%	259	8.89%	13.83%	19.14%	27.44%	36.26%
Part-time, First-time	10.70%	73%	214	2.61%	3.76%	6.33%	11.30%	20.73%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
% Transferred in Three Years								
Full-time, First-time	33.62%	95%	237	8.04%	11.70%	16.29%	21.95%	27.19%
Part-time, First-time	5.35%	23%	175	2.10%	6.00%	9.09%	14.58%	26.56%
% Compl. or Transf. in Three Years								
Full-time, First-time	43.98%	75%	259	22.65%	27.67%	35.82%	43.98%	53.70%
Part-time, First-time	16.05%	51%	214	4.38%	10.06%	15.76%	26.48%	37.01%
% Completed in Six Years								
Full-time, First-time	19.78%	23%	229	15.74%	20.57%	27.15%	33.67%	43.33%
Part-time, First-time	15.45%	56%	207	7.44%	10.05%	14.29%	19.62%	27.56%
% Transferred in Six Years								
Full-time, First-time	34.52%	89%	205	10.54%	15.82%	21.18%	28.42%	36.10%
Part-time, First-time	7.73%	12%	182	6.62%	11.00%	15.17%	23.26%	32.71%
% Compl. or Transf. in Six Years								
Full-time, First-time	54.30%	74%	229	32.92%	40.60%	47.55%	54.94%	67.89%
Part-time, First-time	23.18%	26%	208	15.79%	22.16%	30.02%	41.22%	50.84%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 3 Student Performance at Transfer Institutions (Most Recent AY)								
Cumulative First-year GPA			61	2.48	2.8	2.93	3.01	3.17
Average First-year Credit Hours			54	5.52	14.79	20.21	21.36	23.35
% Enrolled Next Year			73	46.16%	67.85%	76.60%	80.88%	86.91%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 4 Credit Student Enrollment (Fall 2011 Cohort)								
Fall-fall persistence Rate	42.27%	15%	250	41.00%	44.21%	48.26%	51.50%	55.11%
Next-term Persistence Rate	73.60%	67%	252	64.16%	68.39%	71.70%	74.46%	78.34%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 5 Student Satisfaction and Engagement (Most Recent Data)								
Noel-Levitz Summary Items								
College experience met expectations	4.5	3%	97	4.7	4.7	4.9	5	5.1
Overall satisfaction with experience	5	2%	97	5.2	5.4	5.6	5.7	5.9
Would enroll here again	5.2	3%	97	5.5	5.6	5.8	6	6.2
Noel-Levitz Satisfaction Scales								
Academic Advising/Counseling	5.1	27%	96	4.9	5.1	5.3	5.5	5.8

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Academic Services	5.3	8%	74	5.3	5.4	5.6	5.8	5.9
Admissions & Financial Aid	4.9	12%	97	4.9	5.1	5.3	5.5	5.7
Campus Climate	5	5%	97	5.1	5.3	5.5	5.7	5.9
Campus Support Services	4.8	5%	96	4.8	4.9	5.2	5.6	5.8
Concern for the Individual	5	10%	73	5	5.1	5.3	5.5	5.7
Instructional Effectiveness	5	1%	97	5.2	5.4	5.5	5.7	5.9
Registrations Effectiveness	5.1	2%	97	5.3	5.4	5.6	5.8	6
Responsiveness to Diverse Populations	5.2	4%	73	5.3	5.4	5.6	5.8	5.9
Safety and Security	4.9	9%	97	4.9	5.1	5.3	5.6	5.7
Service Excellence	5	4%	74	5	5.2	5.3	5.6	5.8
Student Centeredness	5.1	4%	97	5.1	5.3	5.5	5.7	5.9
CCSSE Benchmarks								
Active & Collaborative Learning	47.2	26%	199	45.6	47.2	49.2	51.8	55
Student Effort	52.9	81%	199	45.7	47.6	49.8	52.4	54.5
Academic Challenge	51.4	72%	199	45.8	47.7	49.6	51.8	53.3
Student-Faculty Interaction	54.9	90%	199	47	48.7	50.2	52.2	54.9
Support for Learners	49.9	48%	199	46	47.8	50.1	52.8	55.3
ACT Student Opinion Survey								
Choose to attend this college			43	3.6	3.7	3.9	4.1	4.2
Overall impression of quality of education			43	3.4	3.7	3.9	4.1	4.2

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 6 Student Goal Attainment (Most Recent Data)								
% Graduates and Completers			135	83.84%	90.20%	94.30%	97.00%	98.82%
% Leavers and Non-Completers			38	3.79%	31.60%	59.70%	85.23%	92.19%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 7 Credit College-level Retention, Success (Fall 2011)								
Retention Rate	88.24%	28%	262	85.22%	87.65%	90.18%	92.14%	94.57%
Enrollee Success Rate	68.69%	10%	262	68.76%	71.02%	74.71%	77.96%	81.60%
Completer Success Rate	77.84%	13%	262	77.11%	79.37%	83.29%	86.52%	89.61%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 8 Credit Developmental Retention, Success (Fall 2011)								
Math Retention Rate	88.55%	72%	259	74.91%	80.19%	84.93%	89.20%	94.24%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Writing Retention Rate	83.97%	35%	249	77.00%	81.80%	87.47%	91.07%	95.08%
Rdng/Writing Retention Rate			57	79.70%	84.24%	88.66%	93.42%	97.38%
Reading Retention Rate	81.25%	17%	240	77.75%	82.99%	87.93%	92.47%	95.87%
Math Enrollee Success Rate	45.48%	10%	259	45.48%	51.59%	56.67%	63.85%	69.66%
Writing Enrollee Success Rate	64.81%	53%	249	54.04%	57.88%	64.37%	70.13%	75.43%
Rdng/Writing Enrollee Success Rate			57	49.97%	58.19%	64.71%	72.22%	79.19%
Reading Enrollee Success Rate	47.92%	4%	240	52.65%	58.80%	66.12%	72.42%	78.66%
Math Completer Success Rate	51.36%	7%	259	53.97%	62.14%	68.28%	74.38%	80.63%
Writing Completer Success Rate	77.18%	63%	249	63.28%	67.81%	73.74%	81.45%	87.44%
Rdng/Writing Completer Success Rate			57	57.78%	65.69%	74.50%	82.78%	90.08%
Reading Completer Success Rate	58.97%	6%	240	61.57%	68.74%	75.80%	82.50%	89.23%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 9 Credit Developmental Retention, Success, First College-level (Fall 2010 Cohort)								
Math Retention Rate	89.19%	65%	246	73.42%	80.81%	86.81%	90.93%	94.30%
Writing Retention Rate	74.70%	11%	245	73.68%	84.14%	89.69%	92.83%	96.19%
Math Enrollee Success Rate	70.95%	67%	246	51.40%	58.17%	65.65%	73.06%	79.71%
Writing Enrollee Success Rate	60.24%	15%	245	55.80%	64.16%	71.09%	77.31%	82.10%
Math Completer Success Rate	79.55%	58%	246	65.31%	70.41%	77.50%	84.21%	88.81%
Writing Completer Success Rate	80.65%	49%	245	68.18%	74.62%	80.79%	86.55%	90.73%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 10 Career Program Completers (Most Recent Data)								
Employed in Related Field	54.17%	35%	191	32.72%	47.60%	58.49%	67.78%	82.67%
Pursuing Education	27.38%	61%	183	6.34%	10.63%	22.35%	34.82%	49.11%
Employers Satisfied with Preparation	99.01%	78%	69	66.67%	85.16%	93.75%	98.37%	100.00%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 11 Retention and Success Core Academic Skills (Fall 2011)								
Comp I Retention Rate	90.52%	59%	263	82.81%	86.20%	89.68%	92.76%	95.19%
Comp II Retention Rate	85.31%	47%	247	77.62%	81.64%	85.54%	89.73%	93.04%
Algebra Retention Rate	93.17%	90%	256	71.77%	77.78%	83.77%	88.81%	92.98%
Speech Retention Rate	88.54%	39%	256	83.13%	87.39%	89.98%	92.97%	95.45%
Comp I Enrollee Success Rate	73.07%	62%	263	60.06%	66.85%	71.08%	75.58%	79.16%
Comp II Enrollee Success Rate	68.08%	45%	247	60.48%	64.56%	68.60%	73.53%	78.68%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Algebra Enrollment Success Rate	73.91%	84%	256	46.94%	53.55%	60.58%	70.27%	76.94%
Speech Enrollee Success Rate	74.90%	36%	256	67.05%	71.70%	76.82%	81.06%	85.36%
Comp I Completer Success Rate	80.72%	54%	263	69.83%	74.37%	80.23%	84.00%	87.22%
Comp II Completer Success Rate	79.80%	43%	247	73.14%	76.99%	81.14%	85.25%	88.69%
Algebra Completer Success Rate	79.33%	67%	256	59.36%	65.92%	74.43%	82.49%	86.09%
Speech Completer Success Rate	84.60%	42%	256	76.47%	80.87%	85.90%	89.17%	92.62%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 12 Institution-wide Credit Grades (Fall 2011)								
% Withdrawal	11.37%	65%	262	5.57%	7.73%	9.77%	12.36%	15.04%
% Completed	88.63%	34%	262	84.96%	87.64%	90.23%	92.27%	94.43%
% Completer Success	76.65%	15%	262	75.64%	78.25%	81.94%	85.46%	88.66%
% Enrollee Success	67.94%	13%	262	67.06%	69.87%	73.37%	76.97%	79.65%
% A & B Grades	50.37%	11%	262	50.16%	52.56%	56.33%	60.22%	63.96%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 13A Minority Participation Rates (Fall 2011)								
% Minority Credit Students	19.63%	46%	261	7.03%	11.31%	20.59%	34.94%	61.17%
% Minority Employees	23.52%	81%	251	2.04%	5.24%	10.21%	19.23%	38.60%
Minority Student/Population Ratio	1.0907	37%	255	0.7799	0.9866	1.1866	1.4466	1.8884
Minority Employee/Population Ratio	1.3068	94%	247	0.2536	0.4487	0.5925	0.7893	1.0818

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 13B High School Graduates (Fall 2011)								
% Enrolling Public HS	24.15%	60%	156	11.29%	16.90%	22.34%	28.18%	34.66%
% Enrolling Private HS			87	4.08%	7.69%	14.31%	25.19%	33.31%
% Enrolling Total	24.15%	61%	200	9.31%	15.47%	22.06%	28.68%	36.12%

Benchmark	Institution			NCCBP Percentiles				
	Reported Value	%Rank	N	10th	25th	Mdn	75th	90th
Form 14A Market Penetration: Students (AY 2011-2012)								
Credit Student Penetration Rate	2.33%	28%	256	1.39%	2.25%	3.23%	4.75%	6.06%
Non-credit Student Penetration Rate	2.10%	71%	239	0.11%	0.33%	0.97%	2.49%	5.08%

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 14B Market Penetration: Community (AY 2011-2012)								
Cultural Activities			110	0.08%	0.78%	3.14%	8.91%	22.06%
Public Meetings			93	0.03%	0.86%	3.27%	8.50%	18.98%
Sporting Events			101	0.00%	0.14%	1.95%	6.30%	14.03%

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 15 FY Business and Industry Productivity (FY 2012)								
Duplicated Headcount			175	343	1,085	2,532	6,356	13,838
Companies Served			169	9	23	48	117	343
Total Costs			160	\$76,979	\$234,530	\$635,878	\$1,417,178	\$3,408,596
Total Revenues			164	\$69,528	\$253,372	\$652,289	\$1,788,476	\$4,029,101
Net Revenue			160	(\$199,279)	(\$36,452)	\$35,805	\$158,422	\$567,801
Net Revenue as % of Total			160	-34.76%	-4.82%	8.64%	26.48%	49.90%

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 16A Average Credit Section Size (Fall 2011)								
Average Credit Section Size	19.44	60%	255	15.22	16.91	18.71	21.09	23.08

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 16B Credit Course Stud/Fac Ratio (Fall 2011)								
Student/Faculty Ratio	19.55	68%	252	12.31	15.08	17.85	20.22	22.98

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 16C Instructional Faculty Load (Fall 2011)								
% Credit Hours by Full-time Faculty	49.37%	41%	238	34.50%	41.13%	51.90%	63.22%	72.02%
% Credit Hours by Part-time Faculty	50.63%	58%	236	29.14%	37.83%	48.20%	58.92%	65.52%
% Sections by Full-time Faculty	46.58%	46%	237	32.88%	40.36%	48.03%	59.49%	70.35%
% Sections by Part-time Faculty	53.42%	53%	236	29.82%	40.58%	52.07%	59.67%	67.12%

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Benchmark	Institution			10th	NCCBP Percentiles			
Reported Value	%Rank	N	25th		Mdn	75th	90th	
Form 17A Dist Learning Sec and Cred Hrs (Fall 2011)								
DL % of Credit Hours	12.06%	39%	255	6.44%	9.03%	13.74%	20.29%	29.07%
DL % of Total Credit Sections	13.63%	54%	254	6.07%	8.79%	13.11%	18.49%	25.19%

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 17B Distance Learning Grades (Fall 2011)								
% Withdrawal	15.79%	67%	258	8.00%	10.58%	13.54%	17.14%	21.50%
% Completed	84.21%	29%	225	78.45%	83.06%	86.82%	90.03%	92.21%
% Completer Success	72.83%	25%	225	69.28%	72.66%	77.91%	81.56%	84.49%
% Enrollee Success	61.33%	25%	258	57.26%	61.26%	65.61%	70.63%	75.14%
% A & B Grades	48.19%	29%	258	43.79%	47.58%	51.62%	56.85%	61.21%

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 18 Student Prof Student Serv Staff Ratio (Fall 2011)								
Career Services	2,065	18%	204	1,339	2,443	3,735	5,803	9,876
Counseling and Advising	2,065	94%	221	346	488	700	941	1,607
Recruitment, Admissions, Registration	688	46%	224	321	478	723	1,212	1,935
Financial Aid	775	23%	220	569	798	1,109	1,670	2,787
Student Activities	6,196	79%	213	1,148	1,789	3,174	5,214	7,591
Testing & Assessment Services	6,196	82%	194	892	1,426	2,637	4,593	8,802

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 19A Retirements Departures (AY 2011-2012)								
Retirements Rate	2.22%	49%	204	0.81%	1.48%	2.27%	3.60%	5.26%
Departures Rate	6.96%	68%	205	2.13%	3.44%	5.23%	7.42%	11.85%

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 19B Grievances and Harassment Actions (AY 2011-2012)								
Grievance Rate	0.00%	0%	167	0.00%	0.00%	0.12%	0.50%	1.27%
Harassment Rate	0.00%	0%	169	0.00%	0.00%	0.08%	0.31%	0.66%

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 20A Cost/Credit Hour per FTE Student (FY 2012)								
Cost per Credit Hour	\$92	10%	225	\$90	\$108	\$136	\$172	\$252
Cost per FTE Student	\$2,770	10%	225	\$2,705	\$3,232	\$4,079	\$5,164	\$7,568

Benchmark	Institution			10th	NCCBP Percentiles			
	Reported Value	%Rank	N		25th	Mdn	75th	90th
Form 20B Development/Training Expenditures per FTE Employee (FY 2012)								
Expenditures per FTE Employee	\$389	62%	171	\$37	\$142	\$295	\$523	\$928