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ABSTRACT

Designed to answer the most frequently asked questions about the Arizona community colleges, this factbook offers organizational, financial, and enrollment data for the state system as a whole as well as individual colleges. First, the State Board's philosophy, mission, and value statements are provided along with a map of Arizona college districts. Next, 1993-94 progress reports are presented for the Board and 19 colleges in 10 districts, including statistical data on enrollments, staffing, and funds and descriptions of major accomplishments for the period. Data on student enrollment and enrollment trends for all the colleges are then presented for 1989-90 to 1993-94, and financial information is detailed for the same period, including the State Board budget for 1993-94. Information on programs of study is provided next, including a curriculum matrix and brief discussions of skills centers, tech prep initiatives, and federal vocational education funding. Finally, a directory of Board staff and lists of districts and colleges are provided. A statistical supplement provides tables of data for 1993-94 for the state's community colleges, covering student enrollment, income sources, expenditures, and numbers and types of certificates issued and staff employed. (KP)

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# The State Board of Directors for Community Colleges of Arizona



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## Annual Report to the Governor 1993-1994

November 1994

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# STATE BOARD OF DIRECTORS FOR COMMUNITY COLLEGES OF ARIZONA

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DALTON H. COLE, JR.  
CHAIRMAN

October 24, 1994

The Honorable Fife Symington  
Governor  
State of Arizona  
1700 West Washington  
Phoenix, Arizona 85007

Dear Governor Symington:

It is my pleasure, on behalf of the State Board of Directors for Community Colleges of Arizona, to present the enclosed *Annual Report to the Governor: 1993-1994* as required by A. R. S. § 15-1427. This report includes a brief statement regarding the progress of Arizona Community Colleges during the year and provides statistical information on finances, enrollment, employment, and educational programs.

The State Board and I appreciate your continued support and encouragement for Arizona's community colleges.

Sincerely,

Dalton H. Cole, Jr.

## Introduction

Welcome to the new *Annual Report to the Governor, 1993-1994*! This *Annual Report* is not only new because it is the most recent issue to date, but also because it has a completely new look.

Two years ago, State Board staff identified several changes to the traditional report format that would provide the opportunity for the State Board and each community college more effectively to tell of its activities, challenges, and successes. Several changes were made in the 1992-93 report. Even more extensive changes have been made in this report. The intent of these changes is to increase the readability of the report and to make it more relevant to its primary audiences: the Governor, members of the Legislature, and the citizens of Arizona.

Space allocated to each community college district to tell its story has been increased.

While the report retains basic statistical information on Arizona's community colleges, many of the detailed data tables contained in earlier reports have been moved to a companion publication, the *Statistical Supplement to the Annual Report to the Governor, 1993-1994*. This publication is intended for researchers, analysts, and administrators who need more "hard" data than is appropriate for the more general audiences of the Annual Report itself.

Curriculum information has also been summarized in the Annual Report, with a companion publication, *Programs of Study in Arizona's Community Colleges*, to be available for persons desiring a more detailed listing of curricula.

With these changes, we expect the *Annual Report to the Governor, 1993-1994* to become a more effective communication tool between the Arizona Community Colleges and the people they serve. Comments regarding the new format and suggestions for further refinements would be welcomed by the Executive Director.

The State Board of Directors for Community Colleges of Arizona  
Annual Report to the Governor, 1993-94

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For more detailed information about enrollment, finances and other data about the Arizona community colleges, please consult the new *Supplement to the Annual Report to the Governor, 1993-1994*, also issued by the State Board.



## Philosophy of Arizona's Community College System

The philosophy of the Arizona community college system is a reflection of the purpose of a free democratic society: government of, by and for the people. This can be best achieved by an educated populace so that all may exercise intelligently and morally the rights, privileges and duties of self-government. This entails the affirmation that each individual has worth and dignity, must be afforded an opportunity to develop skills and talents, and must share the responsibilities of providing educational services with the community.

Further, the philosophy recognizes that education is a vital lifelong process that -- like the society to which it responds -- is never static nor completely realized. Education in a democratic society aims to equip all members with the knowledge and techniques necessary for coping with the economic, social and political dynamics affecting not only the individual but also the community.

It is therefore appropriate that the individual, the community and the state should share the financing and governance of the community college system. At the district level, fiscal and educational policy can be determined by local needs. At the state level, it is imperative to establish standards, and to assess and coordinate needs and services in the best interest of the state.

Because the communities in Arizona differ widely in demographic, economic and geographical characteristics, the community colleges of Arizona must be permitted relative autonomy and a variety of curricula. But each community college must be committed to the following general objectives:

1. To offer the first two years of baccalaureate parallel or preprofessional courses of the highest quality, so that students enrolled in transfer programs may complete study for the baccalaureate in four-year colleges and universities.
2. To provide occupational programs in technical, vocational and paraprofessional fields leading to an associate degree or a certificate, and to provide retraining and upgrading of skills in these fields, so that students enrolled in occupational programs are qualified to meet current needs of the labor market.
3. To provide appropriate general education for all citizens, so that they may perform their personal and professional roles more effectively, and exercise their obligations and privileges as citizens more intelligently.
4. To offer programs in continuing education for those who wish to improve professional skills, acquire new ones, or expand their fields of knowledge and general interest.
5. To provide sound academic and occupational counseling, including job placement services, so that students may learn to define their goals clearly and pursue them realistically.
6. To provide cultural and community service programs for the enrichment of the community, and to encourage the use of community college facilities and services by all citizens of the community for educational and cultural purposes.

Finally, a democratic society prizes and values individual differences. The role of the community college is to encourage men and women of all ages to develop their skills and talents differently, each according to abilities and interests, so that collectively they contribute to the continuum of democracy.

Adopted by the State Board of Directors for Community Colleges of Arizona on October 23, 1976.



# State Board of Directors for Community Colleges of Arizona

## Mission

The mission of the State Board of Directors for Community Colleges of Arizona is to provide for the governance, oversight, planning, and coordination of Arizona's community college system, in order to provide an integrated statewide system of community colleges that satisfies the differing educational needs of all the peoples of Arizona.

Adopted November 21, 1992



## Vision

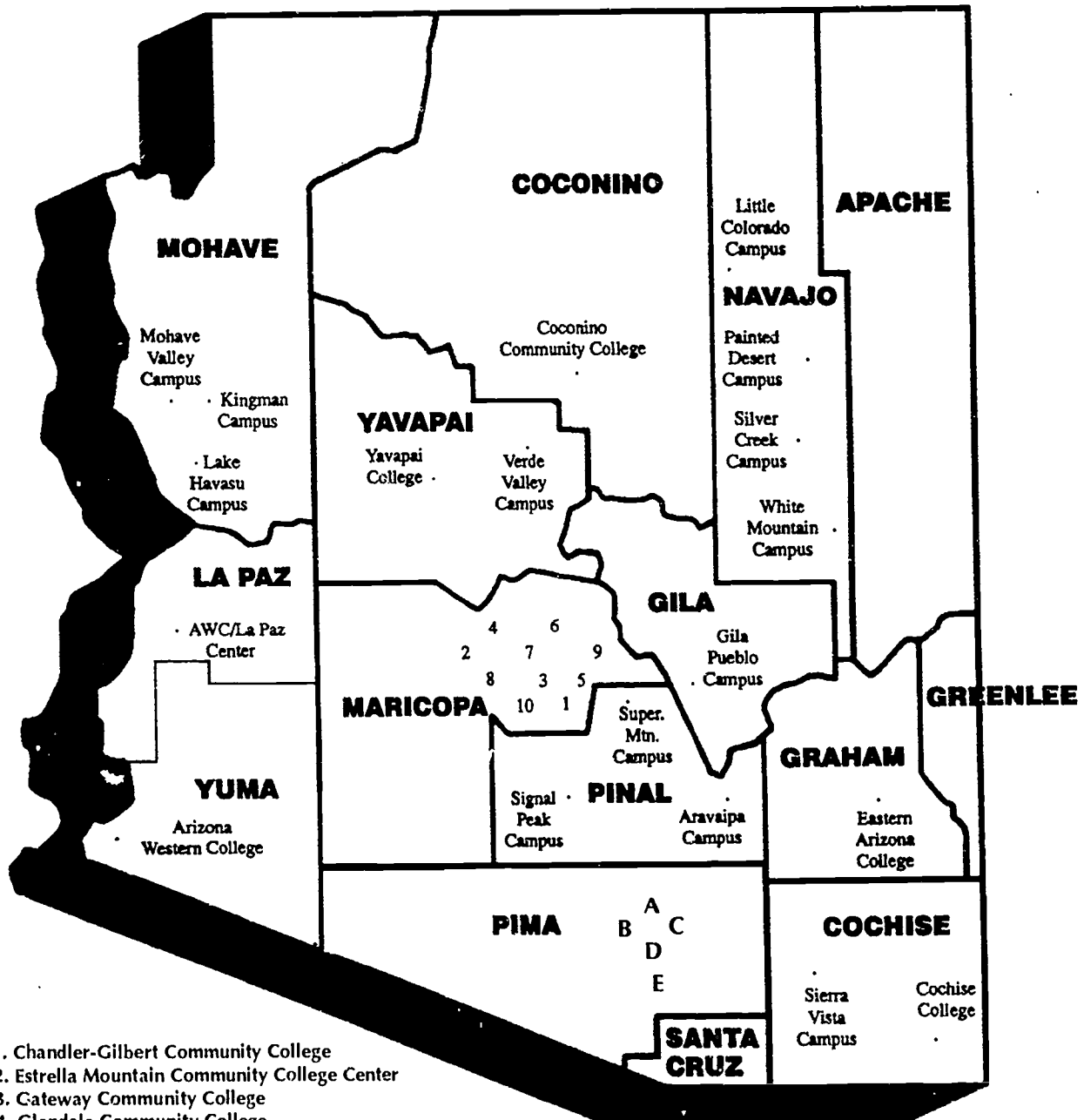
We, the State Board of Directors for Community Colleges of Arizona, are dedicated to the principle that the citizens of this state must have access to a broad array of educational services through community colleges. We are guided by high ethical standards, a vision for the future of the state, and an appreciation of the broad cultural diversity of the citizenry. We are committed to the principles of responsible management of state resources and are innovators in planning for the future development of the state community college system.

We systematically assess the dynamic changes in higher education to foster modifications in policies and practices required for Arizona's community colleges to remain at the forefront of educational effectiveness. We focus on the current and future needs of individual students and the educational needs of the entire state. We are an effective force for unity within the system of community colleges as it prepares for the global and interdependent society of the twenty-first century.

In fulfilling our trust, we balance the responsibility to provide statewide governance and oversight with sensitivity to the responsibility of the District Governing Boards as stewards of the respective community college districts. We are the leading advocate for the community college system with the Legislature, the Executive Branch of Government, other state agencies, and with the public. We accept responsibility for the resources and mission entrusted to us by the citizens of Arizona.

Adopted June 18, 1994

# The Arizona Community Colleges



- 1. Chandler-Gilbert Community College
  - 2. Estrella Mountain Community College Center
  - 3. Gateway Community College
  - 4. Glendale Community College
  - 5. Mesa Community College
  - 6. Paradise Valley Community College
  - 7. Phoenix College
  - 8. Río Salado Community College (throughout Maricopa County)
  - 9. Scottsdale Community College
  - 10. South Mountain Community College
- A. Pima - Downtown Campus
  - B. Pima - West Campus
  - C. Pima - East Campus
  - D. Pima - Desert Vista Campus
  - E. Pima - Community Campus (throughout Pima County)

- 10 Community College Districts
- 18 Accredited Colleges
- 1 Community College Center
- 2 Skill Centers
- 34 Campuses

**Arizona Community College  
Progress Reports  
1993-94**

# *The State Board of Directors for Community Colleges of Arizona*

Executive Director: Dr. Donald E. Puyear

---

## **Introduction**

The State Board of Directors for Community Colleges of Arizona is the state level of the two-tiered community college governance system that also includes local governance of community college districts.

The mission of the State Board of Directors for Community Colleges of Arizona is to provide for the governance, oversight, planning and coordination of Arizona's community college system, in order to provide an integrated statewide system of community colleges that satisfies the differing educational needs of all the peoples of Arizona.

## **Major Accomplishments in 1993-94**

**Certification Study:** In compliance with HB 2001, Eighth Special Session of 1994, the State Board conducted a comprehensive review of community college teacher certification in Arizona. A committee, consisting of staff from the State Board, the Joint Legislative Budget Committee, the Office of Strategic Planning and Budgeting, and community college representatives, developed studies on the preferences of district chief executives, human resources personnel, faculty and recent recipients of certification, along with a study on certification practices in other states. The results of these studies will be included in a report with committee recommendations to be considered by the State Board in October 1994.

**Institutional Effectiveness:** The State Board established the Task Force on Institutional Effectiveness to develop a statewide plan for systematically demonstrating the degree to

which our community colleges accomplish the diverse missions entrusted to them by the citizens of Arizona. The Task Force included members from the State Board staff and from every community college district in the state and included a wide diversity of personnel, from presidents to administrators and faculty. The report of this Task Force was issued in June, 1994. The implementation of the plan is scheduled for 1995 and promises to provide meaningful measures of accountability for the Arizona community colleges.

**Vision Statement:** the State Board developed and adopted a Vision Statement, which can be found on page 2 of this report. The Board now has completed statements on Board mission, vision, state office mission and system philosophy.

**Credit Course and Program Approval:** The State Board established an *ad hoc* committee with members from the State Board, the local district governing boards and community college presidents to reevaluate and revise policies and procedures for credit course and program approval. This committee first met in Fall 1993, and is expected to issue its findings by Fall 1994.

## **The State Office**

**State Office Mission Statement:** approved in June 1994.

**Personnel Policies:** The State Board adopted personnel policies for State Office staff in August 1993.

**Office reorganization:** was implemented to increase the efficiency of the State Office and allow personnel to fulfill the office mission at present staffing levels.

**Continuous Quality Improvement:** Executive staff completed an orientation in Total Quality Management offered by the Institute for Excellence in Government. Staff members have also been receiving training in other aspects of CQI regularly.

**International Education:** Promoted by co-sponsoring, helping to organize and participating in the Symposium on Binational Education (Tucson, April, 1993) and the Institute on Binational Education and Commerce (Tucson, November, 1993). Both conferences dealt with NAFTA and its impact on education. Also, organized and hosted diversity workshops for university administrators from Arabic-speaking countries (October, 1993), sponsored by the United States Information Agency. Staff attended the XII Border Governors' Conference education committee meetings in May, 1994.

### Challenges for 1994-95

■ The key legislative priority is to seek adequate state funding for the state community colleges and the State Office.

■ Funding for an automated transfer system, in cooperation with the Arizona Board of Regents and the state's universities.

■ Funding for the Statewide Student Information System.

■ Implementation of Institutional Effectiveness measures.

## The Arizona Community Colleges FACTS IN BRIEF: 1993-94

The mission of the State Board of Directors for Community Colleges of Arizona is to provide for the governance, oversight, planning and coordination of Arizona's community college system

### Enrollment

|  |         |
|--|---------|
| Annual Full-Time Student Equivalent: . . . . . | 77,072  |
| Annual Unduplicated Headcount* . . . . .       | 266,597 |
| Fall Headcount (credit) . . . . .              | 153,484 |
| Spring Headcount (credit) . . . . .            | 151,540 |

\* Does not include Skill Centers FTSE of 1,143

| by Part- or Full-Time | Fall            | Spring          |
|-----------------------|-----------------|-----------------|
| Part-Time             | 118,923 (77.5%) | 120,034 (79.2%) |
| Full-Time             | 34,561 (22.5%)  | 31,506 (20.8%)  |

| by Gender | Fall           | Spring         |
|-----------|----------------|----------------|
| Female:   | 87,586 (57.1%) | 85,426 (56.4%) |
| Male:     | 64,300 (41.9%) | 64,606 (42.6%) |

| by Ethnicity/Race    | Fall            | Spring          |
|----------------------|-----------------|-----------------|
| American Indian      | 5,700 (3.7%)    | 5,626 (3.7%)    |
| African American     | 4,920 (3.2%)    | 5,029 (3.3%)    |
| Asian American       | 4,003 (2.6%)    | 4,046 (2.7%)    |
| Hispanic (any race)  | 24,267 (15.8%)  | 23,011 (15.2%)  |
| White (non-Hispanic) | 109,358 (71.3%) | 108,528 (71.6%) |

### Instructional Staff

|  |       |
|--|-------|
| Full-Time Instructors, Fall 1993 . . . . .   | 1,683 |
| Part-Time Instructors, Fall 1993 . . . . .   | 5,781 |
| Full-Time Instructors, Spring 1994 . . . . . | 1,661 |
| Part-Time Instructors, Spring 1994 . . . . . | 5,992 |

### System Sources of Funds

|   |                |
|---|----------------|
| District Tax Levy . . . . .                   | \$201,890,748  |
| State Aid* . . . . .                          | \$79,323,700   |
| Equalization State Aid** . . . . .            | \$6,611,600    |
| Tuition and Fees . . . . .                    | \$68,345,270   |
| Fund Balances . . . . .                       | \$38,054,379   |
| Other . . . . .                               | \$14,134,743   |
| Less Amount for Future Acquisitions . . . . . | (\$16,314,724) |

\*Does not include special appropriations of \$150,000 to Maricopa or \$200,000 to Navajo (Northland Pioneer). \*\*In lieu of property taxes.

### System Expenditures

|                          |               |
|--------------------------|---------------|
| General Fund . . . . .   | \$322,869,126 |
| Plant Fund . . . . .     | \$22,287,797  |
| Debt & Bond . . . . .    | \$36,585,937  |
| D & B Interest . . . . . | \$4,056,719   |

Note: Data herein are aggregates of district totals.

# *Cochise College*

President: Dr. Walter Patton

## **Introduction**

Last year was the thirtieth anniversary of the founding of Cochise College, the state's third community college. Anniversaries are not only times to remember the past, but also to look forward to the future, with all the uncertainties and opportunities it may bring.

There is much to look forward to in Cochise College's future. The two major campuses, at Douglas and at Sierra Vista, are both poised at the threshold of major challenges and opportunities.

Located on the Mexican border across from Agua Prieta, a population center of 100,000 and a locus for maquiladora (twin-plant) operations, the Douglas campus serves a primarily Hispanic student body. The city of Douglas, some 10 miles from campus, is a port of entry into the U.S. and promises to play increasingly important roles in the transborder economy.

The Sierra Vista campus is near Fort Huachuca, a high tech military installation for the U.S. Army's Intelligence Center and School, the Information Systems Command, the Electronic Proving Ground, as well as other similar units. The campus serves a diverse population. Sierra Vista is expected to become a node for the proposed information superhighway.

A distance of some 45 miles separates the two main campuses. In between them lie the scenic, historic Old West towns of Bisbee and Tombstone.

## **Major Accomplishments in 1993-1994**

**Water Meetings:** During last year, water resources became a volatile public issue in Sierra Vista/Fort Huachuca, prompted in part by

the possibility that the Defense Language Institute (now in Monterey, California) may relocate to Fort Huachuca in a future action of the Base Realignment and Closure Commission (BRAC). Environmentalists feared that continued economic development of Sierra Vista/Fort Huachuca would imperil the San Pedro riparian area; economic developers feared that perceptions of a water shortage would lead to the closing of Fort Huachuca, which pumps over \$2,000,000,000 into the Arizona economy and is the mainstay of Cochise County's economic base.

- In response to informal requests from all sides of the water issue, Dr. Patton offered the services of Cochise College to provide a neutral, impartial forum for constructive discussions. After a series of meetings, the Water Issues Group adopted a more formal organization and took on a life of its own. Having served as a catalyst for bringing together the local community, the college has now stepped back to allow community processes to develop.

**Planning Task Force:** As a propaedeutic to the 1994-1995 North Central Self Study and the 1995-1996 North Central accreditation site visit, Dr. Patton established a broad-based Planning Task Force (PTF) of about twenty "independent and critical thinkers" from all areas of the college. In addition to functioning as a kind of think tank, the PTF examined ways and means by which environmental scans, strategic plans, and budgeting procedures would be linked.

- From the preliminary recommendations of the PTF, it was possible to redeploy existing budgets to fund five new full time faculty positions as well as support positions in

information services. These budget redeployments were achieved without any significant effect on existing activities.

**Issues for 1994-1995**

■ The college continues to be squeezed between increased demands for services, including those imposed by various legislative and administrative enactments, and relatively exiguous budget resources.

■ The status of Fort Huachuca will once again be brought forward as a part of the continuing public policy debate over which military bases will be closed or consolidated.

■ The college has embarked on major change activities: a large scale campus expansion at Sierra Vista; a conversion of its administrative computing and information systems; North Central Self Study; programs and measures for assessing institutional effectiveness; increased educational interchange with Mexico; major curriculum revisions.

The faculty and staff have either reached –or are about to reach–their capacity to absorb these changes. A rural college like Cochise simply does not have the resources, whether human or financial, to make needed changes without taxing the commitment and endurance of its staff.

■ The college will need to set up systems and strategies aggressively to pursue outside funding.

**Cochise County Community College District  
FACTS IN BRIEF: 1993-94**

There is much to look forward to in Cochise College's future. The two major campuses, at Douglas and at Sierra Vista, are both poised at the threshold of major challenges and opportunities.

**Enrollment**

|  |       |
|--|-------|
| Annual Full-Time Student Equivalent: . . . . . | 3,225 |
| Annual Unduplicated Headcount . . . . .        | 9,546 |
| Fall Headcount (credit) . . . . .              | 4,908 |
| Spring Headcount (credit) . . . . .            | 5,520 |

|                              |               |               |
|------------------------------|---------------|---------------|
| <i>by Part- or Full-Time</i> | Fall          | Spring        |
| Part-Time                    | 3,379 (68.8%) | 3,898 (70.6%) |
| Full-Time                    | 1,529 (31.2%) | 1,622 (29.4%) |

|                  |               |               |
|------------------|---------------|---------------|
| <i>by Gender</i> | Fall          | Spring        |
| Female:          | 2,723 (55.5%) | 2,924 (53.0%) |
| Male:            | 2,185 (44.5%) | 2,596 (47.0%) |

|                          |               |               |
|--------------------------|---------------|---------------|
| <i>by Ethnicity/Race</i> | Fall          | Spring        |
| American Indian          | 47 (1.0%)     | 47 (0.9%)     |
| African American         | 330 (6.7%)    | 392 (7.1%)    |
| Asian American           | 203 (4.1%)    | 201 (3.6%)    |
| Hispanic (any race)      | 1,153 (23.5%) | 1,177 (21.3%) |
| White (non-Hispanic)     | 2,862 (58.3%) | 3,133 (56.8%) |

**Instructional Staff**

|  |     |
|--|-----|
| Full-Time Instructors, Fall 1993 . . . . .   | 72  |
| Part-Time Instructors, Fall 1993 . . . . .   | 238 |
| Full-Time Instructors, Spring 1994 . . . . . | 70  |
| Part-Time Instructors, Spring 1994 . . . . . | 215 |

**District Sources of Funds**

|   |               |
|---|---------------|
| District Tax Levy . . . . .                   | \$6,805,673   |
| State Aid . . . . .                           | \$4,893,300   |
| Equalization State Aid* . . . . .             | \$1,070,400   |
| Tuition and Fees . . . . .                    | \$4,024,563   |
| Fund Balances . . . . .                       | \$3,525,000   |
| Other & Transfers . . . . .                   | \$346,987     |
| Less Amount for Future Acquisitions . . . . . | (\$1,700,000) |

\*In lieu of primary property taxes.

**District Expenditures**

|                                     |              |
|-------------------------------------|--------------|
| General Fund . . . . .              | \$15,238,292 |
| Capital Outlay Plant Fund . . . . . | \$1,143,612  |
| Debt & Bond . . . . .               | \$50,000     |
| D & B Interest . . . . .            | \$5,500      |





Coconino County Community College District  
***Coconino Community College***

President: Dr. John Glenn (until September 1, 1994)

Dr. Philip Tullar (as of September 1, 1994)

---

### **Introduction**

The Coconino County Community College District was created on July 1, 1991. It is charged with serving the community college needs of all the residents of Coconino County, the largest of any county in the state and the second largest county in the United States.

Since the last Governor's Report, the college has grown in terms of physical space by approximately 20 percent and has grown substantially in terms of full time student equivalents served. The depth and breadth of curricular offerings continues to expand to meet the growing needs of the residents of Coconino County.

In January of 1994, the college officially became affiliated with North Central Association. During this same year the college also received federal student financial aid during the Spring semester of 1994. A bulk of the growth during the past year has occurred at both the Flagstaff campus as well as the satellite site located in Page.

### **Major Accomplishments 1993-94**

■ Following the announcement of retirement by Dr. John Glenn, founding president of Coconino Community College, the district governing board instituted a national search for a new president, and selected Dr. V Philip Tullar, who was president of Yakima Valley Community College in the State of Washington since 1987. Dr. Tullar has served previously in the Arizona Community Colleges: both as vice president and provost at Cochise College and as an Associate Dean for Educational Services at Pima Community College. Dr. Tullar holds a Ph.D.

and an M.Ed. from the University of Arizona, and M.A. from Wayne State University and a B.A. from Howard Payne University.

■ In order to meet the very rapid growth which the college faced during 1993-'94, the square footage of instructional space was expanded approximately 20 percent. The new space has been utilized for: 1) a 40% increase in the size of the Learning Enhancement Center; 2) a student lounge; 3) additional classrooms, and 4) additional faculty offices.

■ Coconino Community College was notified that the Commission on Institutions of Higher Education of the North Central Association of Colleges and Schools had approved it as a candidate for accreditation effective February 25, 1994. This first level of accreditation was achieved approximately 2½ years after the foundation of the college on July 1, 1991.

■ The District applied for federal financial aid from the U.S. Office of Education immediately following the notification of candidacy status for accreditation. This application was approved during Spring 1994, which enabled the college to provide retroactive federal financial aid to students who had applied for financial aid and attended the college during Spring 1994.

The availability of this additional financial aid will permit the college to better serve its constituents who would otherwise be unable to afford the cost of attendance.

■ The District applied for and received grants during this reporting period which enabled us to create a branch of our Learning Enhancement Center at both the Page and LeChee sites.



These much needed student instructional services should assist our student populations in improving achievement levels.

**Major Issues & Resolutions in 1993-94**

- The requirements for financial and enrollment reporting are increasing at all levels. The amount and type of data being requested by the Federal Government, State Government, State Governing Board and other entities is increasing not only in terms of the volume of reports required, but also in the type of data which must be included in these reports.

Since the college's inception, the financial system has essentially been operating on a manual basis. This has lead to substantial difficulty in turning out these reports in a timely and accurate manner.

The college has dedicated resources to purchase new software and hardware to improve record keeping collegewide.

**Issues for 1994-95:**

- Meeting the requirements of the Americans with Disabilities Act with no additional earmarked funding.
- Providing for the additional requirements brought about by SPRE without additional financial support.
- Continued planning for very rapid FTSE growth in the face of reduced state funding levels coupled with the two percent limitation on local monies.
- Continuing planning for facility development for additional classrooms and offices needed to meet the ever growing demand for educational services throughout the County.

**Coconino Community College  
FACTS IN BRIEF: 1993-94**

The Coconino County Community College District was created on July 1, 1991, and is charged with serving the community college needs of all the residents of Coconino County.

**Enrollment**

|  |       |
|--|-------|
| Annual Full-Time Student Equivalent: . . . . . | 1,186 |
| Annual Unduplicated Headcount . . . . .        | 4,295 |
| Fall Headcount (credit) . . . . .              | 3,449 |
| Spring Headcount (credit) . . . . .            | 2,957 |

|                              |               |               |
|------------------------------|---------------|---------------|
| <i>by Part- or Full-Time</i> | Fall          | Spring        |
| Part-Time                    | 3,239 (93.9%) | 2,701 (91.3%) |
| Full-Time                    | 210 (6.1%)    | 256 (8.7%)    |

|                  |               |               |
|------------------|---------------|---------------|
| <i>by Gender</i> | Fall          | Spring        |
| Female           | 2,035 (59.0%) | 1,716 (58.0%) |
| Male             | 1,414 (41.0%) | 1,241 (42.0%) |

|                          |               |               |
|--------------------------|---------------|---------------|
| <i>by Ethnicity/Race</i> | Fall          | Spring        |
| American Indian          | 404 (11.7%)   | 352 (11.9%)   |
| African American         | 62 (1.8%)     | 53 (1.8%)     |
| Asian American           | 34 (1.0%)     | 56 (1.9%)     |
| Hispanic (any race)      | 335 (9.7%)    | 275 (9.3%)    |
| White (non-Hispanic)     | 2,614 (75.8%) | 2,215 (74.9%) |

**Instructional Staff**

|  |     |
|--|-----|
| Full-Time Instructors, Fall 1993 . . . . .   | 13  |
| Part-Time Instructors, Fall 1993 . . . . .   | 157 |
| Full-Time Instructors, Spring 1994 . . . . . | 13  |
| Part-Time Instructors, Spring 1994 . . . . . | 162 |

**District Sources of Funds**

|   |             |
|---|-------------|
| District Tax Levy . . . . .                   | \$2,668,157 |
| State Aid . . . . .                           | \$1,254,200 |
| Tuition and Fees . . . . .                    | \$1,140,183 |
| Fund Balances . . . . .                       | 0           |
| Other & Transfers . . . . .                   | \$146,352   |
| Less Amount for Future Acquisitions . . . . . | (\$9,942)   |

**District Expenditures**

|                                     |             |
|-------------------------------------|-------------|
| General Fund . . . . .              | \$3,763,191 |
| Capital Outlay Plant Fund . . . . . | \$305,386   |
| Debt & Bond . . . . .               | 0           |
| D & B Interest . . . . .            | 0           |



Graham County Community College District  
**Eastern Arizona College**

President: Gerald L. Hoopes, Jr.

### Introduction

Eastern Arizona College, founded in 1888, serves the 80,000 residents of three eastern Arizona counties: Graham, Greenlee and Gila. In addition to the main campus in Thatcher and a campus in Globe, the college delivers educational programs at numerous satellite and extension centers.

During the 1993-94 school year, Eastern enrolled 8,423 students district-wide. EAC's students range in age from 14 to 87, with an average student age of 36. Eastern's 1993-94 operational cost per Full-Time Student Equivalent (FTSE) was \$4,703.

EAC was the first Arizona community college to offer a "guaranteed" education for both transfer and vocational students with its *Assurance of Satisfaction Agreement* program.

### Major Accomplishments in 1993-94

- Became the first rural community college in the state to establish an Internet connection.
- Networked 85% of the computers on the Thatcher campus with fiber optic cable to enhance data communication capabilities.
- Improved institutional effectiveness by implementing a North Central Association-approved document *Plan to Assess Student Academic Achievement*. This was the first community college plan in the state approved by NCA and was displayed at NCA's Annual Conference as a model for emulation by other institutions.
- Completed renovation of Industrial Technical Education building which included two new classrooms, metals shop, and expanded welding facilities on the Thatcher campus, and new expanded parking lot, lighting, and front gate upgrade at the Gila Pueblo campus.

- Established satellite down link capabilities at numerous locations on the Thatcher Campus.
- Established a contract with the Arizona State Department of Education to train DES clients who are receiving Aid to Families with Dependent Children through the JOBS (Job Opportunities and Basic Skills) program.
- Made significant progress toward complete compliance with the Americans with Disabilities Act as addressed in College's *ADA Transitional Plan for Structural Renovation*.
- Designated as an official EDIC (Economic Development Information Center) library site through the efforts of the Small Business Development Center.
- Developed a *Program Review Model* to be used when establishing or eliminating academic programs.
- Updated the 1994-95 the *Strategic Action Plan for Institutional Effectiveness* and the *10-Year Master Facilities Plan*.

### Major Issues & Resolutions in 1993-94

- Responded to the community interest in local nursing education by employing a director of nursing and allied health who conducted a plausibility study related to establishing an ADN (Associate Degree Nurse) program.
- Continued preparation for the North Central Association accreditation visit in 1996 by completing a *NCA Self-Study Plan*.
- Finalized the selection of a 55-acre site for future College expansion in Payson and entered into a process for purchasing the land parcel from the U.S. Forest Service by Summer 1995, at an approximate cost of \$780,000.
- Designed an *After Five* Associate of Arts degree seeking to address the needs of the working public. The program will allow

completion of an AA degree in two years by attending only evening and Saturday classes.

- Addressed high school-to-college transition by forming a District-wide Tech Prep consortium bringing together eleven high schools in Graham, Greenlee and Gila counties. The program was staffed with a full-time coordinator.

### Issues for 1994-95

- Anticipate capital improvements to include major work on the Thatcher campus residence halls, math/science complex, and health and physical education facilities. Construction to begin in June 1995.
- Maintain stable funding base, including equalization.
- Complete the purchase of a new campus site in Payson.
- Increase Small Business Development Center services in Gila County with the establishment of a Center in San Carlos.
- Continue ongoing efforts to assure that credits acquired by students completing a community college transfer program will apply toward a baccalaureate degree and work done at a community college will not have to be repeated at a university.
- Obtain Arizona State Nursing Board approval for ADN Nursing Program.
- Conduct and write *Institutional Self-Study* in preparation for the NCA accreditation visit in 1996.
- Continue the established working relationship with Northern Arizona University to further enhance seamless student transfer. Provide NAU information in EAC class schedules and general catalog, and facilitate establishment of ITV (Interactive Television) capabilities on the Thatcher campus.
- Anticipate and address SPRE (State Post Secondary Review Entity) evaluation criteria.

## *Eastern Arizona College* **FACTS IN BRIEF: 1993-94**

Eastern Arizona College, founded in 1888, serves the 80,000 residents of three eastern Arizona counties: Graham, Greenlee and Gila.

### *Enrollment*

|  |       |
|--|-------|
| Annual Full-Time Student Equivalent: . . . . . | 2,368 |
| Annual Unduplicated Headcount . . . . .        | 8,423 |
| Fall Headcount (credit) . . . . .              | 4,771 |
| Spring Headcount (credit) . . . . .            | 4,708 |

| <i>by Part- or Full-Time</i> | Fall          | Spring        |
|------------------------------|---------------|---------------|
| Part-Time                    | 3,498 (73.3%) | 3,579 (76.0%) |
| Full-Time                    | 1,273 (26.7%) | 1,129 (24.0%) |

| <i>by Gender</i> | Fall          | Spring        |
|------------------|---------------|---------------|
| Female:          | 2,860 (59.9%) | 2,830 (60.1%) |
| Male:            | 1,911 (40.1%) | 1,878 (39.9%) |

| <i>by Ethnicity/Race</i> | Fall          | Spring        |
|--------------------------|---------------|---------------|
| American Indian          | 310 (6.5%)    | 290 (6.2%)    |
| African American         | 70 (1.5%)     | 55 (1.2%)     |
| Asian American           | 49 (1.0%)     | 42 (0.9%)     |
| Hispanic (any race)      | 870 (18.2%)   | 891 (18.9%)   |
| White (non-Hispanic)     | 3,449 (72.3%) | 3,403 (72.3%) |

### *Instructional Staff*

|  |     |
|--|-----|
| Full-Time Instructors, Fall 1993 . . . . .   | 53  |
| Part-Time Instructors, Fall 1993 . . . . .   | 181 |
| Full-Time Instructors, Spring 1994 . . . . . | 53  |
| Part-Time Instructors, Spring 1994 . . . . . | 185 |

### *District Sources of Funds*

|   |               |
|---|---------------|
| District Tax Levy . . . . .                   | \$1,118,942   |
| State Aid . . . . .                           | \$4,137,100   |
| Equalization State Aid* . . . . .             | \$5,541,200   |
| Tuition and Fees . . . . .                    | \$1,857,396   |
| Fund Balances . . . . .                       | \$8,876,647   |
| Other & Transfers . . . . .                   | \$1,058,629   |
| Less Amount for Future Acquisitions . . . . . | (\$7,941,689) |

\*In lieu of primary property taxes

### *District Expenditures*

|                                     |             |
|-------------------------------------|-------------|
| General Fund . . . . .              | \$9,566,166 |
| Capital Outlay Plant Fund . . . . . | \$1,468,082 |
| Debt & Bond . . . . .               | 0           |
| D & B Interest . . . . .            | 0           |

# *Maricopa County Community College District*

Chancellor: Dr. Paul A. Elsner

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## **Introduction**

The Maricopa County Community College District, the second largest multi-campus community college district in the nation, delivers effective teaching and learning to the residents of Maricopa County through 11 institutions. Approximately 161,000 credit students are served annually, with additional non-credit training and interest opportunities also provided.

MCCCD's mission is to create and continuously improve affordable, accessible, and effective learning environments for the lifelong educational needs of the diverse communities we serve. Our colleges fulfill this mission through:

- University transfer education
- General education
- Developmental education
- Work force development
- Student development services
- Continuing education
- Community education

## **Major Accomplishments in 1993-94**

**Customer Service:** MCCCD won the top national award for efforts to improve academic advising and was the only college system among seven winners of the 1993 Outstanding Institutional Advising Program Award of American College Testing and National Academic Advising Association.

- MCCCD Governing Board initiated a series of public Strategic Conversations. They are designed to involve the community in the consideration of issues facing MCCCD and to help the Board to form policy decisions and directions for MCCCD's future.

**Educational Excellence:** The National Science Foundation awarded MCCCD a \$15 million grant for a far-reaching program to stimulate improvements in science, math and technology education in eight Phoenix elementary districts and the Phoenix Union High School District.

**Technology:** The international publication, *Network World*, selected MCCCD as the only educational institution to receive its User Excellence Award for "demonstrating successful adaptation of technology networks to achieve strategic goals."

**Resource Development:** The Council for Advancement and Support of Education (CASE) recognized MCCCD for exemplary performance in fund raising. The Maricopa Community Colleges Foundation has awarded over 4,000 scholarships totaling more than \$1.1 million since starting seven years ago.

**Fiscal Policy:** To maintain financial stability, the MCCCD Governing Board approved a fiscal management policy which states that financial stability, as measured by a fund balance standard between 8% and 10%, will be maintained in perpetuity.

## **Major Issues and Resolutions in 1993-94**

**Energy Conservation:** To control energy consumption and reduce operational costs at the ten colleges, MCCCD launched an energy assessment program. The resulting master energy conservation plan will come at the end of this year-long program.

**Development:** Major districtwide capital investment will be needed to keep pace with future growth in student enrollment.

■ Williams Air Force Base will be developed as a leading educational site. International education and state-of-the-art tech programs are among planned services.

**"Response-ability":** Enrollment pressures and demands for educational and job-related training continue. MCCCDC plays a major role in maintaining the Valley's work force—well-trained, educated, and prepared for the needs of our emerging economy. Responding to these needs requires a quality environment. Aging buildings and outdated facilities must be updated or restored. Obsolete instructional equipment and technology must be replaced to remain current with standards required by employers. Additional demands on facilities and equipment are assured. To prepare for enrollment growth and to maintain the usefulness of existing college infrastructure, a multi-year new development, major rehabilitation and systems upgrading effort will help ensure the continued delivery of effective service to the community. MCCCDC must look to its citizens to meet these capital needs.

#### Upcoming Issues for FY 1994-95

**Bond Election:** On November 8, 1994, MCCCDC will hold a bond election to authorize the sale of \$385,799,000 in General Obligation bonds. Cost to the average home owner is estimated at \$15 per year over 20 years. Success of the bond referendum will help the colleges to continue providing high quality education and determine resolutions to the important issues facing MCCCDC.

**Technology Upgrades:** Improved computer systems supporting Student Information Systems, Financial Records and Human Resources applications will be implemented during FY 1994-95.

### Maricopa County Community College District FACTS IN BRIEF: 1993-94

The Maricopa County Community College District, the second largest multi-campus community college district in the nation, delivers effective teaching and learning through its 11 institutions.

#### Enrollment

|                                      |         |
|--------------------------------------|---------|
| Annual Full-Time Student Equivalent* | 42,772  |
| Annual Unduplicated Headcount        | 153,898 |
| Fall Headcount (credit)              | 87,703  |
| Spring Headcount (credit)            | 83,023  |

\*Does not include Skill Center FTSE of 734 or headcount of 1,784.

| by Part- or Full-Time | Fall           | Spring         |
|-----------------------|----------------|----------------|
| Part-Time             | 68,214 (77.8%) | 65,385 (78.8%) |
| Full-Time             | 19,489 (22.2%) | 17,638 (21.2%) |

| by Gender | Fall           | Spring         |
|-----------|----------------|----------------|
| Female:   | 49,260 (56.2%) | 46,039 (55.5%) |
| Male:     | 36,853 (42.0%) | 35,487 (42.7%) |

| by Ethnicity/Race    | Fall           | Spring         |
|----------------------|----------------|----------------|
| American Indian      | 2,191 (2.5%)   | 2,138 (2.6%)   |
| African American     | 3,119 (3.6%)   | 3,209 (3.9%)   |
| Asian American       | 2,498 (2.8%)   | 2,464 (3.0%)   |
| Hispanic (any race)  | 10,314 (11.8%) | 9,658 (11.6%)  |
| White (non-Hispanic) | 65,169 (74.3%) | 61,380 (73.9%) |

Note: Maricopa's headcount numbers are aggregates from the headcounts of the colleges in the district.

#### Instructional Staff

|                                    |       |
|------------------------------------|-------|
| Full-Time Instructors, Fall 1993   | 899   |
| Part-Time Instructors, Fall 1993   | 2,721 |
| Full-Time Instructors, Spring 1994 | 890   |
| Part-Time Instructors, Spring 1994 | 2,748 |

#### District Sources of Funds

|                                     |               |
|-------------------------------------|---------------|
| District Tax Levy                   | \$117,020,714 |
| State Aid*                          | \$35,051,800  |
| Tuition and Fees                    | \$36,212,012  |
| Fund Balances                       | \$3,825,703   |
| Other & Other                       | \$6,580,538   |
| Less Amount for Future Acquisitions | (\$3,825,703) |

\*Does not include a special appropriation of \$150,000 for economic development.

#### District Expenditures

|                           |               |
|---------------------------|---------------|
| General Fund              | \$169,710,221 |
| Capital Outlay Plant Fund | \$5,190,923   |
| Debt & Bond               | \$9,273,819   |
| I & B Interest            | \$1,634,355   |



Maricopa County Community College District  
**Chandler-Gilbert Community College**

President: Ms. Arnette Ward

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**Major Accomplishments in 1993-94**

- A Small Business Success workshop series, offering a variety of noncredit workshops and seminars designed to help small businesses succeed, are offered in conjunction with the local Business Resource Center.
- Nineteen Chandler and Gilbert high school students participating in CGCC's Achievement In Mathematics, Engineering and Science (AIMES) program transferred to CGCC in the fall on scholarship.
- The Chandler High Alternative School program is a cooperative educational venture between Chandler High School and CGCC. For the 1993-94 school year, 113 students, ranging in age from 13 to 21, and grades 8 through 12, participated in the program. They took about 41 different junior high and high school courses and completed a total of 170 high school credits. Eight students also completed college credits at CGCC. Fifteen students earned diplomas and 20 completed GEDs. For the summer school program, 28 students attended taking 18 difference courses.
- CGCC's Service Learning program won the MCCCC districtwide Innovator of the Year award. sponsored by the League for Innovation.

**Major Issues and Resolutions in 1993-94**

- CGCC introduced a new schedule in the fall with a daily Community Hour from 12:15 to 1:15, and Monday-Wednesday, Tuesday-Thursday classes. This schedule provides time for faculty to practice cooperative and collaborative learning and for students to work

together in study groups, interact with faculty and staff, meet informally with others, and attend workshops and seminars arranged by the college during Community Hour and on Fridays. A Weekend College on Friday-Saturday was also introduced.

- The newly created Center for Computer Training began offering classes in the fall semester. It provides quality, cost-effective training on current business software. The classes are short, intensive, hands-on and taught using state-of-the-art computer equipment.

- The CGCC Aviation Center is planning to move its entire program and staff to the educational center at Williams Gateway Airport. For nearly two years CGCC has been involved in the development of an "Educational Mall" at the former air base. This opportunity will enable CGCC's Aviation Division to expand into a larger facility under one roof.

**Upcoming Issues for 1994-95**

- CGCC's service area includes both Chandler and Gilbert, which are ranked among the top 3-4 fastest growing communities in the nation.
- To meet the customer demand for quality higher educational in the southeast valley, CGCC needs to complete its campus master plan to serve this growing population.
- CGCC introduces a scholarship drive, The Coyote Fund (named after the college's mascot) to aid students' financial needs.
- CGCC is preparing for the North Central Association's accreditation visit in Fall 1996.

# *Estrella Mountain Community College Center*

Provost: Dr. Homero López

## **Introduction**

Estrella Mountain Community College Center, the tenth and newest member of the Maricopa Community College District, opened its campus to students in the Fall of 1992. EMCCC is an educational center of Glendale Community College located in Southwestern Maricopa County. It is positioned to serve a growing population, currently at 122,000 residents and expected to increase by 100,000 residents in twenty years. EMCCC's service area is comprised of seven West Valley cities: Avondale, Buckeye, El Mirage, Goodyear, Litchfield Park, Surprise and Tolleson, as well as a portion of West Phoenix.

Estrella Mountain is master-planned for five stages of construction and is expected to eventually serve more than 15,000 students.

## **Major Accomplishments**

- Estrella Mountain is a national model for the integration of technology. Estrella Hall houses the Information Commons—a space integrating instructional support, library services, and information access. This area is linked to all other facilities on campus and provides voice, video and data capability. In its brief two-year history over 1,500 national and international visitors have come to Estrella Mountain to learn how to design, construct and use these types of facilities for their own institutions. All faculty and staff and eighty-five percent of the student body regularly use this facility for teaching, learning and support services.
- EMCCC's 290 kilowatt cogeneration physical plant received the 1993 "Energy Project of the Year" award from the International Association

of Energy Engineers, and recognized EMCCC for energy conservation, environmental concern and use of cutting-edge technology.

- Partnerships with the University of Phoenix make it possible to complete a four-year management degree on the EMCCC campus.
- In partnership with Río Salado Community College and the Literacy Volunteers of Maricopa County, EMCCC has served over 5,000 clients in basic skills, ESOL and GED programs.

## **Upcoming Issues for 1994-95**

The following initiatives represent ways in which EMCC seeks to meet the needs of its service area population:

- Genesis West, established in partnership with Agua Fria High School District, gives drop-out youth the opportunity to earn both a high school diploma and college credit in a college-based program.
- EMCCC is active in the newly established Western Maricopa County Enterprise Zone which supports economic development efforts in the West Valley. Estrella Mountain provides consulting and training to local cities and towns and to newly established business and industry.
- A partnership with NAU will make it possible to complete both a four-year degree and a master's degree on the EMCCC campus.

Maricopa County Community College District  
**GateWay Community College**  
President: Dr. Phil Randolph

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### **Introduction and Mission**

As one of the Maricopa Community Colleges, GateWay Community College has served its community since 1968. The mission of the college is to provide effective, accessible and responsive educational services in a multicultural environment, resulting in student success and customer satisfaction.

### **Major Accomplishments in 1993-94**

- Enrolled 12,423 individuals, who generated 2,452 yearly FTSE and awarded 185 associate degrees and 432 occupational certificates.
- 121 employees (about 65% of the work force) received 32-40 hours of Continuous Improvement (TQM) training, which focused on improved service to students (consumers), better cooperation among staff and faculty, and increased staff participation in issue resolution.
- As a result of a favorable on-site evaluation by the National Committee on Allied Health Education and Accreditation, the accreditation of the Respiratory Care programs was continued through 1999. The faculty of the Medical Radiography program conducted a self-study and hosted a site visit by a joint review committee. A favorable report is expected.
- Computer-based learning was expanded to include: an NCLEX course for Nursing, MYSTAT for a psychology statistics course, electronic forums for the Respiratory and Honors programs, simulations for Medical Radiography, grammar tutorials, computerized testing and continued NovaNET access.

- GWCC implemented a plan to document the academic achievement of students, including program review in five areas.

- GateWay established a relationship with the Schaller Community Center in which the college will provide volunteer services to help meet the educational and health needs of the low income population served by the Center.

### **Major Issues and Resolutions for 1993-94**

- The Court Reporting program was relocated from Phoenix College with minimal disruption for students.
- The Physical Therapy Assisting program was successfully implemented. A class of first-year students was enrolled and the program received candidacy accreditation status.

### **Upcoming Issues for 1994-95**

- Changing roles and responsibilities of health care professionals will challenge the college to modify curricula so as to provide graduates with job skills needed in today's health care field.
- The college has established effective programs which have assisted at-risk students to achieve success. Identifying sources of funds to support these and similar new programs is a major issue.
- The need to remodel science classrooms and laboratories in order to resolve environmental, access and safety issues is a high priority.
- Reducing energy costs in the operation of the physical plant has become a major issue.



Maricopa County Community College District  
**Glendale Community College**

President: Dr. John R. Waltrip

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### **Introduction**

Glendale Community College serves about 30,000 credit students each year in northwest Maricopa County. It is a comprehensive two-year college with a full range of courses in the arts, sciences, business and technology.

### **Major Accomplishments, Issues & Resolutions in 1993-94**

- GCC completed extensive planning to identify capital equipment, construction, and remodeling needs for the next decade.
- GCC created many new courses including: animation, business records systems, commercial driver's license, computer-aided drafting, computerized photo imaging, developmental beginning algebra, economics, electronics, financial planning, fine art marketing, real estate brokerage, total quality management, and UNIX operating system.
- New programs: advanced Emergency Medical Technology; a 2+2 environmental technology program with NAU; certificate programs in financial planning, import/export trade and international business, an international business degree, and an international student program.
- New equipment and technology: multimedia computer programs, a computer-based testing program, additional computers and printers on the computer network, and a local area network in the Library linking numerous CD-ROM-based workstations.
- New services: an information line in Spanish, a telephone "bulletin board," financial assistance

to low-income students, pay-by-phone tuition, expanded study and learning skills workshops, a new student program, and a team of academic advisors. Many student services increased office hours to accommodate working students.

- Continued many community outreach activities: United Way fund raising campaign, FoodShare, Salvation Army Christmas Angels, holiday food drives, and blood drives.
- The college increased the number of degrees and certificates granted over the previous year by 15 percent and 100 percent, respectively.

### **Upcoming Issues for 1994-95**

- For GCC's 30th year, the college will work to increase the involvement of the community in our planning processes.
- Faculty, administrators, and community members will meet to update the college's strategic planning goals for the next three years.
- GCC will seek capital development dollars for physical plant improvements, renovation of aging facilities, additional classroom space. Until additional capital development dollars are raised, the college will make more efficient use of existing resources.
- GCC faculty and administration will design a feedback loop for integrating data from new assessment activities into planning, curriculum, budgeting, and staffing functions.
- Faculty and administrators will formalize a list of effectiveness indicators for annual reporting to internal and external constituents.

Maricopa County Community College District  
**Mesa Community College**

President: Dr. Larry K. Christiansen

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### **Introduction and Mission**

Mesa Community College is the largest of the Maricopa Community Colleges and still growing. In 1994-95 MCC is celebrating its 30th anniversary, and takes pride in this long-term, outstanding, service to the community.

MCC's Mission states: "Mesa Community College is a multipurpose institution of higher education that provides opportunities for lifelong learning to a diverse student population, promotes excellence in teaching, learning and service and encourages collaboration among its students, faculty, staff and community, within a multi-cultural world." To accomplish this, MCC's Strategic Plan emphasizes access, excellence and communication.

### **Major Accomplishments in 1993-94**

- MCC continued its leadership role in service learning by supporting its Center for Public Policy and Service, which gives students the opportunity to apply their knowledge in providing community service. CPPS-sponsored students gave more than 11,000 hours of volunteer work at 150 community sites.
- A college employee scholarship campaign collected more than \$136,000 in pledges for students. This is the first step to develop a solid funding base to address MCC student needs, and it also underscores the support and caring that MCC employees have for their students.
- Motorola donated a new Macintosh computer with a value of over \$70,000 to MCC.
- MCC is a member of a college consortium that received a multi-million-dollar National

Science Foundation grant to improve and integrate the engineering program experience.

- The Consortium for Supplier Training selected MCC as a Supplier Training Center. The Consortium includes: Chrysler Corporation, Digital Equipment Corp., Eastman Kodak Co., Motorola, Texaco Inc., SEMATECH, Texas Instruments and Xerox Corp. This consortium was founded to provide affordable Total Quality Management training to small businesses.
- Several English faculty received Innovator of the Year awards for creating software to aid students in better grammar usage.
- The Mesa Legend, MCC's student newspaper, received nine Rocky Mountain Collegiate Press Association Awards.

- The college expanded its access to computer networks through a variety of hardware and software improvements.

### **Issues for 1994-95**

- Mesa Community College continues to focus on its Self Study Report and the 1995 North Central Association re-accreditation review. This review will help shape short and long-term planning and resource allocation at the college.
- The demand for classes, especially during peak hours, will continue to be a problem. Expansion of sections, especially of high demand courses in English, mathematics, foreign languages and laboratory sciences, is limited by a lack of facilities and available faculty. These factors will continue limiting the college's ability to respond to community needs.

# *Paradise Valley Community College*

President: Dr. Raúl Cárdenas

## **Introduction**

Paradise Valley Community College, one of the Maricopa Community Colleges, moved onto its permanent campus in northeast Phoenix in 1987. Current enrollment totals more than 5,300. PVCC developed the following mission statement, with input from faculty, staff and students: "The mission of Paradise Valley Community College is to provide life-long learning opportunities through effective and accessible instructional programs and student services. These programs and services are continuously evaluated and improved to meet the needs of students, businesses and the community."

## **Major Accomplishments in 1993-94**

- PVCC started a successful community-based non-credit fine arts program that established a PVCC Community Orchestra, PVCC Community Chorus, PVCC Flute Ensemble, and classes in music appreciation, watercolors, oil painting, stained glass, photography, conversational French and speechcraft.
- Two summer youth-based programs made their debuts: Kids Kamp, held in two sessions for children ages 6 through 11, had activities that included computer graphics, Southwest arts, Spanish for fun and fitness fun. PVCC's first Sports Camp for male and female high school athletes featured daily workouts in the PVCC Fitness Center and classes on nutrition, injury prevention, motivation and goal setting.
- PVCC's expanded summer sessions were the largest in its history. Enrollment set a record as 1,543 students signed up for classes.

## **Major Issues and Resolutions in 1993-94**

- PVCC, resolved to broaden its business offerings, established degree and certificate programs in International Business and a certificate program in Import-Export Trade.
- PVCC, resolved to an international focus in its curriculum, secured a \$150,000 International Studies Title VI-B grant from the U.S. Department of Education to establish an International Studies Center. The college was also designated a Regional Center for Asian Studies by the East-West Center in Hawaii.

## **Upcoming Issues for 1994-95**

- PVCC has completed a year of self-study, involving all phases of the institution, in preparation for its accreditation by the North Central Association. The NCA team will visit the campus in the spring of 1995.
- To enhance its international agenda, PVCC will become a member of the World Trade Center of Arizona, an affiliate of World Trade Centers worldwide. The college will also develop a partnership with the American Graduate School of International Management to provide expertise in the areas of staff development, specialized seminars and lectures.
- To broaden its occupational programming, PVCC will offer, among others, a new Hazardous Materials certificate program.
- To expand its ties with the Paradise Valley Unified School District, PVCC will continue its joint effort in finalizing and implementing a Tech Prep program.

## *Phoenix College*

President: Dr. Marie Pepicello

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### **Major accomplishments for 1993-94**

- In June, Ron Etter joined Phoenix College as the Dean of Administrative Services.
- Mickie Bond, biology faculty, received the first Distinguished Teaching Award at Phoenix College.
- Camp MariMUSE graduates (Longview Elementary students) received an electronic graduation address from Vice President Al Gore on July 28, 1994.
- The Business and Industry Development Institute provides flexible and customized training to meet the needs of local businesses.
- The Center for Teaching and Learning continued to host global guests who came to learn about how the college supports teaching and learning for the benefit of students.
- The Foreign Language Department sponsored a Spanish intensive workshop for employees. The workshops presented culture, religion, language, and food, as well as local speakers on Hispanic culture.

### **Major issues and resolutions for 1993-94**

- An updated Mission Statement and Institutional Goals were written with campus involvement to reflect our campus and community, and to prepare Phoenix College to better serve our community of learners.
- The Center for Teaching and Learning was proud to offer support to several faculty in software development to meet the needs of our

students. Drs. Phil Pepe and Dorothy McKay developed software to adapt teaching methods to different students' learning styles.

- Carol Martin worked with Dr. Dorothy McKay to develop software that can meet some of the needs of our English as a Second Language students. This software uses baseball idioms as the focus of language development.

### **Issues for 1994-95**

- Dr. Lisa Miller developed a creative writing certificate program, to be offered in January 1995. One component of this program is the use of the Internet, which is unique in the nation, and which makes creative writing instruction more accessible to students.
- The college and the Course Technology software company will be offering on-line texts for Internet courses to be presented by the Applied Business Department.
- In response to business and industry demand, a multi-skilled health care worker/patient care technician program is being established. Workers will be trained in direct patient services for specific hospitals and ambulatory care units.
- 1994-95 is the 75th anniversary for Phoenix College. Students, employees and the community will participate in celebration activities designed to recognize the alumni and the tradition of the parent institution of the Maricopa County Community College District.
- The continuation of the North Central Association accreditation study and report will be a major, college-wide project.

Maricopa County Community College District  
***Río Salado Community College***

President: Dr. Linda M. Thor

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## **Introduction**

Río Salado Community College has served Maricopa County since 1978. A "College Without Walls," Río provides classes to 27,000 students annually at 250 locations. Río specializes in customized programs, accelerated classes and distance delivery formats. Río is committed to innovative education, and is a leader in Total Quality Management training and implementation in Arizona and nationally.

## **Major Accomplishments in 1993-94**

- Río Salado was a recipient of the 1993 Pioneer Award—the first Arizona Governor's Award for Quality. Río was the only educational institution and public agency among the winners and is believed to be the first college in the nation to win a mini-Baldrige award.
- Río expanded opportunities for high school students to get a head start on a college education through Dual Enrollment.
- Río established the Employee Development Institute to provide high quality employee training and development services for government agencies and private businesses.
- Río's Corporate Services unit expanded its educational partnerships, including the Bureau of Land Management, AmericaWest Airlines and John Alden Life Insurance Company.
- Río created ACTION!, an accelerated degree program that meets the special needs of working students. By enrolling in ACTION! or Río's PASS program, students can complete an associate degree in about 15 to 24 months.
- Río created the tutoring hotline for Distance Learning students studying math. The hotline is available 24 hours a day, seven days a week.
- Río's growing "Labs Without Walls" program

allows students to take computer-related courses from their home or office. Río started a fourth open entry/open exit computer lab to serve the Cave Creek and Carefree areas.

- Río hosted the Commission on Adult Basic Education Conference, which brought together 1,500 educators from around the country.

## **Major Issues and Resolutions in 1993-94**

- Countering trends elsewhere toward stable or declining enrollment, Río utilized extensive marketing and outreach to substantially increase student enrollment.
- Río created the Department of Institutional Advancement to better coordinate marketing and public relations, institutional research and resource development.
- In a continuous effort to meet student needs, Río held student focus groups and implemented new planning approaches and course packaging.
- Students can study TQM and earn an associate's degree in Quality Customer Service or Quality Process Leadership.

## **Upcoming Issues for 1994-95**

- As the economy grows, Río will be called upon to help local businesses by continuing to offer high quality services at reasonable costs.
- Capital resource restrictions limit Río's ability to remain technologically current.
- The creation of a Department of Information Technologies Services will allow the college to be better organized for serving students via the information superhighway.
- The majority of students at Río work full-time and support a family. The need for additional student financial support is evident and should be implemented.



Maricopa County Community College District  
**Scottsdale Community College**

President: Dr. Arthur W. DeCaboooter

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### **Introduction**

Scottsdale Community College is celebrating its 25th Anniversary this year. The college is located on land leased from the Salt River Pima-Maricopa Indian Community. The college's mission is to create accessible, effective and affordable teaching and learning environments for the people of our communities so that they may grow personally and become productive citizens in a changing, multicultural world.

### **Major Accomplishments in 1993-94**

- SCC and Northern Arizona University agreed to offer courses in Hotel & Restaurant Management on the SCC campus that will lead to an NAU Bachelor of Arts in Liberal Studies.
- The television mini-series "East of Hayden" premiered this spring on cable. Students, faculty and staff were involved with the show's production.
- Due to the increase in international students at the college, SCC held a "Cultures Around the World Week."
- NBC interviewed SCC Interior Design faculty and students about their involvement in the "Homeward Bound" project for the "Today Show." "Homeward Bound" is an Arizona non-profit corporation that provides transitional housing, case management and support services to homeless families in Maricopa County.
- SCC Administration of Justice students participated in the regional Mock Trial competition and placed fourth overall, gaining the highest percentage of individual awards of any team.
- SCC, Phoenix O.I.C. (Opportunities Industrialization Coalition), and the Native American community formed coalitions to

create several summer programs for at-risk high school students.

- In an effort to better serve the community, SCC is now offering off-campus credit and non-credit classes in the Fountain Hills and Scottsdale Airpark communities.
- The SCC men's golf team successfully defended its national championship, marking the sixth time in the last 13 years that SCC has won the national golf title.

### **Major issues and resolutions in 1993-94**

- The college will have a new neighbor this fall when a new Wal-Mart opens. It will have an impact on traffic and parking at the college. Congestion will be further compounded by the construction of a bridge over Chaparral Road.
- SCC will be working towards completing the Outcomes Assessment Plan due June 1995.
- SCC is continually working to address the management of student enrollment by establishing a task force to examine new strategies for recruitment, retention, and scheduling options to meet student needs.

### **Upcoming Issues for 1994-95**

- Preliminary meetings have been held between SCC, Scottsdale Unified School District and Fountain Hills Unified School District to form a Northeast Valley Educational Consortium.
- Maricopa Community Colleges will seek passage of a \$386 million capital development bond program this fall. With voter approval and passage, SCC will gain new classrooms, improved parking and security, and upgraded technology for training the work force.

# *South Mountain Community College*

President: Dr. John Córdova

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## **Introduction**

Founded in 1979, South Mountain Community College annually serves some 6,500 students in the area surrounding Phoenix' South Mountain Park. SMCC's service area includes South Phoenix, Ahwatukee, Tempe, Guadalupe and Laveen. The 104-acre campus is located in an area that is a mix of rural, urban and suburban neighborhoods. SMCC offers a liberal arts education in a multicultural environment.

More than 50 percent of the student population at SMCC are people of color and more than 10 percent use a primary language other than English.

## **Major Accomplishments in 1993-94**

- The Art Department faculty and students have produced several large murals. The latest addition is a colorful depiction of desert birds at the entrance to the Learning Resources Center. Flanking the doors are ceramic lizards. A painted mural, depicting a desert mountain scene, decorates a 45-foot long wall in the college's Student Union.

- "The World is My Laboratory" is the name of an instructional project identified by the college as its Innovator of the Year in 1993-94. Students in Spanish language classes were teamed with native Spanish speakers in English-as-a-Second-Language classes to be conversational partners.

- The Educational Technology Center (ETC) was established so that faculty and staff can become more aware of instructional technologies available to improve the teaching and learning experience at SMCC.

- The U.S. Department of Agriculture selected a SMCC student as the first in the country to participate in their pilot intern program, which includes a full scholarship.

- 200 students from area high schools and community colleges attended the annual Historically Black Colleges and Universities recruitment fair at South Mountain. This was designed to introduce Historically Black Colleges and Universities to Arizona students.

- Rainbow Connection, a cultural sensitivity program designed to train student leaders and college employees in cross-cultural team-building, was piloted in 1993 to train 45 students and employees from South Mountain and GateWay community colleges in techniques to improve effectiveness of working with multicultural teams.

## **Upcoming Issues for 1994-95**

- Three goals have been identified as issues for the 1994-95 Strategic Plan:

- Analyse historical and current data to develop a comprehensive curriculum and build an efficient schedule.

- Improve student retention as evidenced by student success based on achievement of graduation, transfer, and occupation, personal or educational goals.

- Create an environment which encourages an increase in the technological competency of the diverse college community.

Mohave County Community College District  
***Mohave Community College***  
President: Dr. Charles Hall

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### **Introduction**

Mohave Community College serves the residents of Mohave County and neighboring communities in California, Nevada and Utah from its campuses in Bullhead City, Kingman, and Lake Havasu City, and from its North Mohave Center in Colorado City. The unduplicated headcount for the 1993-94 academic year was 9,666; the FTSE was 2,054.

### **Major Accomplishments in 1993-94**

- The college initiated a new phase of construction which added 42 new classrooms to its four sites. The project featured the addition of new computer centers at each of the three campuses and a new classroom building at its center in Colorado City.
- In conjunction with Arizona Western College, MCC announced its plans and began implementation of the "Weekend College" program, which offers classes on Friday nights and Saturdays. Through this program, students can obtain an associate degree in three years. The program will utilize faculty from both colleges and the Instructional Television Systems which will provide an unprecedented educational link from the state's southern border with Mexico to its northern border with Utah.
- The college received additional state funding during the past year.
- While adding new facilities to each of the sites, the tax levy rate continued to decline for the fourth consecutive year. The new buildings were paid for through the sale of certificates of participation rather than a tax increase.

- MCC continues to have the lowest tuition rate in the state, \$580 for 30 credit hours.
- Near the end of the last academic year, MCC joined the Internet system and is now in the process of utilizing this resource.
- Completed the pilot test of the JOBS (Job Opportunities and Basic Skills) program at the Mohave Valley Campus. The college plans to expand this program to the Kingman and Lake Havasu Campuses in the future.
- MCC continued to share resources with the area high schools by hosting a guest speaker and conducting a joint general staff meeting with Kingman High School.
- The college published an Americans with Disabilities Act manual and Academic Advising Handbook.
- Among the updates to the curriculum, MCC developed an integrated a new class, Environment 101 into the core curriculum.
- Mohave Community College had a record number of graduates in 1993-94, awarding 215 degrees and certificates.

### **Major Issues and Resolutions in 1993-94**

- The college's building program represents a major accomplishment for MCC. The concept was presented to the State Board in November 1993 and was completed by September 1994. In addition to the new buildings, the project also featured the renovation and remodeling of existing buildings. This project was also completed without a bond issue or an increase in



taxes. The project was financed through the sale of certificates of participation.

- During the past year, MCC established Economic Development Information Centers at each of the college's three campuses. The EDIC's were implemented in conjunction with the county libraries to provide resource materials for county businesses.

**Issues for 1994-95**

- The implementation of a second summer session will be a bold step forward for the college. Currently, the college offers a summer session from the first week of June to the first week of July. Beginning next year, MCC will offer a second session in July and August. While providing additional educational opportunities for students, this represents a challenge for the college in recruiting faculty to teach the courses and also in utilizing the college's resources.

- MCC's partnership will continue to expand in the coming year as Northern Arizona University expands its Instructional Television system to Lake Havasu City. Hopefully, the link will be extended to MCC's campus in Bullhead City in the near future.

- A constant challenge for the college is that of remaining at the forefront of developments in technology and curriculum. Balancing the college's resources while meeting these needs remain a challenge.

**Mohave Community College  
FACTS IN BRIEF: 1993-94**

Mohave Community College serves the residents of its communities from its campuses in Bullhead City, Kingman, and Lake Havasu City, and from its North Mohave Center in Colorado City.

**Enrollment**

|  |       |
|--|-------|
| Annual Full-Time Student Equivalent: . . . . . | 2,054 |
| Annual Unduplicated Headcount. . . . .         | 9,666 |
| Fall Headcount (credit) . . . . .              | 5,144 |
| Spring Headcount (credit) . . . . .            | 5,875 |

|                              |               |               |
|------------------------------|---------------|---------------|
| <i>by Part- or Full-Time</i> | Fall          | Spring        |
| Part-Time                    | 4,480 (87.1%) | 5,254 (89.4%) |
| Full-Time                    | 664 (12.9%)   | 621 (10.6%)   |

|                  |               |               |
|------------------|---------------|---------------|
| <i>by Gender</i> | Fall          | Spring        |
| Female:          | 3,274 (63.6%) | 3,679 (62.6%) |
| Male:            | 1,870 (36.4%) | 2,196 (37.4%) |

|                          |               |               |
|--------------------------|---------------|---------------|
| <i>by Ethnicity/Race</i> | Fall          | Spring        |
| American Indian          | 148 (2.9%)    | 164 (2.8%)    |
| African American         | 21 (0.4%)     | 20 (0.3%)     |
| Asian American           | 64 (1.2%)     | 66 (1.1%)     |
| Hispanic (any race)      | 373 (7.3%)    | 403 (6.9%)    |
| White (non-Hispanic)     | 4,517 (87.8%) | 5,222 (88.9%) |

**Instructional Staff**

|   |     |
|---|-----|
| Full-Time Instructors, Fall 1993 . . . . .  | 49  |
| Part-Time Instructors, Fall 1993 . . . . .  | 210 |
| Full-Time Instructors, Spring 1994. . . . . | 49  |
| Part-Time Instructors, Spring 1994. . . . . | 310 |

**District Sources of Funds**

|   |             |
|---|-------------|
| District Tax Levy . . . . .                   | \$6,168,287 |
| State Aid . . . . .                           | \$2,830,000 |
| Tuition and Fees . . . . .                    | \$1,071,254 |
| Fund Balances . . . . .                       | \$881,949   |
| Other & Transfers . . . . .                   | \$4,212,896 |
| Less Amount for Future Acquisitions . . . . . | (\$206,825) |

**District Expenditures**

|                                     |             |
|-------------------------------------|-------------|
| General Fund . . . . .              | \$9,265,372 |
| Capital Outlay Plant Fund . . . . . | \$2,317,902 |
| Debt & Bond . . . . .               | \$1,710,000 |
| D & B Interest . . . . .            | \$71,502    |



Navajo County Community College District  
***Northland Pioneer College***

President: Dr. John Anderson

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### **Introduction**

Northland Pioneer College is a public, comprehensive community college which is organized in, and primarily funded by, Navajo County. Northland Pioneer College also serves Apache County, which does not have a community college district. The college delivers educational programs and services via telecommunications at four campuses, six centers and area high schools.

### **Mission of Northland Pioneer**

The mission of Northland Pioneer College is to provide quality educational programs, services and resources for the residents of Navajo County Community College District service area. The curriculum will include a variety of academic, technical and enrichment courses to promote personal growth, develop individual skills, and prepare students for continuing educational and employment opportunities. The college also recognizes the importance of community involvement, environmental awareness, and open access for all who have the desire and ability to learn.

### **Major Accomplishments in 1993-94**

- Intergovernmental Agreements have been implemented with nearly all area high schools and other agencies to offer college-level coursework, basic skills, technical curriculum and advanced placement programs.
- A new distance learning center was built on the Painted Desert Campus in partnership with Northern Arizona University. This joint venture project will open the door wider for upper

division and graduate courses from N.A.U. and for other innovative programs to share resources and enhance educational offerings to the citizens of Northern Arizona.

- The President's Scholars Program was implemented to accommodate honors students.
- No increase in tuition for students.
- N.P.C. graduated its first Associate Degree Nurses and Legal Assistants.
- Completed work to link telecommunication programming with the college's centers in Whiteriver and Heber/Overgaard.
- Ground was broken for the first permanent instructional building in the college's twenty-year history - a hallmark event. The new facility will house Science and Nursing.
- The college's Foundation held three outstanding friend/fund raising events: a President's Scholarship Ball; a Trailride in the White Mountains; and a Golf Tournament.

### **Major Issues and Resolutions in 1993-94**

- The college secured a second \$200,000 payment from the Legislature for capital improvements on the White Mountain Campus.
- Financial stabilization was achieved.
- The enrollment decline in 92-93 (due partly to tuition increases) was recovered in 93-94. The student population now includes younger, more "traditional" students pursuing transfer degrees.

■ The District Governing Board, upon input from faculty, staff and community, determined to hold a bond election for capital improvements in May, 1995.

■ The Apache County funding issue was resolved when the voters there passed a bonding authority to increase collection capability for higher education services; an eight year plan for improved services is under consideration at this time.

**Issues for 1994-95**

■ Perhaps the most critical issue will be the financial burden and difficulty in processing the myriad of data and reports required from both the federal and state levels. Along with these are the demands to implement changes in programs, services and facilities due to government activities. Northland Pioneer College simply does not have the staff and dollar resources to comply with this avalanche of imposed requirements, which deplete college resources. The A.D.A. is just one example of overwhelming demand without subsidy funding.

■ The college will continue to press for new facilities to replace its twenty-year-old temporary trailers. Students in Northeast Arizona have the same right to facilities that are as good as any other in the state.

■ Northland Pioneer College will seek State Board support for creative funding of a new housing facility on the White Mountain Campus.

■ A collective effort is needed to minimize process (the demands for information and reports) and to maximize outcome (the success of our students).

**Northland Pioneer College  
FACTS IN BRIEF: 1993-94**

The mission of Northland Pioneer College is to provide quality educational programs, services and resources for the residents of Navajo County Community College District service area.

**Enrollment**

|                                     |       |
|-------------------------------------|-------|
| Annual Full-Time Student Equivalent | 2,220 |
| Annual Unduplicated Headcount       | 9,279 |
| Fall Headcount (credit)             | 4,779 |
| Spring Headcount (credit)           | 4,974 |

|                              |               |               |
|------------------------------|---------------|---------------|
| <i>by Part- or Full-Time</i> | Fall          | Spring        |
| Part-Time                    | 4,003 (83.8%) | 4,160 (83.6%) |
| Full-Time                    | 776 (16.2%)   | 814 (16.4%)   |

|                  |               |               |
|------------------|---------------|---------------|
| <i>by Gender</i> | Fall          | Spring        |
| Female:          | 3,083 (64.5%) | 3,135 (63.0%) |
| Male:            | 1,696 (35.5%) | 1,839 (37.0%) |

|                          |               |               |
|--------------------------|---------------|---------------|
| <i>by Ethnicity/Race</i> | Fall          | Spring        |
| American Indian          | 1,315 (27.5%) | 1,450 (29.2%) |
| African American         | 69 (1.4%)     | 55 (1.1%)     |
| Asian American           | 25 (0.5%)     | 36 (0.7%)     |
| Hispanic (any race)      | 390 (8.2%)    | 415 (8.3%)    |
| White (non-Hispanic)     | 2,967 (62.1%) | 3,007 (60.5%) |

**Instructional  
Staff**

|                                    |     |
|------------------------------------|-----|
| Full-Time Instructors, Fall 1993   | 54  |
| Part-Time Instructors, Fall 1993   | 231 |
| Full-Time Instructors, Spring 1994 | 49  |
| Part-Time Instructors, Spring 1994 | 273 |

**District Sources  
of Funds**

|  |             |
|--|-------------|
| District Tax Levy  | \$4,951,493 |
| State Aid*   | \$3,628,200 |
| Tuition and Fees   | \$1,473,025 |
| Fund Balances  | 0           |
| Other & Transfers  | \$1,278,649 |
| Less Amount for Future Acquisitions  | 0           |
| *Does not include special appropriation of \$200,000 for special capital outlay. |             |

**District  
Expenditures**

|                           |             |
|---------------------------|-------------|
| General Fund              | \$8,668,074 |
| Capital Outlay Plant Fund | \$734,134   |
| Debt & Bond               | \$1,947,118 |
| D & B Interest            | 0           |



Pima County Community College District  
***Pima Community College***  
Chancellor: Dr. Johnas F. Hockaday

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### **Introduction**

Pima Community College, the sixth-largest multi-campus community college in the U.S., celebrates its 25th Anniversary in 1994-95. This year, the College offers more than 2,300 active and pilot courses in 214 different programs leading to associate of arts, associate of science, associate of applied arts and associate of applied science degrees and basic, advanced and technical certificates. In 1993-94, the College served 53,420 students in credit and non-credit classes. Unduplicated headcount was 37,431 students for credit courses and 15,989 students for non-credit courses.

### **Major Accomplishments in 1993-94**

- The Desert Vista Campus began full operation at its new site in southwest Tucson—the first new PCC campus since 1981. The campus has state-of-the-art labs for physics, chemistry, and biology, a library of 8,000 books, and houses the Center for Training and Development (CTD) and a child care facility.
- A kiosk information system to serve students, PimaInfo was expanded to the Community and Desert Vista campuses, Davis-Monthan AFB, and Nogales, Arizona.
- PCC produced an award-winning video, "Tucson's Changing Economy: Building Skills for the 21st Century" for use by college advisors, counselors, instructors, and students.
- The Spring 1994 Mission Success Indicators Report showed that of the total twenty-three mission success indicators the college 1) met or exceeded its target in seventeen indicators; 2)

did not achieve its target in one; and 3) partially achieved its target in five.

- The College's Strategic Plan was termed "exemplary" by the North Central Association (NCA) Team. It centers on four areas: 1) a strategic academic plan for student success; 2) organizational climate; 3) a plan to develop resources to serve the needs of Pima county into the 21st century; and 4) an integrated decision-making information system.

- PCC, a leader in the use of compressed natural gas, increased the size of its natural gas fleet and added a second fueling station.

- NCA conducted a focused visit and applauded Pima's progress, especially in the area of governance, administrative leadership and planning program.

### **Major Issues and Resolutions in 1993-94**

- Pima established the plan and timeline for a full-fledged student outcomes assessment program. Provisions include continual evaluation, monitoring and updating, as well as reporting assessment results to departments and the college community.

- Pima reduced and reconfigured academic departments from 90 to 42 and assigned new leadership to department chairs.

- Pima assessed current ADA compliance, focusing on accommodation, employment and education.

- Pima completed an Institutional Effectiveness Program plan.

## Issues for 1994-95

- Pima will celebrate its 25th anniversary with special events highlighting its history, achievements, and vision for the future.
- A sequential degree program begins in Fall 1994. Students will be able to enroll simultaneously at PCC and UofA and earn a bachelor's degree in bilingual elementary education while taking most classes at PCC's Desert Vista Campus.
- PCC will pursue additional capital resource dollars to complete the build-out of its present campuses.
- PCC will continue its focus on its people. Goals include: 1) institutional effectiveness; 2) improving administrative and teaching conditions; 3) more professional growth opportunities; and 4) meeting requirements of the ADA.
- Pima will continue strengthening partnerships with Mexico through an international resource development function in the Office of Economic Development.
- PCC is revising its general education model for occupational programs. The approach now is to develop additional interdisciplinary courses that relate more directly to job-oriented students while maintaining the purpose and spirit of general education.
- PCC will develop an enrollment planning model.
- PCC will expand the Kiosk information system to several off-campus sites and will pilot interactive video advising kiosks at 7 off-campus sites.

## *Pima Community College* **FACTS IN BRIEF: 1993-94**

Pima Community College, the sixth-largest multi-campus community college in the U.S., celebrates its 25th Anniversary in 1994-95.

### *Enrollment*

|  |        |
|--|--------|
| Annual Full-Time Student Equivalent: . . . . . | 14,687 |
| Annual Unduplicated Headcount . . . . .        | 37,431 |
| Fall Headcount (credit) . . . . .              | 27,148 |
| Spring Headcount (credit) . . . . .            | 25,937 |

| <i>by Part- or Full-Time</i> | Fall           | Spring         |
|------------------------------|----------------|----------------|
| Part-Time                    | 20,322 (74.9%) | 19,854 (76.5%) |
| Full-Time                    | 6,826 (25.1%)  | 6,083 (23.5%)  |

| <i>by Gender</i> | Fall           | Spring         |
|------------------|----------------|----------------|
| Female:          | 15,102 (55.6%) | 14,234 (54.9%) |
| Male:            | 12,046 (44.4%) | 11,703 (45.1%) |

| <i>by Ethnicity/Race</i> | Fall           | Spring         |
|--------------------------|----------------|----------------|
| American Indian          | 687 (2.5%)     | 635 (2.4%)     |
| African American         | 899 (3.3%)     | 886 (3.4%)     |
| Asian American           | 965 (3.6%)     | 1,013 (3.9%)   |
| Hispanic (any race)      | 7,150 (26.3%)  | 6,429 (24.8%)  |
| White (non-Hispanic)     | 17,447 (64.3%) | 16,974 (65.4%) |

### *Instructional Staff*

|  |       |
|--|-------|
| Full-Time Instructors, Fall 1993 . . . . .   | 285   |
| Part-Time Instructors, Fall 1993 . . . . .   | 1,290 |
| Full-Time Instructors, Spring 1994 . . . . . | 285   |
| Part-Time Instructors, Spring 1994 . . . . . | 1,294 |

### *District Sources of Funds*

|   |               |
|---|---------------|
| District Tax Levy . . . . .                   | \$30,696,694  |
| State Aid . . . . .                           | \$14,739,200  |
| Tuition and Fees . . . . .                    | \$17,686,873  |
| Fund Balances . . . . .                       | \$9,074,579   |
| Other . . . . .                               | \$1,221,122   |
| Less Amount for Future Acquisitions . . . . . | (\$2,530,565) |

### *District Expenditures*

|                                     |              |
|-------------------------------------|--------------|
| General Fund . . . . .              | \$63,628,960 |
| Capital Outlay Plant Fund . . . . . | \$5,335,805  |
| Debt & Bond . . . . .               | \$895,000    |
| D & B Interest . . . . .            | \$1,438,619  |

Pinal County Community College District  
**Central Arizona College**

President: Dr. John J. Klein

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### **Introduction**

Established as the Pinal County Community College District in 1962, Central Arizona College includes campuses in Aravaipa, north of Tucson between Mammoth and Winkelman; Signal Peak, north of Tucson and south of Phoenix between Casa Grande and Coolidge; Superstition Mountain in Apache Junction, and an education center at the Arizona State Prison in Florence. The college's mission is dedicated to the lifelong learning process and seeks to further the educational, social, economic and cultural development of its constituents in the following areas: general education, transfer education, occupational and technical education, student development, developmental education, continuing education and community services and economic development.

### **Major Accomplishments in 1993-94**

- The conversion to the District's new fourth-generation computer hardware and software system continued in 1993-94. It has improved speed, reliability and flexibility. The system provides tracking to monitor student progress and academic achievement, finances, registration and student records, financial aid, research and other administrative uses.
- Distance learning became a reality with classes offered jointly for Aravaipa and Signal Peak campus students. The CACNet interactive video/audio microwave system will connect to the Superstition Mountain Campus in 1994-95.
- Signal Peak Campus is connected to the worldwide Internet information system, part of the college's growing commitment to enhance

student and staff access of information.

- New reading requirements were finalized after a year of work by the Faculty Process Action Team, with the first year of a three-year implementation plan set for Fall 1994.
- Instructional computing systems were expanded, with the fourth generation of computers installed in classrooms. In addition, Learning Assistance Centers at Signal Peak and Superstition Mountain campuses, combining tutors with computers, are now operational. Planning for an Aravaipa Campus LAC began in 1993-94.
- Dean Merrell, Signal Peak Engineering and Technology Professor, was named Arizona's Vocational Teacher of the Year.

### **Major Issues and Resolutions in 1993-94**

- The Quality Council commissioned five Process Action Teams to study Admissions & Registration, Standard Processes, Faculty Overload Process, Campus District Communications and Room Scheduling during the first year of Total Quality Education implementation.
- The College Foundation activities provided \$61,470 for general student scholarships, and Vaquero Foundation donated \$31,341 for the college's Athletic Scholarships.
- Community partnerships intensified, with CAC working to establish computerized Jostens Learning Labs with four communities, Tech/Prep agreements with nine high schools, and industry training for 14 companies.



■ Development at the Superstition Mountain Campus continued, with a new Teaching/Learning Center opening in the fall of 1994. The college is also pursuing acquisition of vacant land surrounding the campus for the future expansion to meet education needs in north Pinal County.

■ A concentrated effort by the College Legislative Action Team comprised of staff, students and community members, met with state legislators in an effort to educate lawmakers and increase state funding.

■ Student learning outcomes for individual programs and for the General Education components of the AA and AAS degree were established, as were assessment activities.

■ The district undertook a cost containment process which trimmed more than \$960,000 from the budget without reducing instructional effectiveness.

**Issues for 1994-95**

■ The effort to maintain stable funding to sustain and strengthen institutional development will be a major challenge.

■ Legislation in 1993-94, that provided tax breaks and incentives for mining and industry along with the freezing of property valuation assessments for the next two years, will limit funding from local county taxes. This places greater reliance for funding on state apportionment and tuition and fees. The new and returning legislators must be made aware of the impact on rural community colleges, and realities of operational expenditures for growth, maintenance and compliance with the American Disabilities Act.

**Central Arizona College  
FACTS IN BRIEF: 1993-94**

Central Arizona College's mission is dedicated to the lifelong learning process and seeks to further the educational, social, economic and cultural development of its constituents

**Enrollment**

|  |        |
|--|--------|
| Annual Full-Time Student Equivalent: . . . . . | 3,164  |
| Annual Unduplicated Headcount . . . . .        | 13,724 |
| Fall Headcount (credit) . . . . .              | 4,499  |
| Spring Headcount (credit) . . . . .            | 5,257  |

|                              |               |               |
|------------------------------|---------------|---------------|
| <i>by Part- or Full-Time</i> | Fall          | Spring        |
| Part-Time                    | 3,393 (75.4%) | 4,260 (81.0%) |
| Full-Time                    | 1,106 (24.6%) | 997 (19.0%)   |

|                  |               |               |
|------------------|---------------|---------------|
| <i>by Gender</i> | Fall          | Spring        |
| Female:          | 2,512 (55.8%) | 2,975 (56.6%) |
| Male:            | 1,987 (44.2%) | 2,282 (43.4%) |

|                          |               |               |
|--------------------------|---------------|---------------|
| <i>by Ethnicity/Race</i> | Fall          | Spring        |
| American Indian          | 260 (5.8%)    | 253 (4.8%)    |
| African American         | 135 (3.0%)    | 158 (3.0%)    |
| Asian American           | 40 (0.9%)     | 43 (0.8%)     |
| Hispanic (any race)      | 1,234 (27.4%) | 1,287 (24.5%) |
| White (non-Hispanic)     | 2,830 (62.9%) | 3,516 (66.9%) |

**Instructional Staff**

|  |     |
|--|-----|
| Full-Time Instructors, Fall 1993 . . . . .   | 96  |
| Part-Time Instructors, Fall 1993 . . . . .   | 304 |
| Full-Time Instructors, Spring 1994 . . . . . | 96  |
| Part-Time Instructors, Spring 1994 . . . . . | 328 |

**District Sources of Funds**

|   |             |
|---|-------------|
| District Tax Levy . . . . .                   | \$9,649,923 |
| State Aid . . . . .                           | \$4,988,600 |
| Tuition and Fees . . . . .                    | \$2,050,178 |
| Fund Balances . . . . .                       | \$3,685,863 |
| Other . . . . .                               | \$218,958   |
| Less Amount for Future Acquisitions . . . . . | 0           |

**District Expenditures**

|                                     |              |
|-------------------------------------|--------------|
| General Fund . . . . .              | \$14,335,844 |
| Capital Outlay Plant Fund . . . . . | \$1,840,984  |
| Debt & Bond . . . . .               | \$350,000    |
| D & B Interest . . . . .            | \$163,110    |



# Yavapai College

President: Dr. Doreen Dailey

## Introduction

Yavapai College provides educational services in a county nearly the size of Massachusetts. Two major campuses, one in Prescott and one in the Verde Valley, extension sites in Chino Valley, Prescott Valley and Sedona as well as numerous outreach sites, serve a rapidly growing county population. The college offers programs in specialized contract training, professional-technical education, university transfer, and a unique Retirement College for those over 62 years of age.

The college hosts the largest Elderhostel in the United States and provides extensive small business counseling through its Small Business Development Centers.

Telecommunications classrooms presently provide interactive courses between Prescott and Cottonwood and via television to outlying areas in the county. A new, 1200 seat Performance Hall provides a continual source of quality entertainment in the community.

The economic impact of the college in the county is calculated to be over \$56 million annually. The college generates \$5.68 in the Yavapai County economy for every dollar it costs in taxes.

## Major Accomplishments in 1993-94

- Adopted a new Vision, Purpose, and Mission statement for the college. College-wide participation in its development resulted in a consensus applicable to all facets of the college.
- Completed a major accreditation self-study with wide participation from the college community. The document will be presented to accreditation advisers in September.
- The Governing Board adopted a multi-lateral assessment statement which acknowledges the responsibility of the entire college community for academic excellence and student success.
- Began cooperative education efforts with county primary and secondary schools that include a Tech-Prep Associate Degree program, (*with its first classes in business offered this Fall*), and alternative education programs for at-risk students. A number of support programs for non-traditional students were also established.
- Received Federal and state grants for projects including: a four year Talent Search project in partnership with secondary school districts; a drug education program; support services for disabled and at-risk students; training for single parents; a county-wide Tech-Prep Associate Degree vocational/technical collaborative education program; vocational student counseling; and adult basic education projects.
- Independent consultants completed an extensive county-wide vocational needs assessment. Data compiled verified that current college programs are consistent with the needs of the county. Curricula need constant updating to keep pace with anticipated changes in society.
- Remodeled facilities on the Prescott Campus will house modernized and expanded science labs, as well as improved professional and technical classroom and lab areas.
- Business faculty pioneered new curricula and methods of student learning based on innovative multi-media teaching concepts. Preliminary data suggest students learn better and faster with these new methods.



- Science faculty pioneered new curricula that actively promote experiential learning in multi-media applications, practicums, internships, apprenticeships and service learning opportunities. An agreement was signed with the forest service for science students to expand their knowledge with projects in the Prescott National Forest.

**Major Issues and Resolutions in 1993-94**

- Governance of the college has been substantially vested in the employees. Some departments are developing innovative ways of handling interdepartmental management. The student services department has taken the lead by experimenting with a cross-departmental governing council in place of a traditional dean of student services.

**Issues for 1994-95**

- College faculty and staff will expand on early victories and continue to develop new learning methods and procedures for improved student learning. The college will harness new technology to assure future teaching and learning effectiveness.

- The college will continue to expand its role in economic and community development. A new Business and Economic Development Center will be established in Prescott Valley. Components will include small business development; a research data library; contract training and workforce enhancement; and an innovation center to encourage entrepreneurial activities.

- The college will continue cultivating the tri-city educational collaborative with secondary and middle schools and explore opportunities and innovative methods for successful student learning.

**Yavapai College  
FACTS IN BRIEF: 1993-94**

Yavapai College provides educational services in a county nearly the size of Massachusetts. Two major campuses, along with other sites throughout the county, serve a rapidly growing county population.

**Enrollment**

|  |       |
|--|-------|
| Annual Full-Time Student Equivalent: . . . . . | 2,501 |
| Annual Unduplicated Headcount. . . . .         | 9,041 |
| Fall Headcount (credit) . . . . .              | 5,717 |
| Spring Headcount (credit) . . . . .            | 5,963 |

|                              |               |               |
|------------------------------|---------------|---------------|
| <i>by Part- or Full-Time</i> | Fall          | Spring        |
| Part-Time                    | 4,569 (79.9%) | 4,916 (82.4%) |
| Full-Time                    | 1,148 (20.1%) | 1,047 (17.6%) |

|                  |               |               |
|------------------|---------------|---------------|
| <i>by Gender</i> | Fall          | Spring        |
| Female           | 3,614 (63.2%) | 3,613 (60.6%) |
| Male             | 2,095 (36.6%) | 2,340 (39.2%) |

|                          |               |               |
|--------------------------|---------------|---------------|
| <i>by Ethnicity/Race</i> | Fall          | Spring        |
| American Indian          | 200 (3.5%)    | 185 (3.1%)    |
| African American         | 40 (0.7%)     | 36 (0.6%)     |
| Asian American           | 56 (1.0%)     | 61 (1.0%)     |
| Hispanic (any race)      | 275 (4.8%)    | 273 (4.6%)    |
| White (non-Hispanic)     | 4,792 (83.8%) | 5,044 (84.6%) |

**Instructional Staff**

|  |     |
|--|-----|
| Full-Time Instructors, Fall 1993 . . . . .   | 76  |
| Part-Time Instructors, Fall 1993 . . . . .   | 255 |
| Full-Time Instructors, Spring 1994 . . . . . | 74  |
| Part-Time Instructors, Spring 1994 . . . . . | 273 |

**District Sources of Funds**

|   |               |
|---|---------------|
| District Tax Levy . . . . .                   | \$11,868,933  |
| State Aid . . . . .                           | \$3,786,400   |
| Tuition and Fees . . . . .                    | \$1,388,162   |
| Fund Balances . . . . .                       | \$5,417,661   |
| Other . . . . .                               | (\$1,585,324) |
| Less Amount for Future Acquisitions . . . . . | (\$100,000)   |

**District Expenditures**

|                                     |              |
|-------------------------------------|--------------|
| General Fund . . . . .              | \$15,251,005 |
| Capital Outlay Plant Fund . . . . . | \$3,055,527  |
| Debt & Bond . . . . .               | \$6,915,000  |
| D & B Interest . . . . .            | \$743,533    |



# *Arizona Western College*

President: Dr. James Carruthers

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## **Introduction**

Arizona Western College, the first community college established under the Arizona Community College Law of 1960, opened its doors to students in the Fall 1963. AWC is committed to the Arizona community college system's "Statement of Philosophy" and provides comprehensive, lifelong, quality learning opportunities through a broad range of curricula and support services which address the intellectual, social and cultural needs of its constituencies.

## **Major Accomplishments in 1993-94**

Consortium efforts on the local and state level dominated the 1993-94 year, described as follows:

- Northern Arizona University in Yuma continues to grow and expand as evidenced by a joint AWC/NAU commencement in which NAU graduated 158 master's and bachelor's degree students.
- Parker Unified School District Consortium shares resources, facilities and personnel.
- Yuma County Education Consortium's most recent accomplishment is a three-entity computer consortium with equipment housed on the AWC campus.
- Somerton Elementary District middle school complex shares classrooms, administrative offices and student support space with AWC.
- Mohave Community College Consortium, the Weekend College, developed for the Associate

of Arts degree in General Studies. Unique characteristics of this model include weekend formatting (Friday nights and Saturday days), a course-at-a-time concept that allows students to finish a course in four weekends prior to starting the next course, and the use of interactive, distance education technology to connect classrooms from Colorado City to San Luis, Arizona.

- Language Institute concept and sponsorship: This contracted instructional program trains businesses and educators in acquisition of conversational Spanish. It is provided in an accelerated format using advanced learning technology. Partners in this three-year project include the Private Industry Council, local school districts, *maquiladoras*, banks and the local hospital.

## **Major Issues and Resolutions in 1993-94**

- Increased community college state appropriation through the legislature for maintenance and capital projects.
- Continued development of the Interactive Television Network resulting in a classroom at the Marine Corps Air Station.
- Institutionalization of the Title III funded Center for Teaching Effectiveness to provide professional development opportunities for full- and part-time faculty as well as curriculum development initiatives.
- Extension of a Title IV program entitlement to identify high risk students and to provide special assistance through student support programs. The Freshman Academic Success

Team (FAST) has been particularly effective and has provided over a 97% retention and/or graduation rate for those enrolled in the program. In addition, a structured transfer component was recently added, which allows students to visit the state universities.

- Student Services developed a program in volunteerism and community service that allows students to receive college credit while working in the community.

- Implementation of a Russian exchange program: approximately 20 AWC students, faculty and staff traveled to Russia for a 16-day tour. The visit was reciprocated by Russian citizens in late May. It is anticipated that this exchange will become an annual event.

### Issues for 1994-95

- Secure greater commitment from the legislature to increase community college appropriations and to create greater funding equity at the state and local level.

- Continue consortium activity, namely with Gadsden School District and Quartzsite shared educational facilities.

- Title III five-year major component: two-way interactive telecommunications legs to Marine Corps Air Station and Somerton. Construction of the Quartzsite, Yuma Proving Grounds (YPG) and Mohave Community College district networks.

- Development of an assessment plan to meet North Central Association accreditation.

## Arizona Western College FACTS IN BRIEF: 1993-94

Arizona Western College provides comprehensive, lifelong, quality learning opportunities through a broad range of curricula and support services which address the needs of its constituencies

### Enrollment

|  |        |
|--|--------|
| Annual Full-Time Student Equivalent: . . . . . | 2,895  |
| Annual Unduplicated Headcount . . . . .        | 11,294 |
| Fall Headcount (credit) . . . . .              | 5,366  |
| Spring Headcount (credit) . . . . .            | 7,326  |

| <i>by Part- or Full-Time</i> | Fall          | Spring        |
|------------------------------|---------------|---------------|
| Part-Time                    | 3,826 (71.3%) | 6,027 (82.3%) |
| Full-Time                    | 1,540 (28.7%) | 1,299 (17.7%) |

| <i>by Gender</i> | Fall          | Spring        |
|------------------|---------------|---------------|
| Female:          | 3,123 (58.2%) | 4,281 (58.4%) |
| Male:            | 2,243 (41.8%) | 3,044 (41.6%) |

| <i>by Ethnicity/Race</i> | Fall          | Spring        |
|--------------------------|---------------|---------------|
| American Indian          | 138 (2.6%)    | 112 (1.5%)    |
| African American         | 175 (3.3%)    | 165 (2.3%)    |
| Asian American           | 69 (1.3%)     | 64 (0.9%)     |
| Hispanic (any race)      | 2,173 (40.5%) | 2,203 (30.1%) |
| White (non-Hispanic)     | 2,711 (50.5%) | 4,634 (63.3%) |

### Instructional

#### Staff

|  |     |
|--|-----|
| Full-Time Instructors, Fall 1993 . . . . .   | 91  |
| Part-Time Instructors, Fall 1993 . . . . .   | 194 |
| Full-Time Instructors, Spring 1994 . . . . . | 86  |
| Part-Time Instructors, Spring 1994 . . . . . | 204 |

### District Sources of Funds

|   |              |
|---|--------------|
| District Tax Levy . . . . .                   | \$10,941,932 |
| State Aid . . . . .                           | \$4,014,900  |
| Tuition and Fees . . . . .                    | \$1,441,624  |
| Fund Balances . . . . .                       | \$2,766,977  |
| Other . . . . .                               | \$655,936    |
| Less Amount for Future Acquisitions . . . . . | 0            |

### District Expenditures

|                                     |              |
|-------------------------------------|--------------|
| General Fund . . . . .              | \$13,442,001 |
| Capital Outlay Plant Fund . . . . . | \$895,442    |
| Debt & Bond . . . . .               | \$15,445,000 |
| D & B Interest . . . . .            | 0            |

**Arizona Community College  
Student Enrollment Statistics and Trends  
1989-90 to 1993-94**

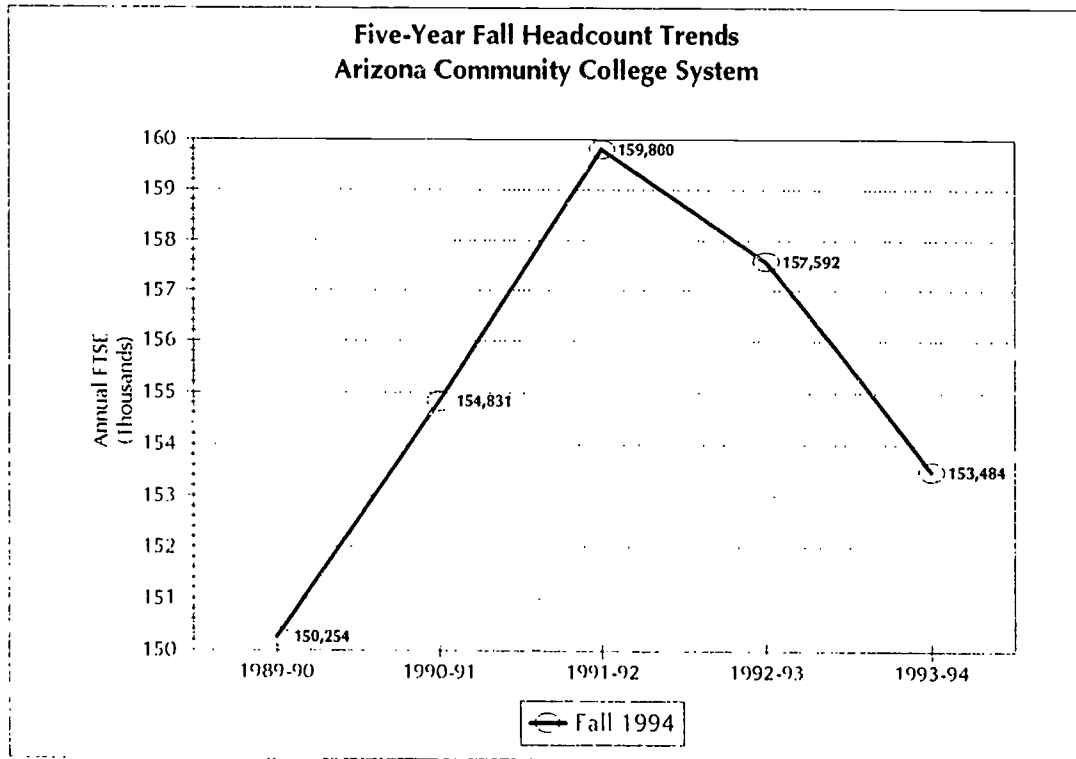
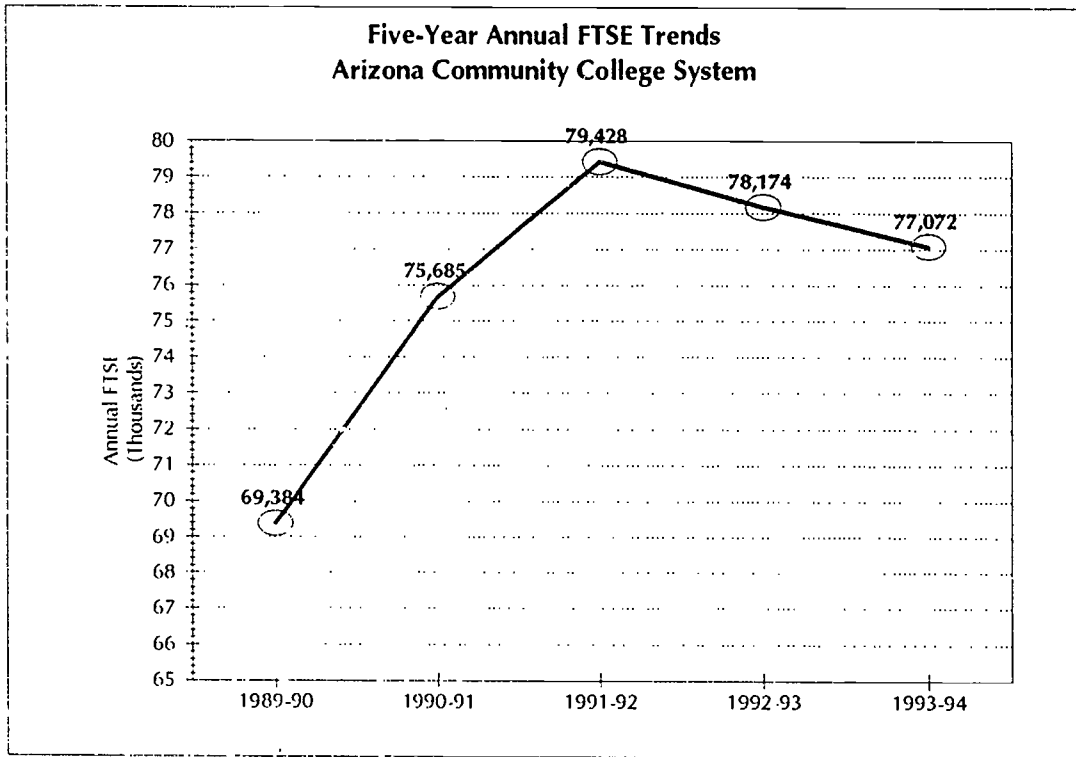
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44

Enrollment Trends: Annual Audited\* FTSE and Fall Headcounts, 1984-85 to 1993-94

|                 | 1989-90 | 1990-91 | 1991-92 | 1992-93 | 1993-94 |
|-----------------|---------|---------|---------|---------|---------|
| Annual FTSE     | 69,384  | 75,685  | 79,428  | 78,174  | 77,072  |
| Fall Headcounts | 150,254 | 154,831 | 159,800 | 157,592 | 153,484 |

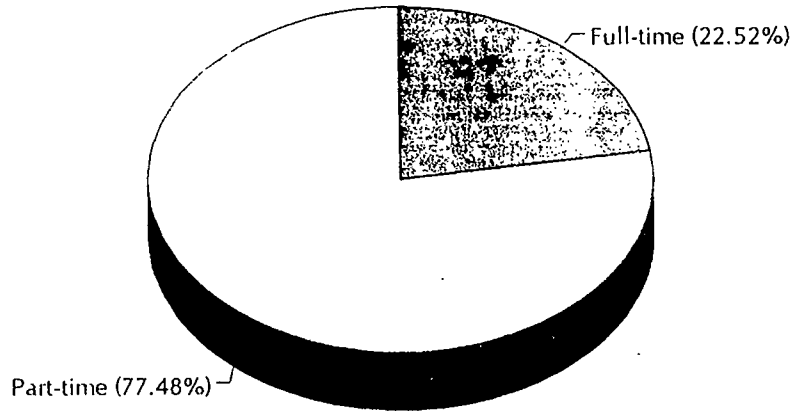
\*Auditing of Annual FTSE started only in 1990-91. Previous data is not audited. Note: Does not include Skills Center FTSE.



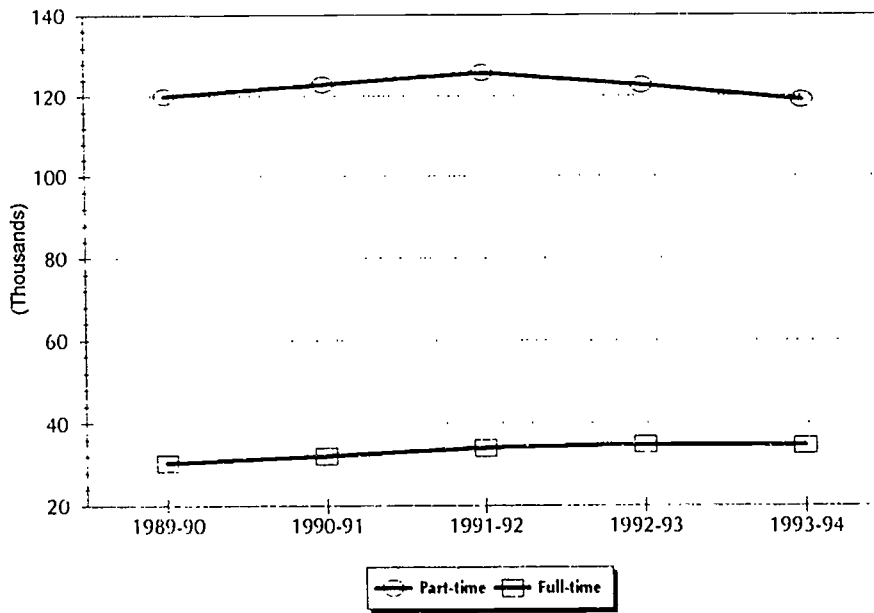
Fall Full- or Part-Time Enrollment, Fiscal Years 1989-90 to 1993-94, by State

|               | 1989-90 | 1990-91 | 1991-92 | 1992-93 | 1993-94 |
|---------------|---------|---------|---------|---------|---------|
| Full-time     | 30,380  | 32,069  | 34,056  | 34,868  | 34,561  |
| Part-time     | 119,874 | 122,762 | 125,744 | 122,724 | 118,923 |
| Arizona Total | 150,254 | 154,831 | 159,800 | 157,592 | 153,484 |

Fall 1993 Full or Part-Time Enrollment



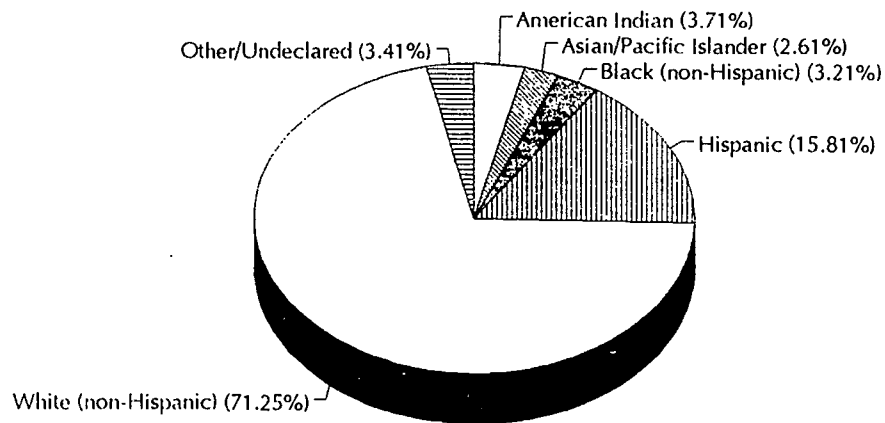
Full- and Part-Time Enrollment Trends  
Arizona Community College System



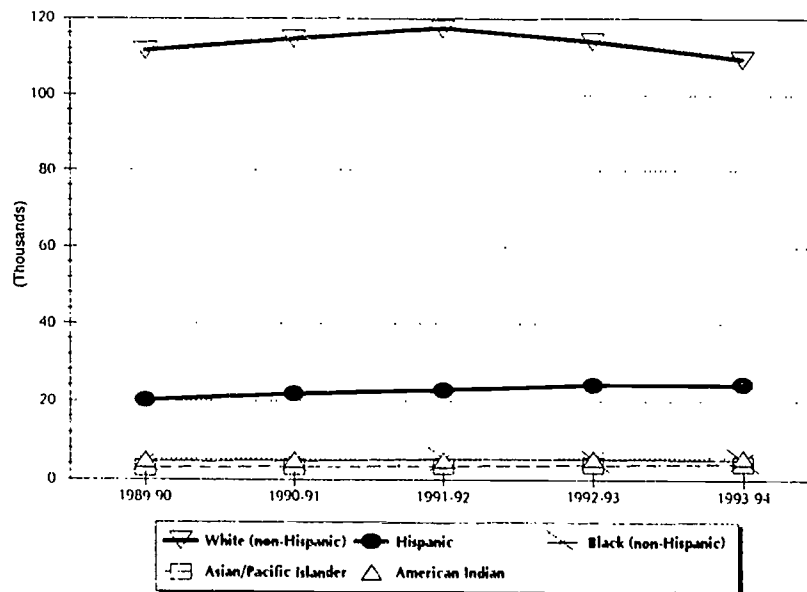
Fall Headcounts by Ethnicity/Race, Fiscal Years 1984-85 to 1993-94, by State

|                        | 1989-90 | 1990-91 | 1991-92 | 1992-93 | 1993-94 |
|------------------------|---------|---------|---------|---------|---------|
| American Indian        | 5,035   | 5,036   | 5,042   | 5,276   | 5,700   |
| Asian/Pacific Islander | 2,884   | 3,261   | 3,454   | 3,704   | 4,003   |
| Black (non-Hispanic)   | 4,561   | 4,663   | 5,162   | 5,121   | 4,920   |
| Hispanic               | 20,054  | 21,725  | 22,646  | 24,007  | 24,267  |
| White (non-Hispanic)   | 111,543 | 114,588 | 117,293 | 113,981 | 109,358 |
| Other/Undeclared       | 6,177   | 5,558   | 6,203   | 5,503   | 5,236   |
| Arizona Total          | 150,254 | 154,831 | 159,800 | 157,592 | 153,484 |

Fall 1993 Headcount by Ethnic Group



Enrollment Trends by Ethnic Group  
Arizona Community College System

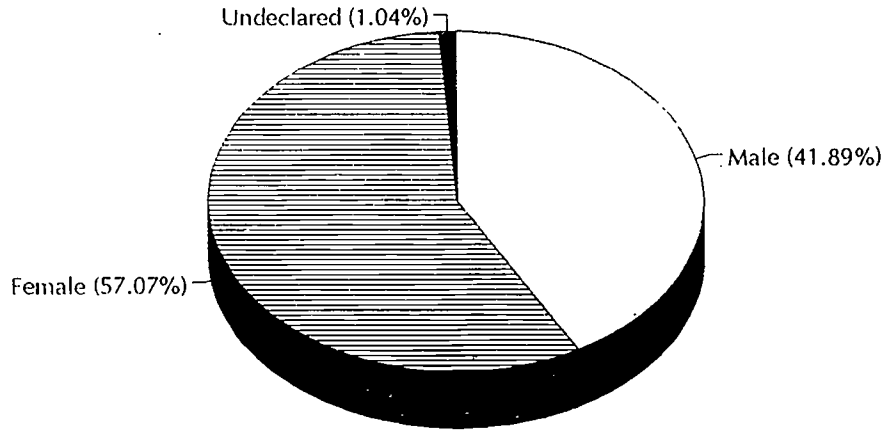




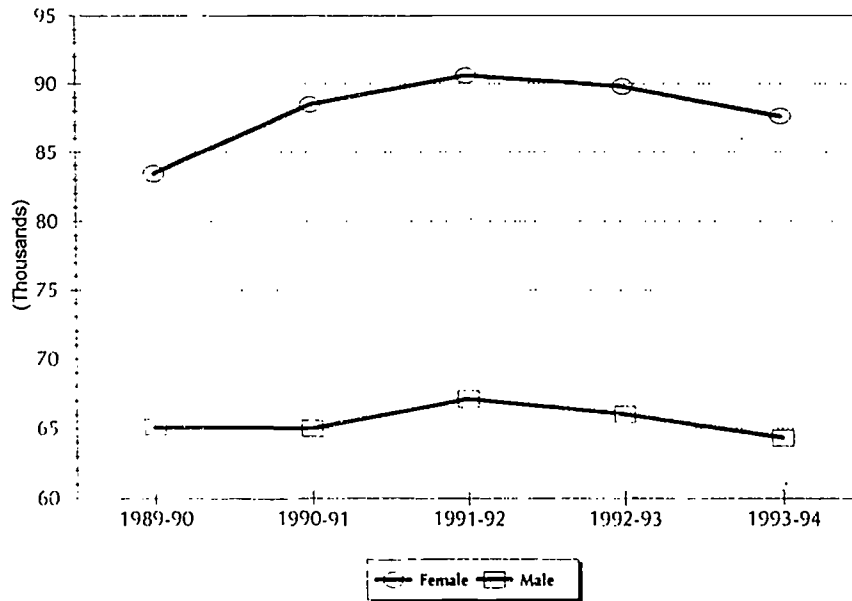
Fall Headcounts by Gender, Fiscal Years 1989-90 to 1993-94, by State

|               | 1989-90 | 1990-91 | 1991-92 | 1992-93 | 1993-94 |
|---------------|---------|---------|---------|---------|---------|
| Male          | 65,123  | 65,011  | 67,110  | 66,024  | 64,300  |
| Female        | 83,409  | 88,488  | 90,600  | 89,767  | 87,586  |
| Undeclared    | 1,722   | 1,332   | 2,090   | 1,801   | 1,598   |
| Arizona Total | 150,254 | 154,831 | 159,800 | 157,592 | 153,484 |

Fall 1993 Headcount by Gender



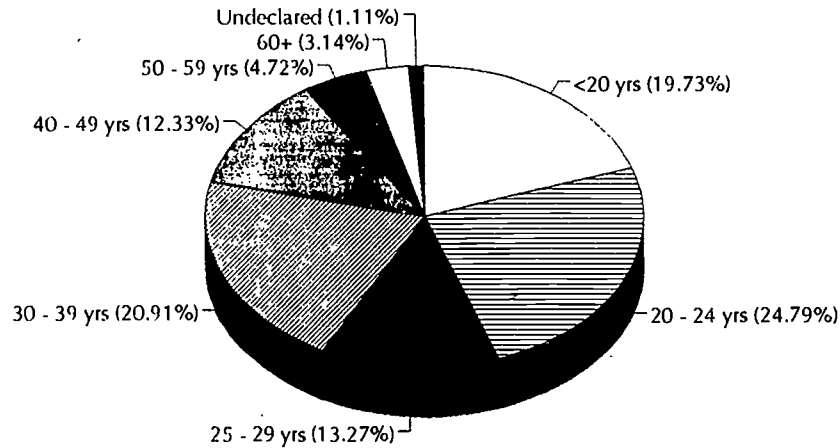
Enrollment Trends by Gender  
Arizona Community College System



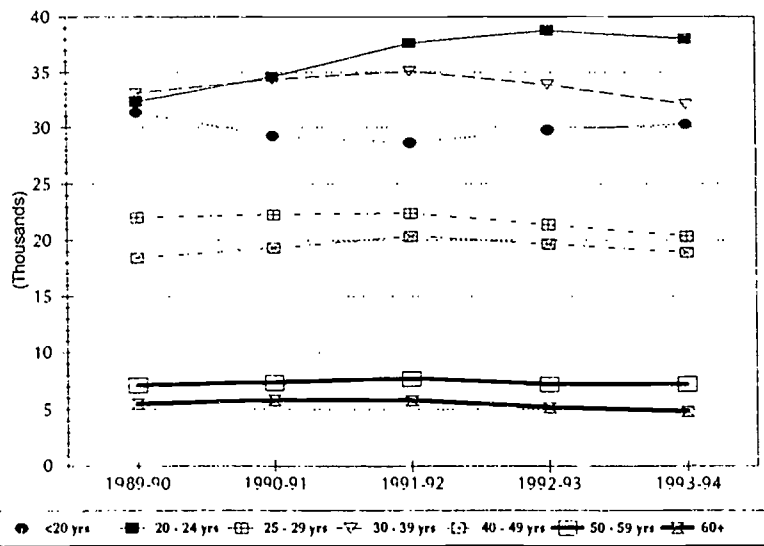
Fall Headcounts by Age Cohort, Fiscal Years 1984-85 to 1993-94, by State

|               | 1989-90 | 1990-91 | 1991-92 | 1992-93 | 1993-94 |
|---------------|---------|---------|---------|---------|---------|
| <20 yrs       | 31,344  | 29,217  | 28,625  | 29,767  | 30,282  |
| 20 - 24 yrs   | 32,332  | 34,623  | 37,640  | 38,820  | 38,046  |
| 25 - 29 yrs   | 22,059  | 22,310  | 22,418  | 21,427  | 20,371  |
| 30 - 39 yrs   | 33,073  | 34,404  | 35,110  | 33,916  | 32,095  |
| 40 - 49 yrs   | 18,430  | 19,354  | 20,369  | 19,666  | 18,924  |
| 50 - 59 yrs   | 7,106   | 7,341   | 7,682   | 7,211   | 7,238   |
| 60+           | 5,483   | 5,806   | 5,773   | 5,166   | 4,823   |
| Undeclared    | 427     | 1,776   | 2,183   | 1,619   | 1,705   |
| Arizona Total | 150,254 | 154,831 | 159,800 | 157,592 | 153,484 |

Fall 1993 Headcount by Age Cohort



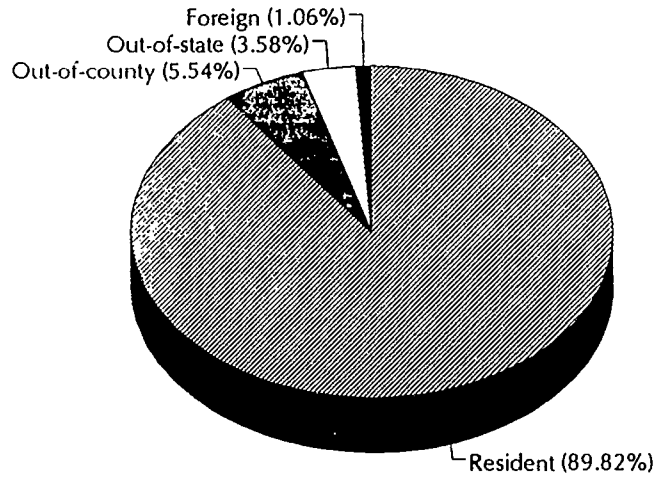
Enrollment Trends by Age Cohort  
Arizona Community College System



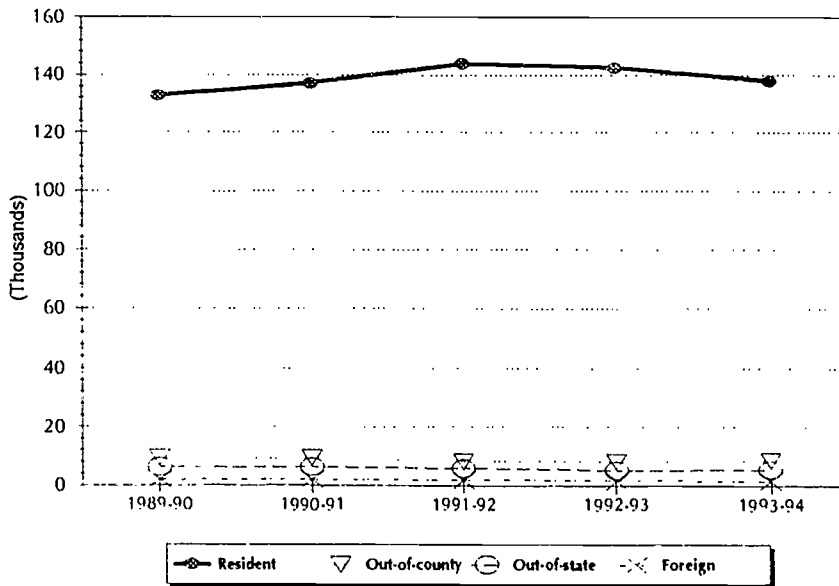
Fall Headcounts by Residency Status, Fiscal Years 1989-90 to 1993-94, by State

|               | 1989-90 | 1990-91 | 1991-92 | 1992-93 | 1993-94 |
|---------------|---------|---------|---------|---------|---------|
| Resident      | 132,763 | 137,079 | 143,852 | 142,327 | 137,858 |
| Out-of-county | 9,305   | 9,365   | 8,161   | 8,278   | 8,510   |
| Out-of-state  | 6,195   | 6,366   | 5,887   | 5,132   | 5,492   |
| Foreign       | 1,991   | 2,021   | 1,900   | 1,855   | 1,624   |
| Arizona Total | 150,254 | 154,831 | 159,800 | 157,592 | 153,484 |

Fall 1993 Headcount: Residency Status



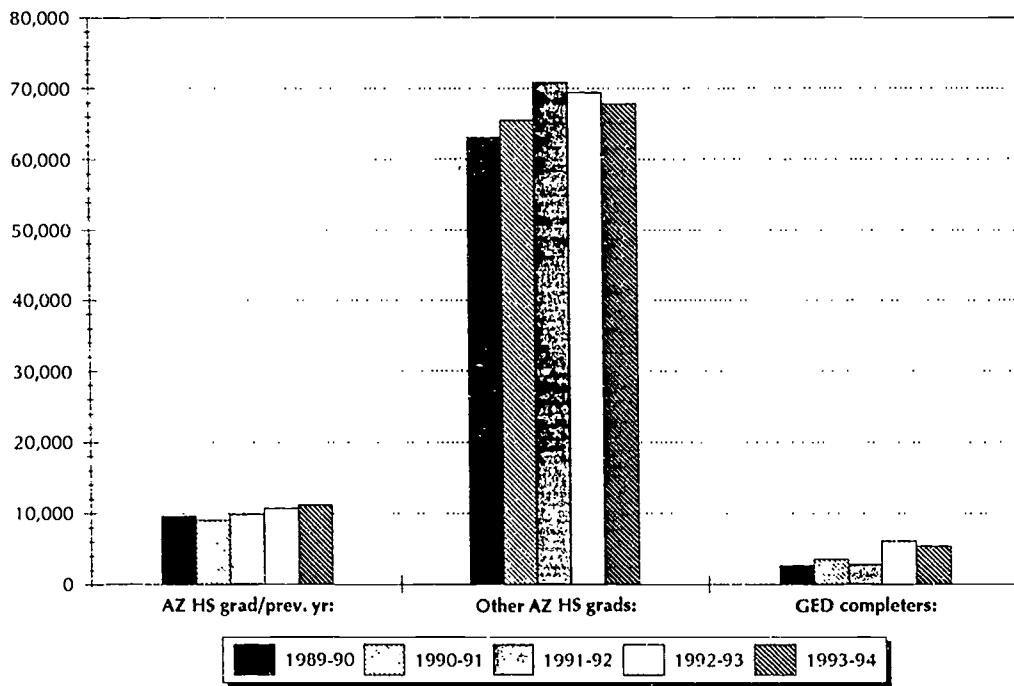
Enrollment Trends by Residency Status  
Arizona Community College System



Fall Headcounts by High School Graduation or GED Status, Fiscal Years 1989-90 to 1993-94, by Stat

|                      | 1989-90 | 1990-91 | 1991-92 | 1992-93 | 1993-94 |
|----------------------|---------|---------|---------|---------|---------|
| AZ HS grad/prev. yr. | 9,617   | 9,085   | 9,943   | 10,767  | 11,176  |
| Other AZ HS grads:   | 63,101  | 65,473  | 70,777  | 69,401  | 67,732  |
| GED completers:      | 2,648   | 3,539   | 2,829   | 6,097   | 5,420   |

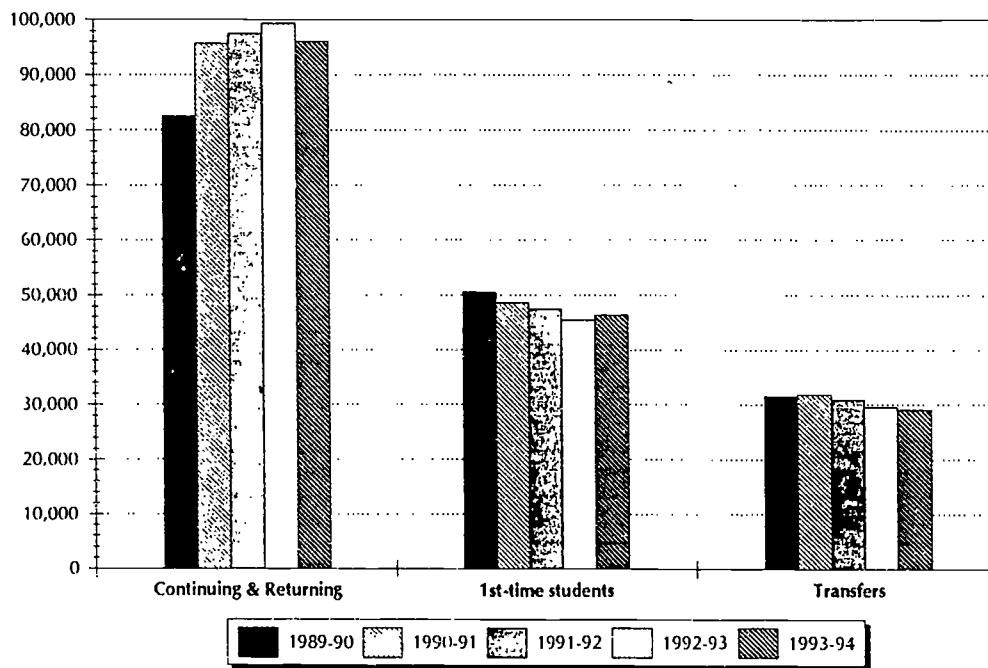
**Enrollment by High School Graduate  
or G.E.D. Status  
Arizona Community College System**



Fall Headcounts by Continuation Status, Fiscal Years 1989-90 to 1993-94, by State

|                        | 1989-90 | 1990-91 | 1991-92 | 1992-93 | 1993-94 |
|------------------------|---------|---------|---------|---------|---------|
| Continuing & Returning | 82,437  | 95,649  | 97,542  | 99,434  | 95,992  |
| 1st-time students      | 50,623  | 48,684  | 47,568  | 45,451  | 46,372  |
| Transfers              | 31,474  | 31,887  | 30,907  | 29,626  | 29,070  |

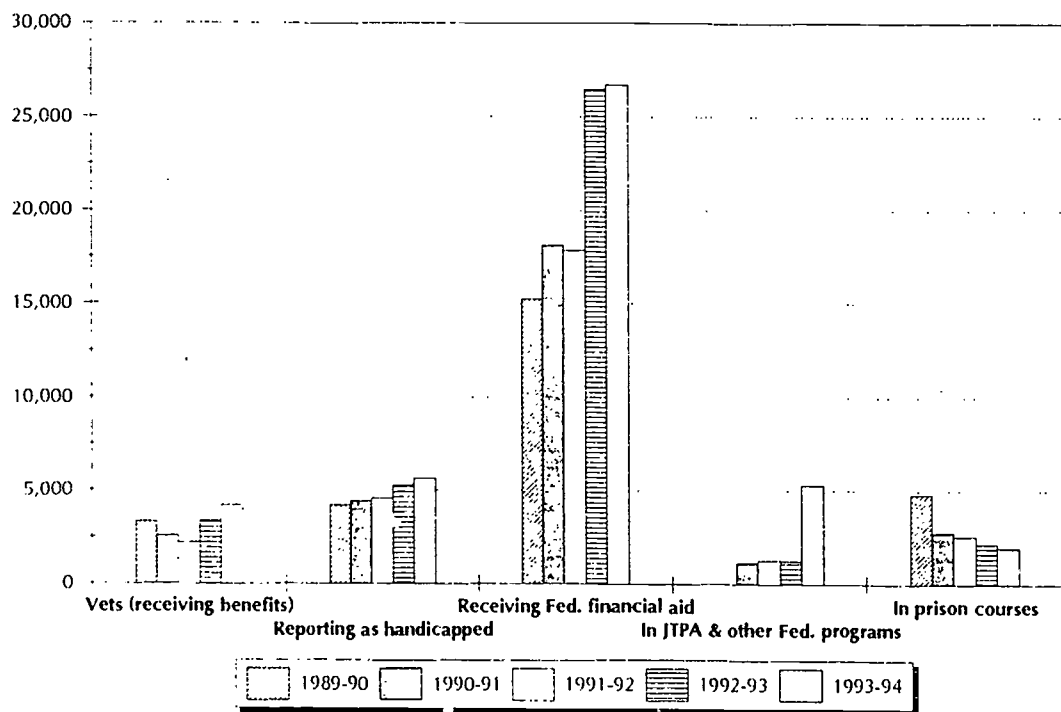
Fall 1993 Continuing/Returning,  
First-Time and Transfer Students  
Arizona Community College System



Miscellaneous Student Data, Fiscal Years 1989-90 to 1993-94

|                               | 1989-90 | 1990-91 | 1991-92 | 1992-93 | 1993-94 |
|-------------------------------|---------|---------|---------|---------|---------|
| Vets (receiving benefits)     | 3,308   | 2,600   | 2,193   | 3,351   | 4,200   |
| Reporting as handicapped      | 4,167   | 4,432   | 4,555   | 5,244   | 5,636   |
| Receiving Fed. financial aid  | 15,227  | 18,130  | 17,852  | 26,490  | 26,734  |
| In JTPA & other Fed. programs | n/a     | 1,182   | 1,299   | 1,281   | 5,273   |
| In prison courses             | 4,802   | 2,790   | 2,590   | 2,171   | 1,986   |

**Miscellaneous Student Headcount  
Information for Fall 1993**  
Arizona Community College System



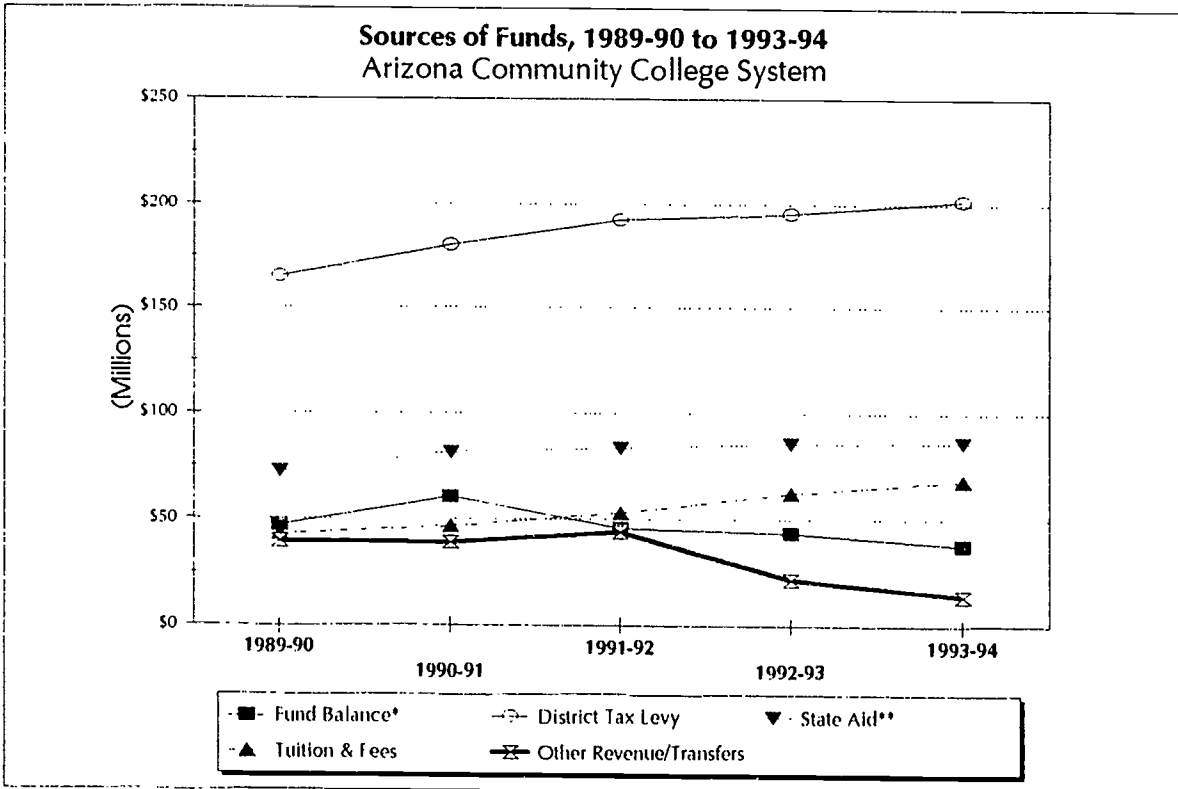
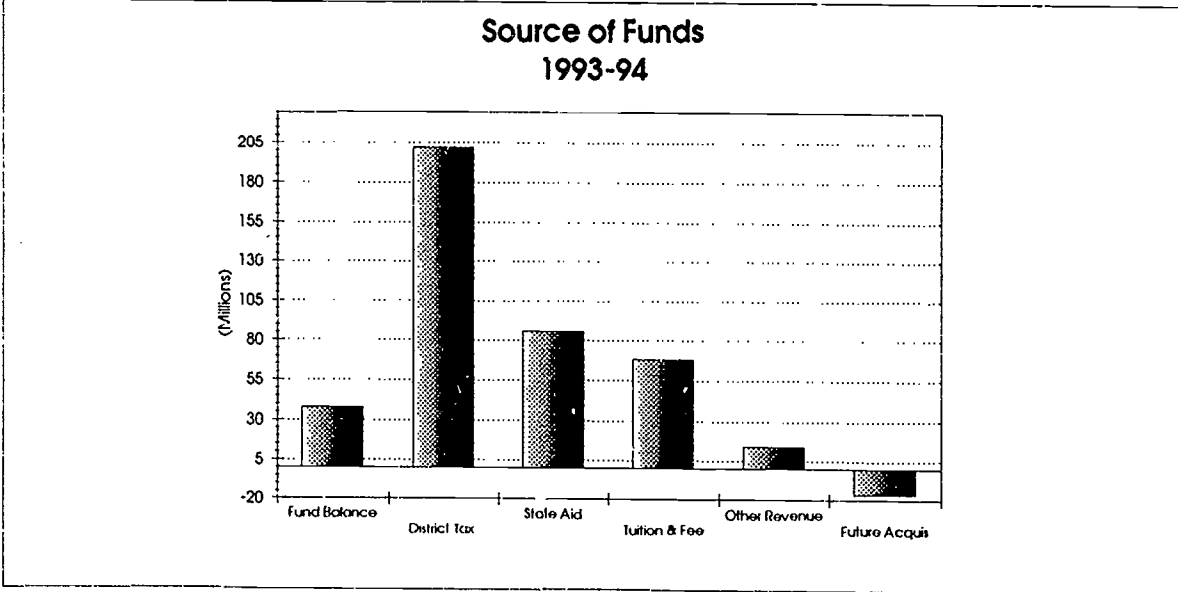


**Arizona Community College Financial Information:  
Data and Trends, 1989-90 to 1993-94  
and State Board Budget, 1993-94**

Source of Funds (Operating & Plant Fund Combined), Fiscal Years 1989-90 to 1993-94

|                          | 1989-90            | 1990-91            | 1991-92            | 1992-93            | 1993-94            |
|--------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Fund Balance*            | 46,942,543         | 60,388,171         | 45,855,675         | 43,581,673         | 38,054,379         |
| District Tax Levy        | 165,296,100        | 180,433,724        | 192,879,491        | 195,664,714        | 201,890,748        |
| State Aid**              | 72,220,537         | 81,361,922         | 83,425,500         | 85,503,600         | 85,935,300         |
| Tuition & Fees           | 42,858,966         | 46,771,545         | 52,956,914         | 62,208,761         | 68,345,270         |
| Other Revenue/Transfers  | 39,345,629         | 39,054,718         | 43,968,031         | 21,856,731         | 14,134,743         |
| Less Future Acquisitions | (6,723,977)        | (17,552,815)       | (14,007,158)       | (16,185,972)       | (16,314,724)       |
| <b>Total</b>             | <b>359,939,798</b> | <b>390,457,265</b> | <b>405,078,453</b> | <b>392,629,507</b> | <b>392,045,716</b> |

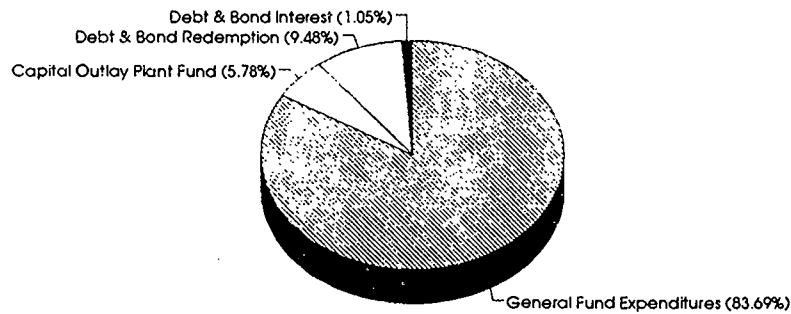
\* Equal to Fund Balance June 30, less reserves, board designations and other. \*\* Includes Equalization.



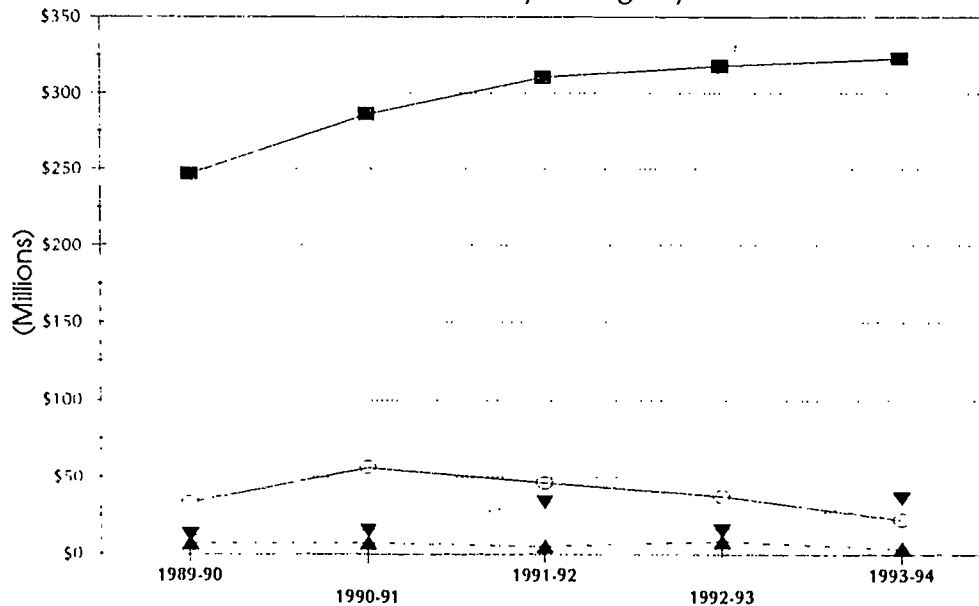
Disposition of Funds (Expenditures), Fiscal Years 1989-90 to 1993-94

|                           | 1989-90            | 1990-91            | 1991-92            | 1992-93            | 1993-94            |
|---------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Fund Expenditures | 246,649,082        | 286,103,924        | 310,537,876        | 317,781,956        | 322,869,126        |
| Capital Outlay Plant Fund | 33,676,292         | 56,352,691         | 46,445,519         | 37,613,403         | 22,287,797         |
| Debt & Bond Redemption    | 12,700,327         | 15,320,685         | 34,126,687         | 15,589,019         | 36,585,937         |
| Debt & Bond Interest      | 7,478,306          | 7,749,961          | 5,606,241          | 8,719,963          | 4,056,719          |
| <b>Total</b>              | <b>300,504,007</b> | <b>365,527,261</b> | <b>396,716,323</b> | <b>379,704,341</b> | <b>385,799,579</b> |

Disposition of Funds  
1993-94



Fund Expenditures 1989-90 to 1993-94  
Arizona Community College System

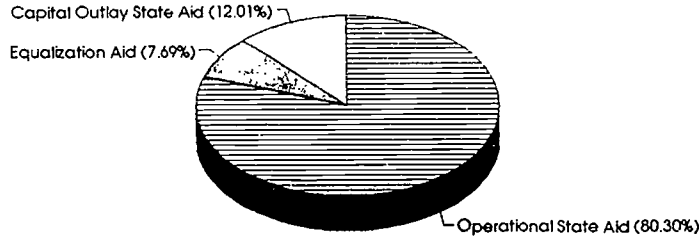


■ General Fund Expenditures    - - - Capital Outlay Plant Fund    ▼ Debt & Bond Redemption    - ▲ Debt & Bond Interest

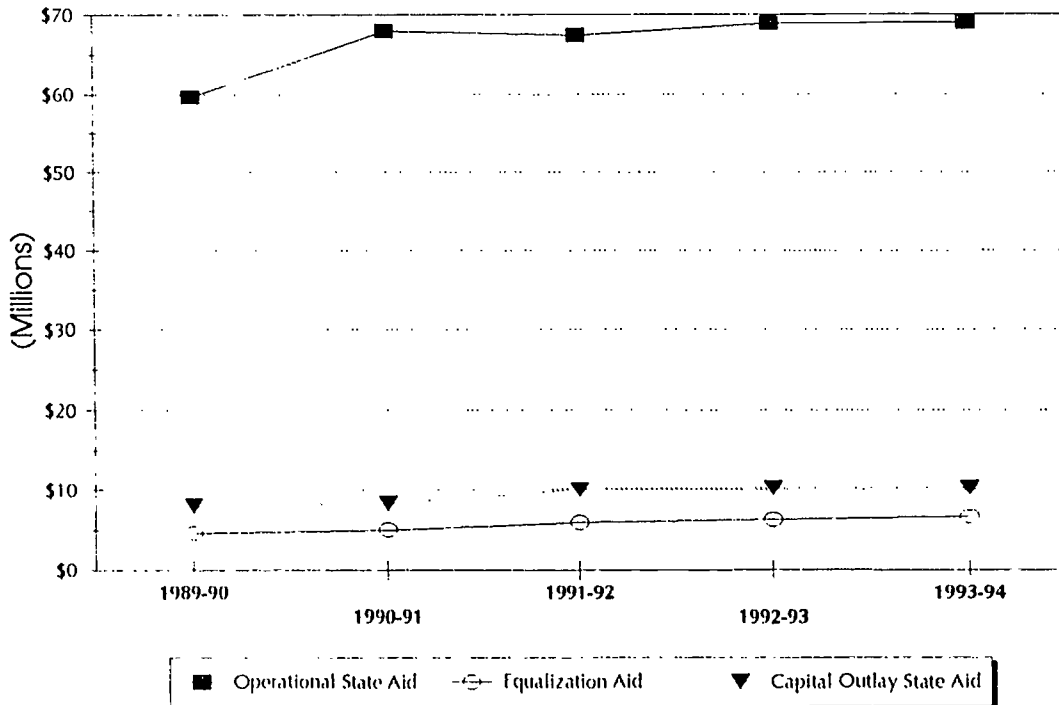
Analysis of State Aid Income, Fiscal Years 1989-90 to 1993-94

|                          | 1989-90    | 1990-91    | 1991-92    | 1992-93    | 1993-94    |
|--------------------------|------------|------------|------------|------------|------------|
| Operational State Aid    | 59,632,601 | 67,986,892 | 67,435,800 | 68,917,400 | 69,004,700 |
| Equalization Aid         | 4,562,336  | 5,030,830  | 5,891,900  | 6,267,200  | 6,611,600  |
| Capital Outlay State Aid | 8,025,600  | 8,344,200  | 10,097,800 | 10,319,000 | 10,319,000 |
| Total                    | 72,220,537 | 81,361,922 | 83,425,500 | 85,503,600 | 85,935,300 |

Analysis of State Aid Income  
1993-94



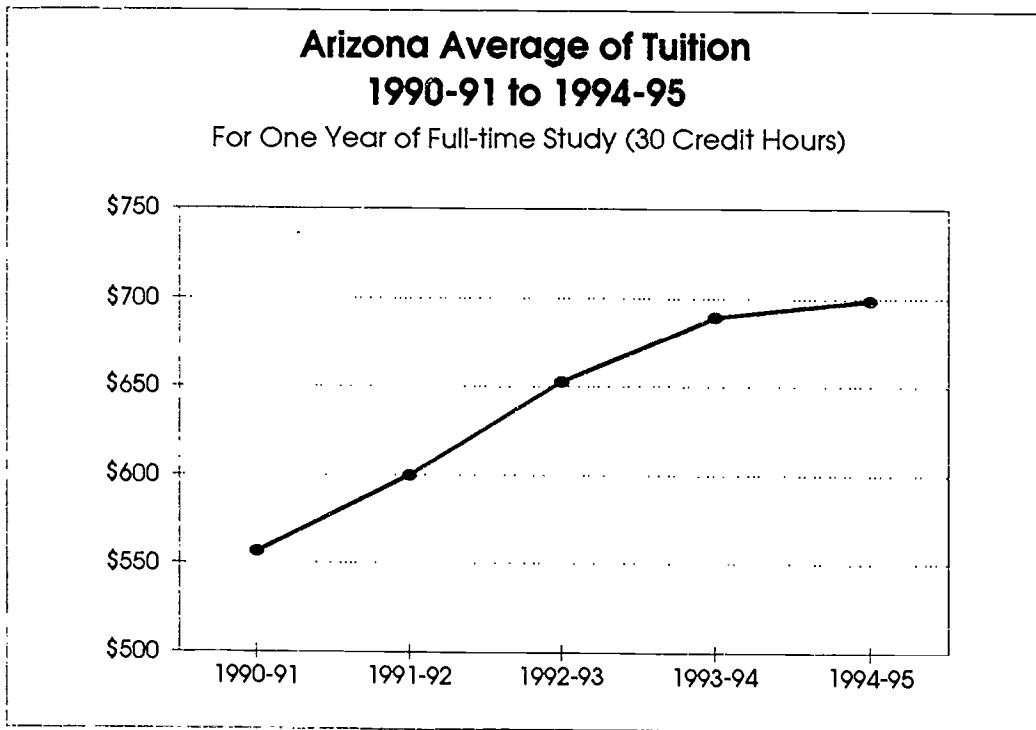
Analysis of State Aid Income,  
1989-90 to 1993-94  
Arizona Community College System



For 30 hours of study (one year of full-time equivalent credit)

|                        | Actual<br>1990-91 | Actual<br>1991-92 | Actual<br>1992-93 | Actual<br>1993-94 | Actual<br>1994-95 |
|------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| Cochise                | \$660             | \$690             | \$690             | \$750             | \$750             |
| Coconino               | no district       | \$600             | \$600             | \$600             | \$600             |
| Graham                 | \$600             | \$600             | \$628             | \$628             | \$628             |
| Maricopa               | \$720             | \$780             | \$870             | \$960             | \$960             |
| Mohave                 | \$490             | \$510             | \$520             | \$520             | \$580             |
| Navajo                 | \$192             | \$360             | \$600             | \$600             | \$600             |
| Pima                   | \$528             | \$576             | \$650             | \$700             | \$724             |
| Pinal                  | \$570             | \$570             | \$594             | \$690             | \$700             |
| Yavapai                | \$590             | \$620             | \$652             | \$666             | \$666             |
| Yuma-La Paz            | \$660             | \$690             | \$720             | \$780             | \$780             |
| <b>Arizona Average</b> | <b>\$557</b>      | <b>\$600</b>      | <b>\$652</b>      | <b>\$689</b>      | <b>\$699</b>      |

Note: these charges do not include additional fees that may apply.



State Office Administration

Combined Statement of Revenues, Expenditures and Changes in Fund Balances  
All Governmental Fund Types  
for the Fiscal Year Ended June 30, 1994

| <b>Revenues</b>            | <u>General</u>    | <u>Special<br/>Revenue</u> |
|----------------------------|-------------------|----------------------------|
| Legislative Appropriations | 86,927,100        |                            |
| Fees for Certification     |                   | 230,880                    |
| Total Revenues             | <u>86,927,100</u> | <u>230,880</u>             |

| <b>Expenditures</b>                  |                   |                 |
|--------------------------------------|-------------------|-----------------|
| Personnel Services                   | 470,576           | 136,709         |
| Employer-Related Expenditures        | 78,307            | 20,820          |
| Professional Services                | 23,704            | 842             |
| Travel, In-State                     | 35,587            | 840             |
| Travel, Out-of-State                 | 2,340             | 173             |
| Other Operating                      | 67,960            | 50,227          |
| Capital Expenditures                 |                   | 44,726          |
| Total Administrative Expenditures    | <u>678,474</u>    | <u>254,337</u>  |
| State Aid to Community Colleges      | 86,285,300        |                 |
| Total Expenditures                   | <u>86,963,774</u> | <u>254,337</u>  |
| Excess of Revenues over Expenditures | <u>(36,674)</u>   | <u>(23,457)</u> |

|   |            |                |
|---|------------|----------------|
| Other Financing Sources:  |            |                |
| Operating Transfers to:   | 36,950     |                |
| Operating Transfers from:   |            | (36,950)       |
| Excess of Revenues, over/under<br>Expenditures and Other Financing Sources: | 276        | (60,407)       |
| Fund Balances, July 1, 1993   | <u>0</u>   | <u>159,187</u> |
| Fund Balances, June 30, 1994  | <u>276</u> | <u>98,780</u>  |

|  |      |
|--|------|
| NOTE: Percentage of Total General Funds Appropriated to<br>Community Colleges Used by State Board: | 0.8% |
|--|------|



**Program of Study Information:  
Curriculum Matrix, Skill Centers, Tech Prep  
and Federal Program Information**

| CURRICULUM MATRIX<br>FOR<br>ARIZONA COMMUNITY COLLEGES<br>(ACADEMIC & VOCATIONAL) | AW<br>RE<br>IS<br>ZT<br>OE<br>NR<br>AN | CA<br>ER<br>NI<br>TZ<br>RO<br>AN<br>LA | CG<br>HI<br>AL<br>NB<br>DE<br>LR<br>ET<br>R | CO<br>CH<br>IS<br>E | CO<br>CO<br>NO<br>I<br>NO | EA<br>AR<br>SI<br>TZ<br>EO<br>RN<br>NA | EM<br>SO<br>TU<br>RN<br>ET<br>LA<br>LI<br>AN | GA<br>TE<br>WA<br>Y | GL<br>EN<br>DA<br>LE | ME<br>SA | MO<br>HA<br>VE | NP<br>OI<br>RO<br>TN<br>HE<br>LE<br>AR<br>ND | PV<br>AA<br>RL<br>AL<br>DE<br>LY<br>SE | PH<br>OE<br>NI<br>Y | PI<br>MA | RI<br>O<br>SA<br>LA<br>DO | SC<br>OT<br>TS<br>DA<br>LE | SM<br>OO<br>UN<br>TN<br>HT<br>AI<br>N | YA<br>VA<br>PA<br>AI |
|---|--|--|---|---------------------|---------------------------|--|--|---------------------|----------------------|----------|----------------|--|--|---------------------|----------|---------------------------|----------------------------|---------------------------------------|----------------------|
| 01. Agricultural Business & Production  | D                                      |  |   |                     | D                         | D                                      | D  |                     | D                    | CD       |                |  |  |                     |          |                           | D                          |                                       |                      |
| 02. Agricultural Sciences   | D                                      | D                                      |   | CD                  |                           | D                                      |  |                     |                      | CD       |                |  |  |                     | D        |                           |                            |                                       |                      |
| 03. Conservation & Renewable Natural Resources                                    |  |  |   | D                   |                           | D                                      |  |                     |                      |          |                |  |  |                     |          |                           |                            |                                       |                      |
| 04. Architecture & Related Programs   |  |  |   |                     |                           |  |  |                     |                      | C        |                |  |  |                     | CD       |                           |                            |                                       |                      |
| 05. Area, Ethnic & Cultural Studies   |  |  |   |                     |                           |  |  |                     |                      |          |                |  |  |                     | D        |                           | CD                         |                                       |                      |
| 08. Marketing Operations/Marketing & Distribution                                 |  |  |   |                     | D                         |  |  |                     |                      | C        | CD             | C  |  |                     | CD       |                           | D                          | D                                     |                      |
| 09. Communications  | D                                      |  |   | D                   |                           |  | D  |                     | D                    |          |                | CD   |  |                     | CD       |                           |                            |                                       |                      |
| 10. Communications Technologies   |  |  |   | CD                  |                           |  | D  |                     | D                    |          |                |  |  |                     |          |                           |                            |                                       |                      |
| 11. Computer & Information Sciences   | CD                                     | CD                                     | CD  | CD                  | D                         | CD                                     |  | CD                  |                      | C        | CD             | CD   |  |                     | CD       |                           | CD                         | CD                                    | C                    |
| 12. Personal & Miscellaneous Services   |  | D                                      |   |                     |                           | CD                                     | C  |                     | C                    |          | C              | CD   |  |                     | CD       | CD                        | CD                         |                                       |                      |
| 13. Education   | CD                                     | CD                                     |   | CD                  | D                         | D                                      | CD   |                     | CD                   | D        |                | CD   |  |                     | CD       |                           |                            |                                       |                      |
| 14. Engineering   | CD                                     | CD                                     |   |                     | D                         |  |  |                     |                      |          |                |  |  |                     | D        |                           |                            |                                       |                      |
| 15. Engineering-Related Technologies  | CD                                     | D                                      |   | CD                  |                           | CD                                     | CD   |                     | CD                   | CD       |                | CD   |  |                     | CD       | CD                        | CD                         | CD                                    | CD                   |
| 16. Foreign Languages & Literatures   | D                                      |  |   | D                   |                           |  |  |                     |                      |          |                |  |  |                     |          |                           |                            |                                       |                      |
| 19. Home Economics  | C                                      |  |   |                     |                           | D                                      |  |                     |                      |          |                |  |  | CD                  | C        | CD                        | CD                         |                                       |                      |
| 20. Vocational Home Economics   | CD                                     | C                                      |   |                     |                           | CD                                     | CD   |                     | CD                   | CD       |                | CD   |  |                     | CD       | C                         | CD                         | C                                     |                      |
| 22. Law & Legal Studies   |  |  |   | D                   | C                         | D                                      |  |                     |                      |          |                |  |  |                     | D        |                           |                            |                                       |                      |
| 23. English Language & Literature   | D                                      | D                                      |   | D                   |                           | D                                      |  |                     |                      |          | D              |  |  |                     | D        |                           |                            |                                       |                      |
| 24. Liberal Arts & Sciences, General Studies & Humanities                         |  |  |   | D                   | D                         | D                                      | D  |                     | D                    |          | D              | D  |  |                     | D        |                           |                            |                                       | D                    |

| CURRICULUM MATRIX<br>FOR<br>ARIZONA COMMUNITY COLLEGES<br>(ACADEMIC & VOCATIONAL) |  |                                  |   |                     |                      |  |  |                     |                      |          |                |  |  |                     |          |                                       |  |                                     |                     |
|---|--|----------------------------------|---|---------------------|----------------------|--|--|---------------------|----------------------|----------|----------------|--|--|---------------------|----------|---------------------------------------|--|-------------------------------------|---------------------|
|   | AW<br>RE<br>IS<br>ZT<br>OE<br>NR<br>AN | CA<br>ER<br>TZ<br>RO<br>AN<br>LA | CG<br>HI<br>AL<br>NB<br>DE<br>LR<br>ET<br>R | CO<br>CH<br>IS<br>E | CO<br>CO<br>NI<br>NO | EA<br>AR<br>SI<br>TZ<br>EO<br>RN<br>NA | EM<br>SO<br>TU<br>RN<br>ET<br>LA<br>LI<br>AN | GA<br>TE<br>WA<br>Y | GL<br>EN<br>DA<br>LE | ME<br>SA | MO<br>HA<br>VE | NP<br>OI<br>RO<br>TN<br>HE<br>LE<br>AR<br>ND | PV<br>AA<br>RL<br>AL<br>DE<br>IY<br>SE | PH<br>OE<br>NI<br>X | PI<br>MA | RI<br>O<br>S<br>A<br>L<br>A<br>D<br>O | SC<br>OT<br>T<br>S<br>D<br>A<br>L<br>E | SM<br>OO<br>TN<br>HT<br>A<br>I<br>N | YA<br>VA<br>PA<br>I |
| 25. Library Science   | C                                      |                                  |   |                     |                      | CD                                     |  |                     |                      | D        |                | CD   |  |                     |          |                                       |  |                                     |                     |
| 26. Biological Science/Life Sciences  |  |                                  |   |                     |                      | D                                      |  |                     |                      |          | D              |  |  |                     | D        |                                       |  |                                     |                     |
| 27. Mathematics   | D                                      | D                                |   | D                   |                      | D                                      |  |                     |                      |          | D              |  |  | D                   | D        |                                       |  |                                     |                     |
| 30. Multi/Interdisciplinary Studies   |  |                                  |   |                     |                      |  |  |                     |                      |          |                |  |  |                     | D        |                                       |  |                                     |                     |
| 31. Parks, Recreation, Leisure & Fitness Studies                                  |  | D                                |   |                     |                      | D                                      |  |                     |                      |          |                |  |  |                     | DC       |                                       |  |                                     |                     |
| 40. Physical Sciences   | D                                      | D                                |   | D                   | D                    | D                                      |  |                     |                      |          |                |  |  |                     | D        |                                       |  |                                     |                     |
| 41. Science Technologies  | D                                      |                                  |   | D                   |                      |  |  |                     |                      |          | D              |  |  |                     |          |                                       |  |                                     |                     |
| 42. Psychology  |  | D                                |   | D                   |                      | D                                      |  |                     |                      |          |                |  |  |                     |          |                                       |  |                                     |                     |
| 43. Protective Services   | CD                                     | CD                               |   | CD                  | CD                   | CD                                     | CD   |                     | CD                   | CD       | CD             | CD   | CD                                     | CD                  | CD       | CD                                    | CD                                     |                                     | CD                  |
| 44. Public Administration & Services  | C                                      |                                  |   | CD                  |                      |  | D  |                     | D                    |          |                | CD   |  |                     | CD       | CD                                    |  |                                     |                     |
| 45. Social Sciences & History   | D                                      |                                  |   | CD                  |                      | D                                      |  |                     |                      |          | D              |  |  |                     | CD       |                                       |  |                                     |                     |
| 46. Construction Trades   |  | CD                               |   |                     |                      | CD                                     |  | CD                  |                      | C        |                | CD   |  | CD                  | CD       | C                                     |  |                                     |                     |
| 47. Mechanics & Repairers   |  | CD                               | CD  | CD                  | CD                   | CD                                     | CD   | CD                  | CD                   | CD       | CD             | D  |  |                     | CD       | CD                                    |  | C                                   | CD                  |
| 48. Precision Production Trades   | CD                                     | C                                |   | CD                  |                      | CD                                     | CD   | CD                  | CD                   | CD       |                | CD   |  | CD                  | CD       |                                       |  |                                     | CD                  |
| 49. Transportation & Materials Moving   |  |                                  |   | CD                  |                      |  |  |                     |                      | C        | C              |  |  |                     | CD       | CD                                    |  |                                     |                     |
| 50. Visual & Performing Arts  | D                                      | D                                |   |                     |                      | CD                                     | CD   |                     | CD                   | D        |                |  |  | C                   | CD       |                                       |  |                                     | CD                  |
| 51. Health Professions & Related Sciences   | CD                                     | CD                               | CE  | CD                  | D                    | CD                                     | D  | CD                  | D                    | CD       | CD             | CD   |  | CD                  | CD       | CD                                    |  |                                     | D                   |
| 52. Business Management & Administrative Services                                 | D                                      | CD                               | CD  | CD                  | CD                   | CD                                     | CD   | CD                  | CD                   | CD       | CD             | CD   | CD                                     | CD                  | CD       | CD                                    | CD                                     | CD                                  | CD                  |

Estrella Mountain Community College Center is an educational center of Glendale Community College and shares its accreditation as established by the North Central Association of Colleges and Schools.

## SKILL CENTERS

Another dimension of postsecondary education may be experienced at one of Arizona's Skill Centers. There are two centers which are located in Maricopa and Pima Counties. These centers are unique operations that have existed in Arizona since 1962. Their purpose is to train unemployed and under employed persons for entry or re-entry into the labor market. Even though each Skill Center is responsible to the local community college district, they maintain a great degree of autonomy.

Most programs at the Skill Centers do not require a high school diploma for entry although students are encouraged to take advantage of the tutoring and testing available for a General Education Development (GED) certificate. In order to be truly responsive to the needs of students, the open-entry/open exit concept is utilized. Students may enroll on any day of the week, and they receive their certificates of completion the day they are "job-ready".

Listed below are some of the training clusters offered at one or more of Arizona's Skill Centers:

|                                     |                                |
|-------------------------------------|--------------------------------|
| Accounting and Payroll              | Food Preparation/Service       |
| Auto Body                           | Health Occupations             |
| Business and Office Education       | Hotel and Airline Reservations |
| Carpentry: Qualified Framers        | Meatcutting                    |
| Computer Based Programs/Occupations | Printing                       |
| Computerized Office Procedures      | Retail Skills                  |
| Facilities Maintenance              | Retail Banking                 |
| Federal Correctional/Institutions   | Safety Trades                  |
|                                     | Welding Trades                 |

### Skill Centers of Arizona Enrollment Data

| <u>Skill Centers</u> | <u>FTSE*</u> | <u>Student Clock Hrs.</u> | <u>No. of Students</u> | <u>No. of Programs</u> | <u>Job** Placement</u> | <u>Certificates Awarded</u> |
|----------------------|--------------|---------------------------|------------------------|------------------------|------------------------|-----------------------------|
| Maricopa             | 734.31       | 469,956                   | 1,784                  | 12                     | 1,124                  | 1,323                       |
| Pima                 | 409.         | 261,910.50                | 759                    | 4                      | 427                    | 499                         |
| Total                | 1,143.31     | 731,866.50                | 2,543                  | 16                     | 1,551+                 | 1,822                       |

\* One Skill Center FTSE (full-time student equivalent) equals 640 clock hours of instruction.

\*\*Conducted by Skill Center. Additional placements made by cooperating agency job developers and Department of Economic Security Job Services.

+ These are verifiable placements by the Skill Centers.

# Tech Prep

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Tech Prep focuses on integrating academic and occupational programs while emphasizing math, science and communication. It also addresses society's need for more sophisticated workers in a technology- and information-driven economy by providing students with educational choices starting in high school through community college and beyond.

There are 15 Tech Prep consortia in Arizona. All the community college districts are members along with 90 high schools and districts. The consortia and programs are as follows:

**Cochise Consortium:** business, health, public service, technology.

**Coconino Consortium:** construction trades, electronics technology, health and hotel restaurant management.

**Eastern Arizona Consortium:** advertising design, automotive technology, child development, drafting, machine welding, office technology, small business management.

**East Valley Consortium:** accounting, administrative support, culinary arts, aircraft maintenance, allied health, electronics, marketing.

**Glendale Consortium:** administrative support, accounting, agriculture, biotechnology, business, child care, drafting, electronics, health occupations, marketing, nursing assistant.

**Mohave Consortium:** administrative support, agriculture, business, building trades, computer information, health services, hospitality.

**Northland Consortium:** accounting, administrative support, business, computer information systems, construction technology, drafting, early childhood development, health occupations.

**Paradise Valley Consortium:** accounting, computer information systems, engineering and CAD, environmental hazardous materials technology, and Total Quality Management: customer service, process leadership.

**Phoenix Consortium:** business, drafting, fashion technology, fire science, health occupations, hospitality, interior design, printing and graphics technology.

**Pima Consortium:** administrative support, advanced technology, automotive technology.

**Pinal Consortium:** child care guidance, health occupations, hospitality, manufacturing and engineering technology, office administrative support.

**Scottsdale Consortium:** environmental design drafting, personal computer applications, motion picture and TV production.

**West Valley Consortium:** administration of justice, administrative support, business and personal computers, computer science, general business, health, and marketing/hospitality (including: customer service).

**Yavapai Consortium:** business, community services, health science, hospitality, office administration, and paralegal.

**Yuma Consortium:** agriculture business, agriculture/biotechnology, culinary arts, early childhood education, and environmental technology.

Tech Prep is a federal program funded by the Carl D. Perkins Vocational and Applied Technology Act of 1990 and is coordinated statewide from the office of the State Board of Directors for Community Colleges of Arizona.

**FEDERAL VOCATIONAL EDUCATION FUNDING  
FISCAL YEAR 1993-1994**

| DISTRICT                             | FEDERAL FUNDS ADMINISTERED BY STATE<br>BOARD OF DIRECTORS FOR COMMUNITY COLLEGES |                    |                    | FEDERAL FUNDS<br>ALLOCATED DIRECTLY<br>BY STATE BOARD OF<br>VOCATIONAL EDUCATION | TOTAL FEDERAL<br>VOCATIONAL EDUCATION FUNDS |                    |                    |
|--------------------------------------|--|--------------------|--------------------|--|---|--------------------|--------------------|
|                                      | FORMULA  | DISCRETIONARY      | TOTAL              | DISCRETIONARY  | FORMULA                                     | DISCRETIONARY      | TOTAL              |
| Cochise                              | \$160,617  | \$119,030          | \$279,647          | \$16,500   | \$160,617                                   | \$135,530          | \$296,147          |
| Coconino                             | \$0  | \$96,000           | \$96,000           | \$0  | \$0   | \$96,000           | \$96,000           |
| Graham (EAC)                         | \$146,785  | \$88,000           | \$234,785          | \$0  | \$146,785                                   | \$88,000           | \$234,785          |
| Maricopa                             | \$484,620  | \$264,814          | \$749,434          | \$0  | \$484,620                                   | \$264,814          | \$749,434          |
| Mohave                               | \$87,225   | \$115,030          | \$202,255          | \$0  | \$87,225                                    | \$115,030          | \$202,255          |
| Navajo (NPC)                         | \$204,231  | \$89,000           | \$293,231          | \$0  | \$204,231                                   | \$89,000           | \$293,231          |
| Pima                                 | \$175,020  | \$87,007           | \$262,027          | \$0  | \$175,020                                   | \$87,007           | \$262,027          |
| Pinal (CAC)                          | \$138,973  | \$102,000          | \$240,973          | \$0  | \$138,973                                   | \$102,000          | \$240,973          |
| Yavapai                              | \$77,707   | \$79,911           | \$157,618          | \$0  | \$77,707                                    | \$79,911           | \$157,618          |
| Yuma-La Paz                          | \$152,155  | \$33,022           | \$185,177          | \$125,953  | \$152,155                                   | \$158,975          | \$311,130          |
| State Board<br>Administration        | \$85,649   | \$0                | \$85,649           | \$0  | \$85,649                                    | \$0                | \$85,649           |
| Tech Prep<br>Technical<br>Assistance | \$0  | \$80,000           | \$80,000           | \$0  | \$0   | \$80,000           | \$80,000           |
| <b>TOTAL</b>                         | <b>\$1,712,982</b>   | <b>\$1,153,814</b> | <b>\$2,866,796</b> | <b>\$142,453</b>   | <b>\$1,712,982</b>                          | <b>\$1,296,267</b> | <b>\$3,009,249</b> |

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**Arizona Community College  
Directory  
October, 1994**

# State Board of Directors for Community Colleges of Arizona

3225 North Central Avenue, Suite 1220  
Phoenix, Arizona 85012

Phone: (602) 255-5037  
Fax: (602) 279-3464

## Directory of Board Members

### Members of the State Board, 1994:

|                                     |   |
|-------------------------------------|---|
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| Patrick Carlin . . . . .            | Mohave County   |
| Dalton Cole, Jr. . . . .            | Pinal County  |
| Fred A. Dunsmore . . . . .          | Cochise County  |
| Thava Freedman . . . . .            | Navajo County   |
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| Robert L. Gugino . . . . .          | Pima County   |
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| Ruth Senne . . . . .                | Greenlee County   |
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| James A. Ullman . . . . .           | Vice Chair      |
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| Robert J. McKenzie . . . . .        | Treasurer       |
| Conkie Hoover . . . . .             | Member-at-Large |



## Directory of Colleges

### COCHISE COUNTY COMMUNITY COLLEGE DISTRICT

Dr. Walt Patton, President . . . . . (602) 364-7943

#### **Cochise College**

DOUGLAS CAMPUS

Route 1, Box 100

Douglas, Arizona 85607 . . . . . (602) 264-7943

SIERRA VISTA CAMPUS

901 North Colombo

Sierra Vista, Arizona 85635 . . . . . (602) 458-7110

Dean: Beth Roberts

### COCONINO COUNTY COMMUNITY COLLEGE DISTRICT

Dr. Phil Tullar, President . . . . . (602) 527-1222

#### **Coconino Community College**

3000 North 4th Street, Suite 17

Flagstaff, Arizona 86004 . . . . . (602) 527-1222

### GRAHAM COUNTY COMMUNITY COLLEGE DISTRICT

Gherald L. Hoopes, Jr., President . . . . . (602) 428-8231

#### **Eastern Arizona College**

Thatcher, Arizona 85552-0769 . . . . . (602) 428-8231

GILA PUEBLO CAMPUS

Box 2820

Globe, Arizona 85502 . . . . . (602) 425-3151

Executive Dean: Donald Allen

**MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT**

Dr. Paul A. Elsner, Chancellor . . . . . (602) 731-8000

DISTRICT SERVICE CENTER                      Send Mail to:  
2411 West 14th Street                      P.O. Box 13349  
Tempe, Arizona 85281                      Phoenix, Arizona 85002 . . . . . (602) 731-8000

**Chandler-Gilbert Community College**  
2626 East Pecos Road  
Chandler, Arizona 85225 . . . . . (602) 732-7000  
President: Arnette S. Ward

**Estrella Mountain Community College Center**  
3000 North Dysart Road  
Litchfield Park, Arizona 85340 . . . . . (602) 935-8000  
Provost: Dr. Homero Lopez

**GateWay Community College**  
108 North 40th Street  
Phoenix, Arizona 85034 . . . . . (602) 392-5000  
President: Dr. Phil D. Randolph

**Glendale Community College**  
6000 West Olive Avenue  
Glendale, Arizona 85302 . . . . . (602) 435-3000  
President: Dr. John R. Waltrip

**Mesa Community College**  
1833 West Southern Avenue  
Mesa, Arizona 85202 . . . . . (602) 461-7000  
President: Dr. Larry K. Christiansen

**Paradise Valley Community College**  
18401 North 32nd Street  
Phoenix, Arizona 85032 . . . . . (602) 493-2600  
President: Dr. Raúl Cárdenas

**Phoenix College**  
1202 West Thomas Road  
Phoenix, Arizona 85013 . . . . . (602) 264-2492  
President: Dr. Marie Pepicello



**Río Salado Community College**

640 North 1st Avenue  
Phoenix, Arizona 85003 . . . . . (602) 223-4000  
President: Dr. Linda Thor

**Scottsdale Community College**

9000 East Chaparral Road  
Scottsdale, Arizona 85250 . . . . . (602) 423-6000  
President: Dr. Arthur W. DeCabooter

**South Mountain Community College**

7050 South 24th Street  
Phoenix, Arizona 85040 . . . . . (602) 243-8000  
President: Dr. John Córdova

**MOHAVE COUNTY COMMUNITY COLLEGE DISTRICT**

Dr. Charles W. Hall, President . . . . . (602) 757-4331

**Mohave Community College**

KINGMAN CAMPUS  
1971 Jagerson Avenue  
Kingman, Arizona 86401 . . . . . (602) 757-4331  
Dean: Ingrid Lee

LAKE HAVASU CAMPUS  
1977 West Acoma Boulevard  
Lake Havasu City, Arizona 86403 . . . . . (602) 855-7812  
Dean: Dr. Gary Isham

MOHAVE VALLEY CAMPUS  
3400 Highway 95  
Bullhead City, Arizona 86442 . . . . . (602) 758-3926  
Dean: Dr. La Rue Davidson

**NAVAJO COUNTY COMMUNITY COLLEGE DISTRICT**

Dr. John H. Anderson, President . . . . . (602) 524-6111

**Northland Pioneer College**

PAINTED DESERT CAMPUS  
1200 East Hermosa Drive  
Holbrook, Arizona 86025  
Send Mail to:  
P.O. Box 610  
Holbrook, Arizona 86025 . . . . . (602) 524-6111



**Northland Pioneer College (Continued)**

WHITE MOUNTAIN CAMPUS  
Show Low, Arizona . . . . . (602) 537-2976

SILVER CREEK CAMPUS  
Snowflake, Arizona . . . . . (602) 536-7871

LITTLE COLORADO CAMPUS  
Winslow, Arizona . . . . . (602) 289-4633

Please send mail to all campuses to the Painted Desert Campus

**PIMA COUNTY COMMUNITY COLLEGE DISTRICT**

Dr. Johnas F. Hockaday, Chancellor . . . . . (602) 748-4666

DISTRICT CENTRAL OFFICE  
4907 East Broadway  
Tucson, Arizona 85709-1010

**Pima Community College**

COMMUNITY CAMPUS  
1901 North Stone Avenue  
Tucson, Arizona 85709-5075 . . . . . (602) 884-6944  
Provost: Jana Kooi

DESERT VISTA CAMPUS  
5901 South Calle Santa Cruz  
Tucson, Arizona 85790-6000 . . . . . (602) 295-5077  
Provost: Edward Acuña

DOWNTOWN CAMPUS  
1255 North Stone Avenue  
Tucson, Arizona 85705 . . . . . (602) 884-6788  
Provost: Dr. Miguel Palacios

EAST CAMPUS  
8181 East Irvington Road  
Tucson, Arizona 85709-4000 . . . . . (602) 722-7619  
Provost: Dr. Wesley Soderquist



WEST CAMPUS  
2202 West Anklam Road  
Tucson, Arizona 85709-0001 . . . . . (602) 884-6752  
Provost: Graham Smart

**PINAL COUNTY COMMUNITY COLLEGE DISTRICT**

Dr. John J. Klein, President . . . . . (602) 723-4141

**Central Arizona College**

SUPERSTITION MOUNTAIN CAMPUS  
273 East U.S. Highway 60, A4  
Apache Junction, Arizona 85219 . . . . . (602) 982-7261  
Dean: Dr. Joanna Michelin

ARAVAIPA CAMPUS  
Aravaipa Road - Star Route Box 97  
Winkelman, Arizona 85292. . . . . (602) 357-7864  
Dean: Dr. Edwin Hill

SIGNAL PEAK CAMPUS  
8470 North Overfield Road  
Coolidge, Arizona 85228. . . . . (602) 723-4141  
Dean: Harold McLaughlin

**YAVAPAI COUNTY COMMUNITY COLLEGE DISTRICT**

Dr. Doreen Dailey, President . . . . . (602) 445-7300

**Yavapai College**

1100 East Sheldon  
Prescott, Arizona 86301 . . . . . (602) 445-7300

VERDE VALLEY CAMPUS  
601 Black Hills Drive  
Clarkdale, Arizona 86324. . . . . (602) 634-7501  
Dean: Dr. Jim Williams

**YUMA-LA PAZ COUNTIES COMMUNITY COLLEGE DISTRICT**

Dr. James Carruthers, President . . . . . (602) 726-1000

**Arizona Western College**

P.O. Box 929  
Araby Road  
Yuma, Arizona 85365 . . . . . (602) 726-1000

**Directory of Arizona Community College Skill Centers**

**MARICOPA COUNTY COMMUNITY COLLEGE DISTRICT**

Maricopa County Skill Center  
1245 East Buckeye Road  
Phoenix, Arizona 85034 . . . . . (602) 238-4300  
Director: Stanley Grossman

**PIMA COUNTY COMMUNITY COLLEGE DISTRICT**

Center for Training and Development  
5901 South Calle Santa Cruz  
Tucson, Arizona 85709-6300 . . . . . (602) 295-5100  
Director: Dr. Johnson Bia

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## Introduction

Welcome to the new *Supplement to the Annual Report to the Governor, 1993-1994*! This is a completely new publication of the State Board, yet it contains data with which users of the previous *Annual Report* should be familiar.

Two years ago, State Board staff identified several changes to the traditional annual report format that would provide the opportunity for the State Board and each community college to tell more effectively of its activities, challenges, and successes. Several changes were made in the 1992-93 report. For 1993-1994, even more extensive changes were made to the *Annual Report*. The intent of these changes is to increase the readability of the report and to make it more relevant to its primary audiences: the Governor, members of the Legislature, and the citizens of Arizona. This redesign included more extensive use of graphics and also removing most of the detailed data that is generally not useful to the general audience of the *Annual Report*.

However, State Board staff realized that the statistics in previous reports, while having a limited audience, are still a valuable resource to administrators, researchers and analysts. Hence, the creation of the *Statistical Supplement to the Annual Report to the Governor, 1993-1994*, as a companion document to the *Annual Report*. Most of the detailed data tables contained in earlier reports are in the *Statistical Supplement*. Some new information has been included. This publication is intended for those persons who need more "hard" data than is appropriate for the more general audiences of the *Annual Report* itself.

With these changes, we expect the *Annual Report to the Governor, 1993-1994* and the *Statistical Supplement* to become a more effective communications tool between the Arizona Community Colleges and the people they serve. Comments regarding the new format and suggestions for further refinements would be welcomed by the Executive Director.

The State Board of Directors for Community Colleges of Arizona  
 Annual Report to the Governor, 1993-94

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For more detailed anecdotal information and trend data on the Arizona community colleges, please refer to the companion document to this statistical supplement, *The Annual Report to the Governor, 1993-1994*, issued by the State Board.

**Arizona Community College  
Student Enrollment  
1993-94**

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### General Enrollment Figures

| 1993-94           | Annual Audited FTSE |         | Fall 1993 FTSE |         | Spring 1994 FTSE |         | Annual Unduplicated |         | Fall 1993 |         | Spring 1994 |         |
|-------------------|---------------------|---------|----------------|---------|------------------|---------|---------------------|---------|-----------|---------|-------------|---------|
|                   | Number              | Percent | Number         | Percent | Number           | Percent | Number              | Percent | Number    | Percent | Number      | Percent |
| Cochise           | 3,225               | 4.2%    | 2,591          | 3.9%    | 2,823            | 4.5%    | 9,546               | 3.6%    | 4,908     | 3.2%    | 5,520       | 3.6%    |
| Coconino          | 1,186               | 1.5%    | 1,114          | 1.7%    | 981              | 1.6%    | 4,295               | 1.6%    | 3,449     | 2.2%    | 2,957       | 2.0%    |
| Graham            | 2,368               | 3.1%    | 2,196          | 3.3%    | 2,066            | 3.3%    | 8,423               | 3.2%    | 4,771     | 3.1%    | 4,708       | 3.1%    |
| Maricopa*         | 42,772              | 55.5%   | 35,907         | 54.7%   | 33,560           | 53.8%   | 153,898             | 57.7%   | 87,703    | 57.1%   | 83,023      | 54.8%   |
| Chandler-Gilbert  | not reported        |         | 1,509          | 2.3%    | 1,322            | 2.1%    | 5,156               | 1.9%    | 3,209     | 2.1%    | 2,905       | 1.9%    |
| Estrella Mountain | not reported        |         | 551            | 0.8%    | 542              | 0.9%    | 3,060               | 1.1%    | 1,701     | 1.1%    | 1,795       | 1.2%    |
| Gateway           | not reported        |         | 1,608          | 2.4%    | 1,567            | 2.5%    | 29,057              | 10.9%   | 6,257     | 4.1%    | 5,810       | 3.8%    |
| Glendale          | not reported        |         | 7,819          | 11.9%   | 7,191            | 11.5%   | 12,485              | 4.7%    | 17,520    | 11.4%   | 16,516      | 10.9%   |
| Mesa              | not reported        |         | 9,435          | 14.4%   | 8,998            | 14.4%   | 32,842              | 12.3%   | 19,508    | 12.7%   | 18,750      | 12.4%   |
| Paradise Valley   | not reported        |         | 2,033          | 3.1%    | 2,013            | 3.2%    | 20,143              | 7.6%    | 5,179     | 3.4%    | 5,254       | 3.5%    |
| Phoenix           | not reported        |         | 5,479          | 8.3%    | 5,215            | 8.4%    | 8,577               | 3.2%    | 12,181    | 7.9%    | 11,875      | 7.8%    |
| Rio Salado        | not reported        |         | 1,877          | 2.9%    | 1,691            | 2.7%    | 21,913              | 8.2%    | 9,531     | 6.2%    | 8,859       | 5.8%    |
| Scottsdale        | not reported        |         | 4,260          | 6.5%    | 3,862            | 6.2%    | 15,797              | 5.9%    | 9,589     | 6.2%    | 8,804       | 5.8%    |
| South Mountain    | not reported        |         | 1,337          | 2.0%    | 1,160            | 1.9%    | 4,868               | 1.8%    | 3,028     | 2.0%    | 2,455       | 1.6%    |
| Mohave            | 2,054               | 2.7%    | 1,732          | 2.6%    | 1,763            | 2.8%    | 9,666               | 3.6%    | 5,144     | 3.4%    | 5,875       | 3.9%    |
| Navajo            | 2,220               | 2.9%    | 1,747          | 2.7%    | 1,800            | 2.9%    | 9,279               | 3.5%    | 4,779     | 3.1%    | 4,974       | 3.3%    |
| Pima*             | 14,687              | 19.1%   | 13,416         | 20.4%   | 12,512           | 20.1%   | 37,431              | 14.0%   | 27,148    | 17.7%   | 25,937      | 17.1%   |
| Pinal             | 3,164               | 4.1%    | 2,154          | 3.3%    | 2,160            | 3.5%    | 13,724              | 5.1%    | 4,499     | 2.9%    | 5,257       | 3.5%    |
| Yavapai           | 2,501               | 3.2%    | 2,260          | 3.4%    | 2,275            | 3.6%    | 9,041               | 3.4%    | 5,717     | 3.7%    | 5,963       | 3.9%    |
| Yuma-La Paz       | 2,895               | 3.8%    | 2,580          | 3.9%    | 2,427            | 3.9%    | 11,294              | 4.2%    | 5,366     | 3.5%    | 7,326       | 4.8%    |
| Arizona Totals    | 77,072              | 100.0%  | 65,697         | 100.0%  | 62,367           | 100.0%  | 266,597             | 100.0%  | 153,484   | 100.0%  | 151,440     | 100.0%  |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction, not including Skills Center. The Arizona Totals are an aggregate of the districts under its jurisdiction.

\* FTSE figures Do not include Skill Centers' FTSE of 734 for Maricopa and 409 for Pima.

Source of Annual Audited FTSE: Auditor General Preliminary Report, FY '93-94

### Non-Credit Classes and Non-Credit Enrollment

| Non-Credit Classes<br>Not counted in credit<br>Enrollment figures | July 1 to Dec. 31, 1993 |               | Jan. 1 to June 30, 1994 |               | Totals: 1993-94   |               |                    |               |                    |               |               |               |
|---|-------------------------|---------------|-------------------------|---------------|-------------------|---------------|--------------------|---------------|--------------------|---------------|---------------|---------------|
|   | Number of classes       |               | Number of students      |               | Number of classes |               | Number of students |               | Number of students |               |               |               |
|   | Number                  | Percent       | Number                  | Percent       | Number            | Percent       | Number             | Percent       | Number             | Percent       |               |               |
| Cochise   | 44                      | 1.7%          | 732                     | 3.0%          | 57                | 2.2%          | 1,198              | 4.7%          | 101                | 1.9%          | 1,930         | 3.9%          |
| Coconino  | 11                      | 0.4%          | 104                     | 0.4%          | 10                | 0.4%          | 182                | 0.7%          | 21                 | 0.4%          | 286           | 0.6%          |
| Graham  | 1                       | 0.0%          | 15                      | 0.1%          | 0                 | 0.0%          | 0                  | 0.0%          | 1                  | 0.0%          | 15            | 0.0%          |
| Maricopa  | 972                     | 36.9%         | 13,412                  | 54.9%         | 1,163             | 45.3%         | 14,939             | 59.1%         | 2,135              | 41.0%         | 28,351        | 57.0%         |
| Chandler-Gilbert  | 50                      | 1.9%          | 451                     | 1.8%          | 54                | 2.1%          | 537                | 2.1%          | 104                | 2.0%          | 988           | 2.0%          |
| Estrella Mountain   | 26                      | 1.0%          | 325                     | 1.3%          | 60                | 2.3%          | 518                | 2.0%          | 86                 | 1.7%          | 843           | 1.7%          |
| Gateway   | 14                      | 0.5%          | 50                      | 0.2%          | 0                 | 0.0%          | 0                  | 0.0%          | 14                 | 0.3%          | 50            | 0.1%          |
| Glendale  | 123                     | 4.7%          | 1,234                   | 5.1%          | 194               | 7.6%          | 1,999              | 7.9%          | 317                | 6.1%          | 3,233         | 6.5%          |
| Mesa  | 127                     | 4.8%          | 2,684                   | 11.0%         | 277               | 10.8%         | 4,146              | 16.4%         | 404                | 7.8%          | 6,830         | 13.7%         |
| Paradise Valley   | 49                      | 1.9%          | 697                     | 2.9%          | 96                | 3.7%          | 990                | 3.9%          | 145                | 2.8%          | 1,687         | 3.4%          |
| Phoenix   | 274                     | 10.4%         | 3,508                   | 14.4%         | 191               | 7.4%          | 2,825              | 11.2%         | 465                | 8.9%          | 6,333         | 12.7%         |
| Río Salado  | 7                       | 0.3%          | 71                      | 0.3%          | 10                | 0.4%          | 25                 | 0.1%          | 17                 | 0.3%          | 96            | 0.2%          |
| Scottsdale  | 273                     | 10.4%         | 3,889                   | 15.9%         | 244               | 9.5%          | 3,314              | 13.1%         | 517                | 9.9%          | 7,203         | 14.5%         |
| South Mountain  | 29                      | 1.1%          | 503                     | 2.1%          | 37                | 1.4%          | 585                | 2.3%          | 66                 | 1.3%          | 1,088         | 2.2%          |
| Mohave  | 0                       | 0.0%          | 0                       | 0.0%          | 0                 | 0.0%          | 0                  | 0.0%          | 0                  | 0.0%          | 0             | 0.0%          |
| Navajo  | 29                      | 1.1%          | 169                     | 0.7%          | 24                | 0.9%          | 117                | 0.5%          | 53                 | 1.0%          | 286           | 0.6%          |
| Pima  | 1,461                   | 55.4%         | 8,651                   | 35.4%         | 1,137             | 44.3%         | 7,078              | 28.0%         | 2,598              | 50.0%         | 15,729        | 31.6%         |
| Pinal   | 0                       | 0.0%          | 0                       | 0.0%          | 0                 | 0.0%          | 0                  | 0.0%          | 0                  | 0.0%          | 0             | 0.0%          |
| Yavapai   | 117                     | 4.4%          | 1,335                   | 5.5%          | 175               | 6.8%          | 1,778              | 7.0%          | 292                | 5.6%          | 3,113         | 6.3%          |
| Yuma-La Paz   | 0                       | 0.0%          | 0                       | 0.0%          | 0                 | 0.0%          | 0                  | 0.0%          | 0                  | 0.0%          | 0             | 0.0%          |
| <b>Arizona Totals</b>   | <b>2,635</b>            | <b>100.0%</b> | <b>24,418</b>           | <b>100.0%</b> | <b>2,566</b>      | <b>100.0%</b> | <b>25,292</b>      | <b>100.0%</b> | <b>5,201</b>       | <b>100.0%</b> | <b>49,710</b> | <b>100.0%</b> |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.

### Headcount by Full-time or Part-time Enrollment

| 1993-94               | Fall 1993     |              |                | Spring 1994   |              |                |
|-----------------------|---------------|--------------|----------------|---------------|--------------|----------------|
|                       | Full-time     | %            | Total          | Full-time     | %            | Total          |
| Cochise               | 1,529         | 31.2%        | 4,908          | 1,622         | 29.4%        | 5,520          |
| Coconino              | 210           | 6.1%         | 3,449          | 256           | 8.7%         | 2,957          |
| Graham                | 1,273         | 26.7%        | 4,771          | 1,129         | 24.0%        | 4,708          |
| Maricopa              | 19,489        | 22.2%        | 87,703         | 17,638        | 21.2%        | 83,023         |
| Chandler-Gilbert      | 854           | 26.6%        | 3,209          | 691           | 23.8%        | 2,905          |
| Estrella Mountain     | 275           | 16.2%        | 1,701          | 249           | 13.9%        | 1,795          |
| Gateway               | 674           | 10.8%        | 6,257          | 630           | 10.8%        | 5,810          |
| Glendale              | 4,697         | 26.8%        | 17,520         | 4,208         | 25.5%        | 16,516         |
| Mesa                  | 5,346         | 27.4%        | 19,508         | 4,911         | 26.2%        | 18,750         |
| Paradise Valley       | 994           | 19.2%        | 5,179          | 966           | 18.4%        | 5,254          |
| Phoenix               | 3,170         | 26.0%        | 12,181         | 2,847         | 24.0%        | 11,875         |
| Rio Salado            | 330           | 3.5%         | 9,531          | 465           | 5.2%         | 8,859          |
| Scottsdale            | 2,445         | 25.5%        | 9,589          | 2,038         | 23.1%        | 8,804          |
| South Mountain        | 704           | 23.2%        | 3,028          | 633           | 25.8%        | 2,455          |
| Mohave                | 664           | 12.9%        | 5,144          | 621           | 10.6%        | 5,875          |
| Navajo                | 776           | 16.2%        | 4,779          | 814           | 16.4%        | 4,974          |
| Pima                  | 6,826         | 25.1%        | 27,148         | 6,083         | 23.5%        | 25,937         |
| Pinal                 | 1,106         | 24.6%        | 4,499          | 997           | 19.0%        | 5,257          |
| Yavapai               | 1,148         | 20.1%        | 5,717          | 1,047         | 17.6%        | 5,963          |
| Yuma-La Paz           | 1,540         | 28.7%        | 5,366          | 1,299         | 17.7%        | 7,326          |
| <b>Arizona Totals</b> | <b>34,561</b> | <b>22.5%</b> | <b>153,484</b> | <b>31,506</b> | <b>20.8%</b> | <b>151,540</b> |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.

### Headcount by Gender

| 1993-94           | Fall 1993 |        |         |         | Spring 1994 |        |         |         |
|-------------------|-----------|--------|---------|---------|-------------|--------|---------|---------|
|                   | Male      | Female | Unknown | Total   | Male        | Female | Unknown | Total   |
| Cochise           | 2,185     | 2,723  | 0       | 4,908   | 2,596       | 2,924  | 0       | 5,520   |
| Coconino          | 1,414     | 2,035  | 0       | 3,449   | 1,241       | 1,716  | 0       | 2,957   |
| Graham            | 1,911     | 2,860  | 0       | 4,771   | 1,878       | 2,830  | 0       | 4,708   |
| Maricopa          | 36,853    | 49,260 | 1,590   | 87,703  | 35,487      | 46,039 | 1,497   | 83,023  |
| Chandler-Gilbert  | 1,310     | 1,891  | 8       | 3,209   | 1,192       | 1,699  | 14      | 2,905   |
| Estrella Mountain | 595       | 1,094  | 12      | 1,701   | 671         | 1,106  | 18      | 1,795   |
| Gateway           | 2,574     | 3,643  | 40      | 6,257   | 2,480       | 3,302  | 28      | 5,810   |
| Glendale          | 7,728     | 9,688  | 104     | 17,520  | 7,410       | 9,005  | 101     | 16,516  |
| Mesa              | 9,053     | 10,330 | 125     | 19,508  | 8,827       | 9,817  | 106     | 18,750  |
| Paradise Valley   | 1,846     | 3,287  | 46      | 5,179   | 1,907       | 3,291  | 56      | 5,254   |
| Phoenix           | 4,831     | 7,342  | 8       | 12,181  | 4,729       | 7,114  | 32      | 11,875  |
| Rio Salado        | 3,469     | 4,981  | 1,081   | 9,531   | 3,407       | 4,423  | 1,029   | 8,859   |
| Scottsdale        | 4,192     | 5,298  | 99      | 9,589   | 3,863       | 4,872  | 69      | 8,804   |
| South Mountain    | 1,255     | 1,706  | 67      | 3,028   | 1,001       | 1,410  | 44      | 2,455   |
| Mohave            | 1,870     | 3,274  | 0       | 5,144   | 2,196       | 3,679  | 0       | 5,875   |
| Navajo            | 1,696     | 3,083  | 0       | 4,779   | 1,839       | 3,135  | 0       | 4,974   |
| Pima              | 12,046    | 15,102 | 0       | 27,148  | 11,703      | 14,234 | 0       | 25,937  |
| Pinal             | 1,987     | 2,512  | 0       | 4,499   | 2,282       | 2,975  | 0       | 5,257   |
| Yavapai           | 2,095     | 3,614  | 8       | 5,717   | 2,340       | 3,613  | 10      | 5,963   |
| Yuma-La Paz       | 2,243     | 3,123  | 0       | 5,366   | 3,044       | 4,281  | 1       | 7,326   |
| Arizona Totals    | 64,300    | 87,586 | 1,598   | 153,484 | 64,606      | 85,426 | 1,508   | 151,540 |

Note: The Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.

### Headcount by Ethnic or Race Group

| Fall 1993         | African American |       | American Indian |       | Asian American |      | Hispano |       | White non-Hispanic |       | Undeclared/Other |       | Total   |   |
|-------------------|------------------|-------|-----------------|-------|----------------|------|---------|-------|--------------------|-------|------------------|-------|---------|---|
|                   | Number           | %     | Number          | %     | Number         | %    | Number  | %     | Number             | %     | Number           | %     | Number  | % |
| Cochise           | 330              | 6.7%  | 47              | 1.0%  | 203            | 4.1% | 1,153   | 23.5% | 2,862              | 58.3% | 313              | 6.4%  | 4,908   |   |
| Coconino          | 62               | 1.8%  | 404             | 11.7% | 34             | 1.0% | 335     | 9.7%  | 2,614              | 75.8% | 0                | 0.0%  | 3,449   |   |
| Graham            | 70               | 1.5%  | 310             | 6.5%  | 49             | 1.0% | 870     | 18.2% | 3,449              | 72.3% | 23               | 0.5%  | 4,771   |   |
| Maricopa          | 3,119            | 3.6%  | 2,191           | 2.5%  | 2,498          | 2.8% | 10,314  | 11.8% | 65,169             | 74.3% | 4,412            | 5.0%  | 87,703  |   |
| Chandler-Gilbert  | 48               | 1.5%  | 38              | 1.2%  | 72             | 2.2% | 422     | 13.2% | 2,520              | 78.5% | 109              | 3.4%  | 3,209   |   |
| Estrella Mountain | 58               | 3.4%  | 15              | 0.9%  | 19             | 1.1% | 403     | 23.7% | 1,161              | 68.3% | 45               | 2.6%  | 1,701   |   |
| Gateway           | 301              | 4.8%  | 223             | 3.6%  | 126            | 2.0% | 762     | 12.2% | 4,623              | 73.9% | 222              | 3.5%  | 6,257   |   |
| Glendale          | 498              | 2.8%  | 266             | 1.5%  | 622            | 3.6% | 1,957   | 11.2% | 13,822             | 78.9% | 355              | 2.0%  | 17,520  |   |
| Mesa              | 525              | 2.7%  | 561             | 2.9%  | 726            | 3.7% | 1,965   | 10.1% | 15,069             | 77.2% | 662              | 3.4%  | 19,508  |   |
| Paradise Valley   | 34               | 0.7%  | 81              | 1.6%  | 96             | 1.9% | 235     | 4.5%  | 4,536              | 87.6% | 197              | 3.8%  | 5,179   |   |
| Phoenix           | 712              | 5.8%  | 471             | 3.9%  | 446            | 3.7% | 2,174   | 17.8% | 7,774              | 63.8% | 604              | 5.0%  | 12,181  |   |
| Rio Salado        | 330              | 3.5%  | 150             | 1.6%  | 138            | 1.4% | 847     | 8.9%  | 6,420              | 67.4% | 1,646            | 17.3% | 9,531   |   |
| Scottsdale        | 150              | 1.6%  | 300             | 3.1%  | 197            | 2.1% | 471     | 4.9%  | 8,086              | 84.3% | 385              | 4.0%  | 9,589   |   |
| South Mountain    | 463              | 15.3% | 86              | 2.8%  | 56             | 1.8% | 1,078   | 35.6% | 1,158              | 38.2% | 187              | 6.2%  | 3,028   |   |
| Mohave            | 21               | 0.4%  | 148             | 2.9%  | 64             | 1.2% | 373     | 7.3%  | 4,517              | 87.8% | 21               | 0.4%  | 5,144   |   |
| Navajo            | 69               | 1.4%  | 1,315           | 27.5% | 25             | 0.5% | 390     | 8.2%  | 2,967              | 62.1% | 13               | 0.3%  | 4,779   |   |
| Pima              | 899              | 3.3%  | 687             | 2.5%  | 965            | 3.6% | 7,150   | 26.3% | 17,447             | 64.3% | 0                | 0.0%  | 27,148  |   |
| Pinal             | 135              | 3.0%  | 260             | 5.8%  | 40             | 0.9% | 1,234   | 27.4% | 2,830              | 62.9% | 0                | 0.0%  | 4,499   |   |
| Yavapai           | 40               | 0.7%  | 200             | 3.5%  | 56             | 1.0% | 275     | 4.8%  | 4,792              | 83.8% | 354              | 6.2%  | 5,717   |   |
| Yuma-La Paz       | 175              | 3.3%  | 138             | 2.6%  | 69             | 1.3% | 2,173   | 40.5% | 2,711              | 50.5% | 100              | 1.9%  | 5,366   |   |
| Arizona Totals    | 4,920            | 3.2%  | 5,700           | 3.7%  | 4,003          | 2.6% | 24,267  | 15.8% | 109,358            | 71.3% | 5,236            | 3.4%  | 153,484 |   |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.

### Headcount by Ethnic or Race Group

| Spring 1994         | African American<br>Number<br>% | American Indian<br>Number<br>% | Asian American<br>Number<br>% | Hispano<br>Number<br>% | White non-Hispanic<br>Number<br>% | Undeclared or Other<br>Number<br>% | Total<br>Number |
|---------------------|---------------------------------|--------------------------------|-------------------------------|------------------------|-----------------------------------|------------------------------------|-----------------|
| Cochise             | 392<br>7.1%                     | 47<br>0.9%                     | 201<br>3.6%                   | 1,177<br>21.3%         | 3,133<br>56.8%                    | 570<br>10.3%                       | 5,520           |
| Coconino            | 53<br>1.8%                      | 352<br>11.9%                   | 56<br>1.9%                    | 275<br>9.3%            | 2,215<br>74.9%                    | 6<br>0.2%                          | 2,957           |
| Graham              | 55<br>1.2%                      | 290<br>6.2%                    | 42<br>0.9%                    | 891<br>18.9%           | 3,403<br>72.3%                    | 27<br>0.6%                         | 4,708           |
| Maricopa            | 3,209<br>3.9%                   | 2,138<br>2.6%                  | 2,464<br>3.0%                 | 9,658<br>11.6%         | 61,380<br>73.9%                   | 4,174<br>5.0%                      | 83,023          |
| Chandler-Gilbert    | 47<br>1.6%                      | 42<br>1.4%                     | 53<br>1.8%                    | 379<br>13.0%           | 2,292<br>78.9%                    | 92<br>3.2%                         | 2,905           |
| Estrella Mountain   | 57<br>3.2%                      | 15<br>0.8%                     | 35<br>1.9%                    | 387<br>21.6%           | 1,240<br>69.1%                    | 61<br>3.4%                         | 1,795           |
| Gateway             | 328<br>5.6%                     | 223<br>3.8%                    | 128<br>2.2%                   | 738<br>12.7%           | 4,195<br>72.2%                    | 198<br>3.4%                        | 5,810           |
| Glendale            | 542<br>3.3%                     | 268<br>1.6%                    | 591<br>3.6%                   | 1,870<br>11.3%         | 12,907<br>78.1%                   | 338<br>2.0%                        | 16,516          |
| Mesa                | 522<br>2.8%                     | 572<br>3.1%                    | 714<br>3.8%                   | 1,876<br>10.0%         | 14,404<br>76.8%                   | 662<br>3.5%                        | 18,750          |
| Paradise Valley     | 46<br>0.9%                      | 76<br>1.4%                     | 100<br>1.9%                   | 237<br>4.5%            | 4,595<br>87.5%                    | 200<br>3.8%                        | 5,254           |
| Phoenix             | 745<br>6.3%                     | 440<br>3.7%                    | 493<br>4.2%                   | 2,093<br>17.6%         | 7,481<br>63.0%                    | 623<br>5.2%                        | 11,875          |
| Rio Salado          | 358<br>4.0%                     | 129<br>1.5%                    | 130<br>1.5%                   | 728<br>8.2%            | 5,958<br>67.3%                    | 1,556<br>17.6%                     | 8,859           |
| Scottsdale          | 144<br>1.6%                     | 301<br>3.4%                    | 181<br>2.1%                   | 427<br>4.9%            | 7,390<br>83.9%                    | 361<br>4.1%                        | 8,804           |
| South Mountain      | 420<br>17.1%                    | 72<br>2.9%                     | 39<br>1.6%                    | 923<br>37.6%           | 918<br>37.4%                      | 83<br>3.4%                         | 2,455           |
| Mohave              | 20<br>0.3%                      | 164<br>2.8%                    | 66<br>1.1%                    | 403<br>6.9%            | 5,222<br>88.9%                    | 0<br>0.0%                          | 5,875           |
| Navajo              | 55<br>1.1%                      | 1,450<br>29.2%                 | 36<br>0.7%                    | 415<br>8.3%            | 3,007<br>60.5%                    | 11<br>0.2%                         | 4,974           |
| Pima                | 886<br>3.4%                     | 635<br>2.4%                    | 1,013<br>3.9%                 | 6,429<br>24.8%         | 16,974<br>65.4%                   | 0<br>0.0%                          | 25,937          |
| Pinal               | 158<br>3.0%                     | 253<br>4.8%                    | 43<br>0.8%                    | 1,287<br>24.5%         | 3,516<br>66.9%                    | 0<br>0.0%                          | 5,257           |
| Yavapai             | 36<br>0.6%                      | 185<br>3.1%                    | 61<br>1.0%                    | 273<br>4.6%            | 5,044<br>84.6%                    | 364<br>6.1%                        | 5,963           |
| Yuma-La Paz         | 165<br>2.3%                     | 112<br>1.5%                    | 64<br>0.9%                    | 2,203<br>30.1%         | 4,634<br>63.3%                    | 148<br>2.0%                        | 7,326           |
| Arizona Totals      | 5,029<br>3.3%                   | 5,626<br>3.7%                  | 4,046<br>2.7%                 | 23,011<br>15.2%        | 108,528<br>71.6%                  | 5,300<br>3.5%                      | 151,540         |
| Arizona Percentages | 3.3%                            | 3.7%                           | 2.7%                          | 15.2%                  | 71.6%                             | 3.5%                               | 100.0%          |

The Arizona Totals are an aggregate of the districts under its jurisdiction.

### Headcount by Age Cohort

| Fall 1993         | Less than 20 |       | 20 to 24 |       | 25 to 29 |       | 30 to 39 |       | 40 to 49 |       | 50 to 59 |       | 60 and over |       | Unknown |      | Total   |
|-------------------|--------------|-------|----------|-------|----------|-------|----------|-------|----------|-------|----------|-------|-------------|-------|---------|------|---------|
|                   | number       | %     | number   | %     | number   | %     | number   | %     | number   | %     | number   | %     | number      | %     | number  | %    |         |
| Cochise           | 980          | 20.0% | 1,064    | 21.7% | 548      | 11.2% | 1,145    | 23.3% | 758      | 15.4% | 273      | 5.6%  | 104         | 2.1%  | 36      | 0.7% | 4,908   |
| Coconino          | 1,427        | 41.4% | 807      | 23.4% | 291      | 8.4%  | 517      | 15.0% | 279      | 8.1%  | 83       | 2.4%  | 33          | 1.0%  | 12      | 0.3% | 3,449   |
| Graham            | 1,247        | 26.1% | 735      | 15.4% | 386      | 8.1%  | 770      | 16.1% | 577      | 12.1% | 375      | 7.9%  | 675         | 14.1% | 6       | 0.1% | 4,771   |
| Maricopa          | 16,749       | 19.1% | 22,692   | 25.9% | 12,463   | 14.2% | 18,675   | 21.3% | 10,453   | 11.9% | 3,615    | 4.1%  | 1,549       | 1.8%  | 1,507   | 1.7% | 87,703  |
| Chandler-Gilbert  | 861          | 26.8% | 885      | 27.6% | 372      | 11.6% | 631      | 19.7% | 317      | 9.9%  | 92       | 2.9%  | 36          | 1.1%  | 15      | 0.5% | 3,209   |
| Estrella Mountain | 385          | 22.6% | 287      | 16.9% | 208      | 12.2% | 383      | 22.5% | 285      | 16.8% | 88       | 5.2%  | 52          | 3.1%  | 13      | 0.8% | 1,701   |
| Gateway           | 200          | 3.2%  | 947      | 15.1% | 1,079    | 17.2% | 2,165    | 34.6% | 1,156    | 18.5% | 420      | 6.7%  | 95          | 1.5%  | 195     | 3.1% | 6,257   |
| Glendale          | 3,848        | 22.0% | 4,599    | 26.3% | 2,355    | 13.4% | 3,608    | 20.6% | 1,973    | 11.3% | 660      | 3.8%  | 253         | 1.4%  | 224     | 1.3% | 17,520  |
| Mesa              | 4,181        | 21.4% | 6,666    | 34.2% | 2,901    | 14.9% | 3,444    | 17.7% | 1,651    | 8.5%  | 418      | 2.1%  | 163         | 0.8%  | 84      | 0.4% | 19,508  |
| Paradise Valley   | 988          | 19.1% | 1,240    | 23.9% | 709      | 13.7% | 1,237    | 23.9% | 647      | 12.5% | 212      | 4.1%  | 85          | 1.6%  | 61      | 1.2% | 5,179   |
| Phoenix           | 2,244        | 18.4% | 3,305    | 27.1% | 1,951    | 16.0% | 2,473    | 20.3% | 1,332    | 10.9% | 466      | 3.8%  | 235         | 1.9%  | 175     | 1.4% | 12,181  |
| Rio Salado        | 1,102        | 11.6% | 1,173    | 12.3% | 1,277    | 13.4% | 2,710    | 28.4% | 1,744    | 18.3% | 662      | 6.9%  | 236         | 2.5%  | 627     | 6.6% | 9,531   |
| Scottsdale        | 1,908        | 19.9% | 2,864    | 29.9% | 1,247    | 13.0% | 1,533    | 16.0% | 1,061    | 11.1% | 539      | 5.6%  | 364         | 3.8%  | 73      | 0.8% | 9,589   |
| South Mountain    | 1,032        | 34.1% | 726      | 24.0% | 364      | 12.0% | 491      | 16.2% | 287      | 9.5%  | 58       | 1.9%  | 30          | 1.0%  | 40      | 1.3% | 3,028   |
| Mohave            | 701          | 13.6% | 757      | 14.7% | 554      | 10.8% | 1,073    | 20.9% | 869      | 16.9% | 562      | 10.9% | 628         | 12.2% | 0       | 0.0% | 5,144   |
| Navajo            | 842          | 17.6% | 683      | 14.3% | 574      | 12.0% | 1,297    | 27.1% | 819      | 17.1% | 326      | 6.8%  | 230         | 4.8%  | 8       | 0.2% | 4,779   |
| Pima              | 5,172        | 19.1% | 8,360    | 30.8% | 3,832    | 14.1% | 5,521    | 20.3% | 3,058    | 11.3% | 906      | 3.3%  | 194         | 0.7%  | 105     | 0.4% | 27,148  |
| Pinal             | 1,000        | 22.2% | 787      | 17.5% | 527      | 11.7% | 952      | 21.2% | 562      | 12.5% | 284      | 6.3%  | 387         | 8.6%  | 0       | 0.0% | 4,499   |
| Yavapai           | 1,012        | 17.7% | 849      | 14.9% | 451      | 7.9%  | 987      | 17.3% | 953      | 16.7% | 567      | 9.9%  | 867         | 15.2% | 31      | 0.5% | 5,717   |
| Yuma-La Paz       | 1,152        | 21.5% | 1,312    | 24.5% | 745      | 13.9% | 1,158    | 21.6% | 596      | 11.1% | 247      | 4.6%  | 156         | 2.9%  | 0       | 0.0% | 5,366   |
| Arizona Totals    | 30,282       | 19.7% | 38,046   | 24.8% | 20,371   | 13.3% | 32,095   | 20.9% | 18,924   | 12.3% | 7,238    | 4.7%  | 4,823       | 3.1%  | 1,705   | 1.1% | 153,484 |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.





### Headcount by Age Cohort

| Spring 1994       | Less than 20 |       | 20 to 24 |       | 25 to 29 |       | 30 to 39 |       | 40 to 49 |       | 50 to 59 |      | 60 and over |       | Unknown |      | Total   |
|-------------------|--------------|-------|----------|-------|----------|-------|----------|-------|----------|-------|----------|------|-------------|-------|---------|------|---------|
|                   | number       | %     | number   | %     | number   | %     | number   | %     | number   | %     | number   | %    | number      | %     | number  | %    |         |
| Cochise           | 903          | 16.4% | 1,140    | 20.7% | 587      | 10.6% | 1,292    | 23.4% | 884      | 16.0% | 309      | 5.6% | 330         | 6.0%  | 75      | 1.4% | 5,520   |
| Cocoonino         | 724          | 24.5% | 819      | 27.7% | 319      | 10.8% | 574      | 19.4% | 358      | 12.1% | 101      | 3.4% | 53          | 1.8%  | 9       | 0.3% | 2,957   |
| Graham            | 1,090        | 23.2% | 786      | 16.7% | 401      | 8.5%  | 756      | 16.1% | 564      | 12.0% | 369      | 7.8% | 734         | 15.6% | 8       | 0.2% | 4,708   |
| Maricopa          | 14,120       | 17.0% | 22,214   | 26.8% | 12,101   | 14.6% | 17,699   | 21.3% | 10,153   | 12.2% | 3,630    | 4.4% | 1,735       | 2.1%  | 1,371   | 1.7% | 83,023  |
| Chandler-Gilbert  | 723          | 24.9% | 798      | 27.5% | 388      | 13.4% | 542      | 18.7% | 300      | 10.3% | 93       | 3.2% | 41          | 1.4%  | 20      | 0.7% | 2,905   |
| Estrella Mountain | 370          | 20.6% | 302      | 16.8% | 207      | 11.5% | 446      | 24.8% | 293      | 16.3% | 90       | 5.0% | 70          | 3.9%  | 17      | 0.9% | 1,795   |
| Gateway           | 204          | 3.5%  | 887      | 15.3% | 1,022    | 17.6% | 1,969    | 33.9% | 1,125    | 19.4% | 355      | 6.1% | 102         | 1.8%  | 146     | 2.5% | 5,810   |
| Glendale          | 3,325        | 20.1% | 4,473    | 27.1% | 2,312    | 14.0% | 3,408    | 20.6% | 1,926    | 11.7% | 683      | 4.1% | 333         | 2.0%  | 56      | 0.3% | 16,516  |
| Mesa              | 3,495        | 18.6% | 6,625    | 35.3% | 2,922    | 15.6% | 3,350    | 17.9% | 1,658    | 8.8%  | 448      | 2.4% | 169         | 0.9%  | 83      | 0.4% | 18,750  |
| Paradise Valley   | 953          | 18.1% | 1,282    | 24.4% | 718      | 13.7% | 1,189    | 22.6% | 696      | 13.2% | 244      | 4.6% | 111         | 2.1%  | 61      | 1.2% | 5,254   |
| Phoenix           | 1,930        | 16.3% | 3,329    | 28.0% | 1,878    | 15.8% | 2,453    | 20.7% | 1,351    | 11.4% | 507      | 4.3% | 239         | 2.0%  | 188     | 1.6% | 11,875  |
| Rio Salado        | 881          | 9.9%  | 1,068    | 12.1% | 1,127    | 12.7% | 2,473    | 27.9% | 1,626    | 18.4% | 666      | 7.5% | 303         | 3.4%  | 715     | 8.1% | 8,859   |
| Scottsdale        | 1,642        | 18.7% | 2,739    | 31.1% | 1,181    | 13.4% | 1,428    | 16.2% | 934      | 10.6% | 481      | 5.5% | 343         | 3.9%  | 56      | 0.6% | 8,804   |
| South Mountain    | 597          | 24.3% | 711      | 29.0% | 346      | 14.1% | 441      | 18.0% | 244      | 9.9%  | 63       | 2.6% | 24          | 1.0%  | 29      | 1.2% | 2,455   |
| Mohave            | 835          | 14.2% | 588      | 10.0% | 621      | 10.6% | 1,135    | 19.3% | 934      | 15.9% | 541      | 9.2% | 968         | 16.5% | 253     | 4.3% | 5,875   |
| Navajo            | 874          | 17.6% | 673      | 13.5% | 623      | 12.5% | 1,336    | 26.9% | 921      | 18.5% | 345      | 6.9% | 196         | 3.9%  | 6       | 0.1% | 4,974   |
| Pima              | 4,264        | 16.4% | 3,313    | 32.1% | 3,715    | 14.3% | 5,279    | 20.4% | 3,155    | 12.2% | 912      | 3.5% | 220         | 0.8%  | 79      | 0.3% | 25,937  |
| Pinal             | 881          | 16.8% | 854      | 16.2% | 538      | 10.2% | 1,035    | 19.7% | 651      | 12.4% | 390      | 7.4% | 908         | 17.3% | 0       | 0.0% | 5,257   |
| Yavapai           | 884          | 14.8% | 950      | 15.9% | 523      | 8.8%  | 1,085    | 18.2% | 1,053    | 17.7% | 565      | 9.5% | 869         | 14.6% | 34      | 0.6% | 5,963   |
| Yuma-La Paz       | 1,403        | 19.2% | 1,135    | 15.5% | 692      | 9.4%  | 1,157    | 15.8% | 674      | 9.2%  | 541      | 7.4% | 1,724       | 23.5% | 0       | 0.0% | 7,326   |
| Arizona Totals    | 25,978       | 17.1% | 37,472   | 24.7% | 20,120   | 13.3% | 31,348   | 20.7% | 19,347   | 12.8% | 7,703    | 5.1% | 7,737       | 5.1%  | 1,835   | 1.2% | 151,540 |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.

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Headcount by Residency Status

| 1993-94           | Fall 1993 |       |               |       |              |      | Spring 1994 |      |          |       |               |       |              |       |         |      |
|-------------------|-----------|-------|---------------|-------|--------------|------|-------------|------|----------|-------|---------------|-------|--------------|-------|---------|------|
|                   | Resident  |       | Out-of-County |       | Out-of-State |      | Foreign     |      | Resident |       | Out-of-County |       | Out-of-State |       | Foreign |      |
|                   | number    | %     | number        | %     | number       | %    | number      | %    | number   | %     | number        | %     | number       | %     | number  | %    |
| Cochise           | 4,346     | 88.5% | 228           | 4.6%  | 277          | 5.6% | 57          | 1.2% | 4,961    | 89.9% | 248           | 4.5%  | 247          | 4.5%  | 64      | 1.2% |
| Coconino          | 3,159     | 91.6% | 209           | 6.1%  | 80           | 2.3% | 1           | 0.0% | 2,624    | 88.7% | 235           | 7.9%  | 93           | 3.1%  | 5       | 0.2% |
| Graham            | 2,121     | 44.5% | 2,445         | 51.2% | 189          | 4.0% | 16          | 0.3% | 2,116    | 44.9% | 2,371         | 50.4% | 200          | 4.2%  | 21      | 0.4% |
| Maricopa          | 82,849    | 94.5% | 1,296         | 1.5%  | 2,915        | 3.3% | 643         | 0.7% | 78,315   | 94.3% | 1,186         | 1.4%  | 2,848        | 3.4%  | 674     | 0.8% |
| Chandler-Gilbert  | 3,111     | 96.9% | 44            | 1.4%  | 38           | 1.2% | 16          | 0.5% | 2,788    | 96.0% | 34            | 1.2%  | 66           | 2.3%  | 17      | 0.6% |
| Estrella Mountain | 1,674     | 98.4% | 0             | 0.0%  | 25           | 1.5% | 2           | 0.1% | 1,762    | 98.2% | 3             | 0.2%  | 28           | 1.6%  | 2       | 0.1% |
| Gateway           | 6,114     | 97.7% | 0             | 0.0%  | 115          | 1.8% | 28          | 0.4% | 5,599    | 96.4% | 49            | 0.8%  | 139          | 2.4%  | 23      | 0.4% |
| Glendale          | 16,961    | 96.8% | 109           | 0.6%  | 351          | 2.0% | 99          | 0.6% | 15,914   | 96.4% | 96            | 0.6%  | 399          | 2.4%  | 107     | 0.6% |
| Mesa              | 17,460    | 89.5% | 812           | 4.2%  | 960          | 4.9% | 276         | 1.4% | 16,827   | 89.7% | 684           | 3.6%  | 967          | 5.2%  | 272     | 1.5% |
| Paradise Valley   | 5,018     | 96.9% | 16            | 0.3%  | 127          | 2.5% | 18          | 0.3% | 5,053    | 96.2% | 14            | 0.3%  | 168          | 3.2%  | 19      | 0.4% |
| Phoenix           | 11,760    | 96.5% | 131           | 1.1%  | 213          | 1.7% | 77          | 0.6% | 11,426   | 96.2% | 117           | 1.0%  | 216          | 1.8%  | 116     | 1.0% |
| Rio Salado        | 9,177     | 96.3% | 62            | 0.7%  | 279          | 2.9% | 13          | 0.1% | 8,592    | 97.0% | 64            | 0.7%  | 185          | 2.1%  | 18      | 0.2% |
| Scottsdale        | 8,838     | 92.2% | 122           | 1.3%  | 528          | 5.5% | 101         | 1.1% | 8,059    | 91.5% | 93            | 1.1%  | 559          | 6.3%  | 93      | 1.1% |
| South Mountain    | 2,736     | 90.4% | 0             | 0.0%  | 279          | 9.2% | 13          | 0.4% | 2,295    | 93.5% | 32            | 1.3%  | 121          | 4.9%  | 7       | 0.3% |
| Mohave            | 4,619     | 89.8% | 189           | 3.7%  | 335          | 6.5% | 1           | 0.0% | 4,765    | 81.1% | 362           | 6.2%  | 748          | 12.7% | 0       | 0.0% |
| Navajo            | 3,780     | 79.1% | 926           | 19.4% | 73           | 1.5% | 0           | 0.0% | 3,876    | 77.9% | 1,029         | 20.7% | 68           | 1.4%  | 1       | 0.0% |
| Pima              | 23,609    | 87.0% | 1,970         | 7.3%  | 960          | 3.5% | 609         | 2.2% | 22,413   | 86.4% | 1,816         | 7.0%  | 1,070        | 4.1%  | 638     | 2.5% |
| Pinal             | 3,765     | 83.7% | 616           | 13.7% | 103          | 2.3% | 15          | 0.3% | 4,028    | 76.6% | 633           | 12.0% | 514          | 9.8%  | 82      | 1.6% |
| Yavapai           | 4,837     | 84.6% | 512           | 9.0%  | 315          | 5.5% | 53          | 0.9% | 5,101    | 85.5% | 445           | 7.5%  | 368          | 6.2%  | 49      | 0.8% |
| Yuma-La Paz       | 4,773     | 88.9% | 119           | 2.2%  | 245          | 4.6% | 229         | 4.3% | 4,995    | 68.2% | 161           | 2.2%  | 1,546        | 21.1% | 624     | 8.5% |
| Arizona Totals    | 137,858   | 89.8% | 8,510         | 5.5%  | 5,492        | 3.6% | 1,624       | 1.1% | 133,194  | 87.9% | 8,486         | 5.6%  | 7,702        | 5.1%  | 2,158   | 1.4% |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.

**College Continuation Status: Continuing & Returning, First-time or Higher Education Transfers**

| 1993-94 District College | Fall 1993              |                   |                     | Spring 1994            |                   |                     |
|--------------------------|------------------------|-------------------|---------------------|------------------------|-------------------|---------------------|
|                          | Continuing & Returning | 1st-time Students | Higher Ed Transfers | Continuing & Returning | 1st-time Students | Higher Ed Transfers |
| Cochise                  | 3,122                  | 1,734             | 52                  | 4,038                  | 1,271             | 211                 |
| Coconino                 | 686                    | 678               | 2,454               | 817                    | 745               | 1,223               |
| Graham                   | 2,939                  | 1,420             | 412                 | 3,303                  | 1,031             | 374                 |
| Maricopa                 | 54,466                 | 29,271            | 21,036              | 61,320                 | 26,001            | 20,797              |
| Chandler-Gilbert         | 1,728                  | 1,428             | 661                 | 2,048                  | 1,239             | 603                 |
| Estrella Mountain        | 717                    | 516               | 360                 | 990                    | 563               | 371                 |
| Gateway                  | 3,560                  | 1,601             | 1,790               | 3,848                  | 1,323             | 1,684               |
| Glendale                 | 11,892                 | 5,204             | 3,376               | 13,312                 | 3,717             | 3,280               |
| Mesa                     | 13,090                 | 8,279             | 6,123               | 14,701                 | 7,596             | 6,152               |
| Paradise Valley          | 3,077                  | 1,735             | 1,431               | 3,643                  | 1,656             | 1,486               |
| Phoenix                  | 8,283                  | 4,293             | 2,269               | 9,357                  | 4,278             | 2,462               |
| Rio Salado               | 4,432                  | 1,411             | 961                 | 4,937                  | 1,195             | 887                 |
| Scottsdale               | 6,182                  | 3,717             | 3,421               | 6,797                  | 3,517             | 3,185               |
| South Mountain           | 1,505                  | 1,087             | 644                 | 1,687                  | 917               | 687                 |
| Mohave                   | 2,104                  | 3,040             | n/a                 | 1,877                  | 3,998             | n/a                 |
| Navajo                   | 3,449                  | 948               | 1,642               | 3,922                  | 663               | 1,806               |
| Pima                     | 19,729                 | 4,964             | 2,455               | 21,727                 | 2,268             | 1,942               |
| Pinal                    | 3,256                  | 1,349             | 356                 | 4,123                  | 1,280             | 372                 |
| Yavapai                  | 3,804                  | 39                | 663                 | 4,547                  | 44                | 700                 |
| Yuma-La Paz              | 2,437                  | 2,929             | 0                   | 3,114                  | 4,212             | 0                   |
| <b>Arizona Totals</b>    | <b>95,992</b>          | <b>46,372</b>     | <b>29,070</b>       | <b>108,788</b>         | <b>41,513</b>     | <b>27,419</b>       |

Note: The Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.

### Headcount Enrollment by High School Graduation Status

| 1993-94<br>District<br>College | High School Graduation Status |                      |                      | High School Graduation Status |                      |                      |
|--------------------------------|-------------------------------|----------------------|----------------------|-------------------------------|----------------------|----------------------|
|                                | Previous Yr.<br>AZ HS Grad    | Other AZ<br>HS Grads | G.E.D.<br>Completers | Previous Yr.<br>AZ HS Grad    | Other AZ<br>HS Grads | G.E.D.<br>Completers |
| Cochise                        | 94                            | 2,482                | 347                  | 143                           | 2,811                | 392                  |
| Cocouino                       | 939                           | 349                  | 79                   | 388                           | 314                  | 91                   |
| Graham                         | 468                           | 1,851                | 234                  | 37..                          | 1,841                | 191                  |
| Maricopa                       | 6,175                         | 44,861               | 1,513                | 6,022                         | 41,331               | 1,591                |
| Chandler-Gilbert               | 437                           | 1,757                | 0                    | 392                           | 1,522                | 0                    |
| Estrella Mountain              | 172                           | 859                  | 31                   | 162                           | 897                  | 39                   |
| Galeway                        | 86                            | 3,084                | 183                  | 79                            | 2,857                | 145                  |
| Glendale                       | 1,771                         | 9,645                | 624                  | 1,676                         | 8,829                | 514                  |
| Mesa                           | 1,845                         | 9,730                | 399                  | 1,757                         | 9,120                | 432                  |
| Paradise Valley                | 341                           | 2,557                | 0                    | 394                           | 2,512                | 0                    |
| Phoenix                        | 682                           | 7,243                | 212                  | 702                           | 6,941                | 391                  |
| Rio Salado                     | 50                            | 4,048                | 0                    | 66                            | 3,392                | 0                    |
| Scottsdale                     | 575                           | 4,561                | 0                    | 604                           | 4,054                | 0                    |
| South Mountain                 | 216                           | 1,377                | 64                   | 190                           | 1,207                | 70                   |
| Mohave                         | 186                           | n/a                  | 271                  | 169                           | 435                  | 234                  |
| Navajo                         | 198                           | 2,383                | 295                  | 195                           | 2,203                | 274                  |
| Pima                           | 1,805                         | 11,239               | 1,739                | 1,767                         | 10,290               | 1,568                |
| Pinal                          | 374                           | 1,307                | 433                  | 325                           | 1,282                | 450                  |
| Yavapai                        | 447                           | 1,773                | 269                  | 394                           | 1,802                | 270                  |
| Yuma-La Paz                    | 490                           | 1,487                | 240                  | 472                           | 1,463                | 262                  |
| Arizona Totals                 | 11,176                        | 67,732               | 5,420                | 10,249                        | 63,772               | 5,323                |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.

### Miscellaneous Headcount Information

|                   | Fall 1993                   |                                   |  |  | Spring 1994                         |                             |                                   |  |  |                                     |
|-------------------|-----------------------------|-----------------------------------|--|--|-------------------------------------|-----------------------------|-----------------------------------|--|--|-------------------------------------|
|                   | Veterans receiving benefits | Students reporting as handicapped | Students receiving federal financial aid | Students in JTPA or other Federal Programs | Students enrolled in prison courses | Veterans receiving benefits | Students reporting as handicapped | Students receiving federal financial aid | Students in JTPA or other Federal Programs | Students enrolled in prison courses |
| Cochise           | 507                         | 49                                | 2,018                                    | n/a  | 125                                 | 466                         | 41                                | 2,076                                    | n/a  | 168                                 |
| Cocorino          | 43                          | 71                                | 0  | 27   | 0                                   | 41                          | 80                                | 0  | 40   | 0                                   |
| Graham            | 34                          | 95                                | 512                                      | 277  | 265                                 | 29                          | 95                                | 642                                      | 239  | 296                                 |
| Maricopa          | 2,251                       | 2,519                             | 14,216                                   | 4,878                                      | 593                                 | 2,328                       | 2,653                             | 14,059                                   | 4,825                                      | 603                                 |
| Chandler-Gilbert  | 65                          | 74                                | 363                                      | 0  | 0                                   | 70                          | 68                                | 379                                      | 0  | 0                                   |
| Estrella Mountain | 33                          | 57                                | 139                                      | 0  | 0                                   | 29                          | 59                                | 189                                      | 0  | 0                                   |
| Gateway           | 138                         | 219                               | 738                                      | 11   | 0                                   | 129                         | 224                               | 704                                      | 20   | 0                                   |
| Glendale          | 552                         | 613                               | 2,940                                    | 115  | 0                                   | 588                         | 715                               | 3,194                                    | 0  | 0                                   |
| Mesa              | 736                         | 609                               | 2,713                                    | 176  | 0                                   | 785                         | 614                               | 2,883                                    | 218  | 0                                   |
| Paradise Valley   | 109                         | 102                               | 488                                      | 7  | 0                                   | 101                         | 66                                | 538                                      | 7  | 0                                   |
| Phoenix           | 303                         | 381                               | 3,136                                    | 29   | 0                                   | 277                         | 396                               | 2,702                                    | 32   | 0                                   |
| Rio Salado        | 120                         | 142                               | 240                                      | 4,533                                      | 593                                 | 135                         | 159                               | 287                                      | 4,532                                      | 603                                 |
| Scottsdale        | 179                         | 256                               | 2,484                                    | 7  | 0                                   | 178                         | 286                               | 2,133                                    | 16   | 0                                   |
| South Mountain    | 16                          | 66                                | 975                                      | 0  | 0                                   | 36                          | 66                                | 1,050                                    | 0  | 0                                   |
| Mohave            | 54                          | 455                               | 619                                      | 21   | 0                                   | 71                          | 445                               | 832                                      | 14   | 0                                   |
| Navajo            | 38                          | 242                               | 716                                      | 61   | 181                                 | 41                          | 228                               | 816                                      | 174  | 162                                 |
| Pima              | 894                         | 2,172                             | 5,432                                    | sec spring                                 | 488                                 | 951                         | 2,075                             | 5,696                                    | 500  | 520                                 |
| Pinal             | 82                          | n/a                               | 650                                      | 0  | 334                                 | 76                          | n/a                               | 642                                      | 0  | 440                                 |
| Yavapai           | 117                         | 33                                | 776                                      | n/a  | n/a                                 | 100                         | 33                                | 720                                      | n/a  | n/a                                 |
| Yuma-La Paz       | 180                         | n/a                               | 1,795                                    | 9  | 0                                   | 185                         | n/a                               | 1,682                                    | 8  | 18                                  |
| Arizona Totals    | 4,200                       | 5,636                             | 26,734                                   | 5,273                                      | 1,986                               | 4,288                       | 5,650                             | 27,165                                   | 5,800                                      | 2,207                               |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.

### Degrees and Certificates Awarded 1993-94

|   | Degrees Awarded |              |       | Certificates Awarded |              |              |            |       | Total        |
|---|-----------------|--------------|-------|----------------------|--------------|--------------|------------|-------|--------------|
|   | Academic        | Occupational | Other | 1 to 15 hrs          | 16 to 30 hrs | 31 to 45 hrs | 45 or more | Total |              |
| Cochise   | 297             | 121          | 0     | 418                  | 7            | 112          | 65         | 1     | 185          |
| Coconino  | 7               | 1            | 1     | 9                    | 2            | 2            | 1          | 0     | 5            |
| Graham  | 120             | 50           | 0     | 170                  | 7            | 97           | 5          | 12    | 121          |
| Maricopa  | 1,781           | 1,337        | 0     | 3,118                | 1,039        | 620          | 657        | 115   | 2,431        |
| Chandler-Gilbert  | 85              | 11           | 0     | 96                   | 8            | 0            | 1          | 69    | 78           |
| Estrella Mountain   | 0               | 0            | 0     | 0                    | 0            | 0            | 0          | 0     | 0            |
| Gateway   | 24              | 161          | 0     | 185                  | 56           | 231          | 102        | 43    | 432          |
| Glendale  | 359             | 265          | 0     | 624                  | 405          | 83           | 15         | 0     | 503          |
| Mesa  | 564             | 354          | 0     | 918                  | 34           | 77           | 140        | 2     | 253          |
| Paradise Valley   | 131             | 15           | 0     | 146                  | 0            | 7            | 1          | 0     | 8            |
| Phoenix   | 277             | 319          | 0     | 596                  | 438          | 45           | 223        | 1     | 707          |
| Rio Salado  | 80              | 59           | 0     | 139                  | 12           | 160          | 76         | 0     | 248          |
| Scottsdale  | 183             | 149          | 0     | 332                  | 83           | 13           | 95         | 0     | 191          |
| South Mountain  | 78              | 4            | 0     | 82                   | 3            | 4            | 4          | 0     | 11           |
| Mohave  | 43              | 91           | 0     | 134                  | 17           | 34           | 38         | 0     | 89           |
| Navajo  | 63              | 71           | 0     | 134                  | 0            | 28           | 25         | 0     | 53           |
| Pima  | 113             | 595          | 386   | 1,094                | 401          | 167          | 264        | 2     | 834          |
| Pinal   | 114             | 111          | 0     | 225                  | 37           | 298          | 34         | 13    | 382          |
| Yavapai   | 88              | 120          | 0     | 208                  | 1            | 12           | 18         | 0     | 31           |
| Yuma-La Paz   | 220             | 0            | 0     | 220                  | 0            | 25           | 0          | 0     | 25           |
| Arizona Totals  | 2,846           | 2,497        | 387   | 5,730                | 1,511        | 1,395        | 1,107      | 143   | 4,156        |
| <b>Arizona Certificates and Degrees Awarded, 1993-94:</b> |                 |              |       |                      |              |              |            |       | <b>9,886</b> |

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### Off-Campus Programs

|                       | Fall 1993          |                   |                     | Spring 1994        |                   |                     |
|-----------------------|--------------------|-------------------|---------------------|--------------------|-------------------|---------------------|
|                       | Number of Students | Number of Classes | Number of Locations | Number of Students | Number of Classes | Number of Locations |
| Cochise               | 487                | 129               | 11                  | 926                | 214               | 14                  |
| Coconino              | 2,274              | 98                | 5                   | 1,517              | 95                | 5                   |
| Graham                | 2,351              | 373               | 17                  | 2,389              | 395               | 17                  |
| Maricopa              | 15,547             | 1,732             | 362                 | 14,855             | 1,832             | 362                 |
| Chandler-Gilbert      | 209                | 20                | 6                   | 215                | 30                | 4                   |
| Estrella Mountain     | 98                 | 5                 | 2                   | 241                | 14                | 6                   |
| Gateway               | 2,526              | 198               | 60                  | 2,940              | 226               | 58                  |
| Glendale              | 271                | 20                | 6                   | 262                | 20                | 7                   |
| Mesa                  | 356                | 64                | 6                   | 354                | 155               | 6                   |
| Paradise Valley       | 0                  | 0                 | 0                   | 0                  | 0                 | 0                   |
| Phoenix               | 1,124              | 96                | 19                  | 1,002              | 92                | 20                  |
| Rio Salado            | 9,531              | 1,253             | 250                 | 8,859              | 1,235             | 250                 |
| Scottsdale            | 330                | 27                | 8                   | 324                | 27                | 6                   |
| South Mountain        | 1,102              | 49                | 5                   | 658                | 33                | 5                   |
| Mohave                | 300                | 67                | 9                   | 483                | 75                | 18                  |
| Navajo                | 0                  | 0                 | 0                   | 0                  | 0                 | 0                   |
| Yuma                  | 7,198              | 423               | 49                  | 6,408              | 385               | 49                  |
| Pinal                 | 1,576              | 251               | 14                  | 2,425              | 357               | 16                  |
| Yavapai               | 1,179              | 63                | 17                  | 1,265              | 72                | 19                  |
| Yuma-La Paz           | 3,042              | 342               | 9                   | 3,916              | 390               | 9                   |
| <b>Arizona Totals</b> | <b>33,954</b>      | <b>3,478</b>      | <b>493</b>          | <b>34,184</b>      | <b>3,815</b>      | <b>509</b>          |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction. The Arizona Totals are an aggregate of the districts under its jurisdiction.



**Arizona Community College  
Financial Information: Income Data  
1993-94**

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**Source of Funds, 1993-94**  
**Total Sources of Income (Operating & Capital Combined)**

|                       | Fund Balance*     | District Tax Levy  | State Aid**       | Tuition & Fees    | Other Transfers   | Less Reserves for Future Acquisitions | Total Income       |
|-----------------------|-------------------|--------------------|-------------------|-------------------|-------------------|---------------------------------------|--------------------|
| Cochise               | 3,525,000         | 6,805,673          | 5,963,700         | 4,024,563         | 346,987           | (1,700,000)                           | 18,965,923         |
| Coconino              | 0                 | 2,668,157          | 1,254,200         | 1,140,183         | 146,352           | (9,942)                               | 5,198,950          |
| Graham                | 8,876,647         | 1,118,942          | 9,678,300         | 1,857,396         | 1,058,629         | (7,941,689)                           | 14,648,225         |
| Maricopa              | 3,825,703         | 117,020,714        | 35,051,800        | 36,212,012        | 6,580,538         | (3,825,703)                           | 194,865,064        |
| Mohave                | 881,949           | 6,168,287          | 2,830,000         | 1,071,254         | 4,212,896         | (206,825)                             | 14,957,561         |
| Navajo                | 0                 | 4,951,493          | 3,628,200         | 1,473,025         | 1,278,649         | 0                                     | 11,331,367         |
| Pima                  | 9,074,579         | 30,696,694         | 14,739,200        | 17,686,873        | 1,221,122         | (2,530,565)                           | 70,887,903         |
| Pinal                 | 3,685,863         | 9,649,923          | 4,988,600         | 2,050,178         | 218,958           | 0                                     | 20,593,522         |
| Yavapai               | 5,417,661         | 11,868,933         | 3,786,400         | 1,388,162         | (1,585,324)       | (100,000)                             | 20,775,832         |
| Yuma-La Paz           | 2,766,977         | 10,941,932         | 4,014,900         | 1,441,624         | 655,936           | 0                                     | 19,821,369         |
| <b>Arizona Totals</b> | <b>38,054,379</b> | <b>201,890,748</b> | <b>85,935,300</b> | <b>68,345,270</b> | <b>14,134,743</b> | <b>(16,314,724)</b>                   | <b>392,045,716</b> |

\* Equal to fund balance June 30, less reserves, board designations and other.

\*\* Includes Equalization Aid for Cochise and Graham. Does not include special appropriations from the legislature of \$150,000 for Maricopa (for Economic Development) or \$200,000 for Navajo (for Special Capital Outlay).

**Analysis of State Aid Income, 1993-94**

|                       | Operational State Aid | Equalization Aid | Operational Subtotal | Capital Outlay State Aid | Total State Aid*  |
|-----------------------|-----------------------|------------------|----------------------|--------------------------|-------------------|
| Cochise               | 4,357,900             | 1,070,400        | 5,428,300            | 535,400                  | 5,963,700         |
| Coconino              | 1,047,200             | 0                | 1,047,200            | 207,000                  | 1,254,200         |
| Graham                | 3,695,800             | 5,541,200        | 9,237,000            | 441,300                  | 9,678,300         |
| Maricopa              | 29,736,300            | 0                | 29,736,300           | 5,315,500                | 35,051,800        |
| Mohave                | 2,579,300             | 0                | 2,579,300            | 250,700                  | 2,830,000         |
| Navajo                | 3,262,400             | 0                | 3,262,400            | 365,800                  | 3,628,200         |
| Pima                  | 12,881,600            | 0                | 12,881,600           | 1,857,600                | 14,739,200        |
| Pinal                 | 4,458,300             | 0                | 4,458,300            | 530,300                  | 4,988,600         |
| Yavapai               | 3,400,900             | 0                | 3,400,900            | 385,500                  | 3,786,400         |
| Yuma-La Paz           | 3,585,000             | 0                | 3,585,000            | 429,900                  | 4,014,900         |
| <b>Arizona Totals</b> | <b>69,004,700</b>     | <b>6,611,600</b> | <b>75,616,300</b>    | <b>10,319,000</b>        | <b>85,935,300</b> |

\* Does not include special appropriations from the legislature of \$150,000 for Maricopa (for Economic Development) or \$200,000 for Navajo (for Special Capital Outlay).

### General Fund Income, 1993-94

|                | Fund Balance* | District Tax Levy | State Aid** | Tuition & Fees | Grants & Contracts | Other Revenue | Auxiliary Enterprises | Transfers   | Total General Fund Income |
|----------------|---------------|-------------------|-------------|----------------|--------------------|---------------|-----------------------|-------------|---------------------------|
| Cochise        | 1,200,000     | 6,805,673         | 5,428,300   | 4,024,563      | 278,493            | 124,522       | 0                     | (522,283)   | 17,339,268                |
| Coconino       | 0             | 2,668,157         | 1,047,200   | 1,140,183      | 0                  | 135,475       | 0                     | (209,440)   | 4,781,575                 |
| Graham         | 2,377,209     | 1,118,942         | 9,237,000   | 1,857,396      | 1,410,838          | 252,734       | 0                     | (3,954,463) | 12,299,656                |
| Maricopa+      | 0             | 115,821,535       | 29,736,300  | 36,212,012     | 0                  | 998,276       | 0                     | 187,357     | 182,955,480               |
| Mohave         | 540,348       | 6,144,120         | 2,579,300   | 1,071,254      | 11,984             | 86,786        | 0                     | (386,318)   | 10,047,474                |
| Navajo         | 0             | 4,951,464         | 3,262,400   | 1,473,025      | 0                  | 181,606       | 880,017               | 0           | 10,748,512                |
| Pima           | 4,954,927     | 30,696,694        | 12,881,600  | 17,686,873     | 399,183            | 1,352,814     | 0                     | (4,343,131) | 63,628,960                |
| Pinal++        | 2,636,854     | 8,404,336         | 4,458,300   | 2,050,178      | 0                  | 147,133       | 0                     | (151,418)   | 17,545,383                |
| Yavapai        | 3,979,296     | 10,222,274        | 3,400,900   | 1,388,162      | 24,916             | 405,949       | 0                     | (123,398)   | 19,298,099                |
| Yuma-La Paz    | 2,150,827     | 8,934,028         | 3,585,000   | 1,441,624      | 0                  | 336,996       | 0                     | (26,895)    | 16,421,580                |
| Arizona Totals | 17,839,461    | 195,767,223       | 75,616,300  | 68,345,270     | 2,125,414          | 4,022,291     | 880,017               | (9,529,989) | 355,065,987               |

\* Equal to fund balance June 30, less reserves, board designations and other. \*\* Includes equalization aid. +Maricopa's district tax levy includes an in-lieu payment of \$5,635,516 from Salt River Project. ++Pinal's fund balance includes accounts receivable paid of \$682,713 and its district tax levy includes in-lieu payments of \$339,427.

### Plant Fund Income, 1993-94

|                | Fund Balance* | District Tax Levy | State Aid  | Other Revenue | Future Acquisitions | Transfers   | Total Plant Fund Income |
|----------------|---------------|-------------------|------------|---------------|---------------------|-------------|-------------------------|
| Cochise        | 2,325,000     | 0                 | 535,400    | 57,960        | (1,700,000)         | 408,295     | 1,626,655               |
| Coconino       | 0             | 0                 | 207,000    | 10,877        | (9,942)             | 209,440     | 417,375                 |
| Graham         | 6,499,438     | 0                 | 441,300    | 277,127       | (7,941,689)         | 3,072,393   | 2,348,569               |
| Maricopa       | 3,825,703     | 1,199,179         | 5,315,500  | 864,291       | (3,825,703)         | 4,530,614   | 11,909,584              |
| Mohave         | 341,601       | 24,167            | 250,700    | 4,011,843     | (206,825)           | 488,601     | 4,910,087               |
| Navajo         | 0             | 29                | 365,800    | 217,026       | 0                   | 0           | 582,855                 |
| Pima           | 4,119,652     | 0                 | 1,857,600  | 316,855       | (2,530,565)         | 3,495,401   | 7,258,943               |
| Pinal          | 1,049,009     | 1,245,587         | 530,300    | 117,183       | 0                   | 106,060     | 3,048,139               |
| Yavapai        | 1,438,365     | 1,646,659         | 385,500    | 78,608        | (100,000)           | (1,971,399) | 1,477,733               |
| Yuma-La Paz    | 616,150       | 2,007,904         | 429,900    | 225,835       | 0                   | 120,000     | 3,399,789               |
| Arizona Totals | 20,214,918    | 6,123,525         | 10,319,000 | 6,177,605     | (16,314,724)        | 10,459,405  | 36,979,729              |

\* Equal to fund balance June 30, less reserves, board designations and other.

### Summary of Income, Assessed Valuation Data & College Tax Rates, 1993-94

|                | General Fund |  | Plant Fund |  | Total       |  | 1993 Assessed Valuation** |                | 1993 College Tax Rates** |           |
|----------------|--------------|--|------------|--|-------------|--|---------------------------|----------------|--------------------------|-----------|
|                | Income       |  | Income     |  | Income      |  | Primary                   | Secondary      | Primary                  | Secondary |
| Cochise        | 17,339,268   |  | 1,626,655  |  | 18,965,923  |  | 390,561,309               | 393,798,717    | 1.7468                   |           |
| Coconino       | 4,781,575    |  | 417,375    |  | 5,198,950   |  | 681,860,051               | 704,577,216    | 0.3671                   |           |
| Graham         | 12,299,656   |  | 2,348,569  |  | 14,648,225  |  | 60,702,570                | 61,627,645     | 1.8301                   |           |
| Maricopa       | 182,955,480  |  | 11,909,584 |  | 194,865,064 |  | 13,296,195,077            | 13,504,107,816 | 0.8532                   |           |
| Mohave         | 10,047,474   |  | 4,910,087  |  | 14,957,561  |  | 702,123,953               | 749,301,055    | 0.9080                   |           |
| Navajo         | 10,748,512   |  | 582,855    |  | 11,331,367  |  | 501,157,650               | 504,492,933    | 0.9786                   |           |
| Pima           | 63,628,960   |  | 7,258,943  |  | 70,887,903  |  | 2,941,413,135             | 2,974,071,684  | 1.0599                   | 0.0376    |
| Pinal          | 17,545,383   |  | 3,048,139  |  | 20,593,522  |  | 570,982,893               | 578,334,569    | 1.5911                   | 0.0376    |
| Yavapai        | 19,298,099   |  | 1,477,733  |  | 20,775,832  |  | 719,941,797               | 743,355,649    | 1.4986                   | 0.1526    |
| Yuma-La Paz*   | 16,421,580   |  | 3,399,789  |  | 19,821,369  |  | 490,007,303               | 495,875,339    | 1.8594                   | 0.3483    |
| Arizona Totals | 355,065,987  |  | 36,979,729 |  | 392,045,716 |  | 20,354,945,738            | 20,709,542,623 |                          |           |

\* Yuma-La Paz Assessed Valuation figures are sum of Assessed Valuations for each county.

\*\* Source: \*1993 Property Tax Rates and Assessed Values.\* Published by the Arizona Tax Research Foundation.

### Summary of Fiscal Year 1994 Tax Levy Capacity and Expenditure Capacity

|             | Primary Tax |               | Primary Tax Levy |               | Expenditure Limit |               |
|-------------|-------------|---------------|------------------|---------------|-------------------|---------------|
|             | Rate Used   | Rate Capacity | Capacity Used    | Capacity Used | Capacity Used     | Capacity Used |
| Cochise     | 1.7468      | 1.9795        | 88.2%            |               | 99.9%             |               |
| Coconino    | 0.3671      | 0.3671        | 100.0%           |               | 55.5%             |               |
| Graham      | 1.8301      | 1.8301        | 100.0%           |               | 69.8%             |               |
| Maricopa    | 0.8532      | 0.8531        | 100.0%           |               | 86.1%             |               |
| Mohave      | 0.9080      | 0.8795        | 103.2%           |               | 77.2%             |               |
| Navajo      | 0.9786      | 0.9860        | 99.2%            |               | 82.4%             |               |
| Pima        | 1.0599      | 1.0622        | 99.8%            |               | 81.2%             |               |
| Pinal       | 1.5911      | 2.2588        | 70.4%            |               | 80.5%             |               |
| Yavapai     | 1.4986      | 1.6059        | 93.3%            |               | 87.2%             |               |
| Yuma-La Paz | 1.8594      | 2.0715        | 89.8%            |               | 85.9%             |               |

Source: G.L. Hoopes, Eastern Arizona College

**Arizona Community College  
Financial Information: Expenditure Data  
1993-94**

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**Disposition of Funds, 1993-94**

|                  | General Fund Expenditures | Plant Fund Expenses       |                        |                      |                      | Plant Fund Subtotals | Totals |
|------------------|---------------------------|---------------------------|------------------------|----------------------|----------------------|----------------------|--------|
|                  |                           | Capital Outlay Plant Fund | Debt & Bond Redemption | Debt & Bond Interest | Plant Fund Subtotals |                      |        |
| Cochise          | 15,238,292                | 1,143,612                 | 50,000                 | 5,500                | 1,199,112            | 16,437,404           |        |
| Coconino         | 3,763,191                 | 305,386                   | 0                      | 0                    | 305,386              | 4,068,577            |        |
| Graham           | 9,566,166                 | 1,468,082                 | 0                      | 0                    | 1,468,082            | 11,034,248           |        |
| Maricopa         | 169,710,221               | 5,190,923                 | 9,273,819              | 1,634,355            | 16,099,097           | 185,809,318          |        |
| Mohave           | 9,265,372                 | 2,317,902                 | 1,710,000              | 71,502               | 4,099,404            | 13,364,776           |        |
| Navajo           | 8,668,074                 | 734,134                   | 1,947,118              | 0                    | 2,681,252            | 11,349,326           |        |
| Pima             | 63,628,960                | 5,335,805                 | 895,000                | 1,438,619            | 7,669,424            | 71,298,384           |        |
| Pinal            | 14,335,844                | 1,840,984                 | 350,000                | 163,110              | 2,354,094            | 16,689,938           |        |
| Yavapai          | 15,251,005                | 3,055,527                 | 6,915,000              | 743,633              | 10,714,160           | 25,965,165           |        |
| Yuma-La Paz      | 13,442,001                | 895,442                   | 15,445,000             | 0                    | 16,340,442           | 29,782,443           |        |
| Arizona Totals   | 322,869,126               | 22,287,797                | 36,585,937             | 4,056,719            | 62,930,453           | 385,799,579          |        |
| Percent of Total | 83.7%                     | 5.8%                      | 9.5%                   | 1.1%                 | 16.3%                | 100.0%               |        |

### General Fund Current Operating Expenditures, 1993-94 Summary by Functional Classification

|                  | Instruction | Academic Support | Admin/Instr. Support | Student Services | M & O of Plant | Scholarship & Fellowship | Public Service | Auxiliary Enterprises | Contingencies | Totals      |
|------------------|-------------|------------------|----------------------|------------------|----------------|--------------------------|----------------|-----------------------|---------------|-------------|
| Cochise          | 7,739,294   | 483,986          | 3,177,259            | 1,717,015        | 1,861,536      | 259,199                  | 3              | 0                     | 0             | 15,238,292  |
| Coconino         | 1,515,796   | 565,303          | 686,158              | 343,295          | 567,486        | 14,463                   | 59,250         | 0                     | 11,440        | 3,763,191   |
| Graham           | 4,959,568   | 320,615          | 1,416,987            | 1,458,601        | 1,410,395      | 0                        | 0              | 0                     | 0             | 9,566,166   |
| Maricopa         | 91,349,598  | 19,762,561       | 28,188,205           | 14,389,273       | 15,644,822     | 0                        | 375,762        | 0                     | 0             | 169,710,221 |
| Mohave           | 4,336,596   | 1,416,103        | 1,836,170            | 775,253          | 901,250        | 0                        | 0              | 0                     | 0             | 9,265,372   |
| Navajo           | 3,950,077   | 609,192          | 1,694,913            | 651,762          | 1,645,069      | 109,252                  | 0              | 7,809                 | 0             | 8,668,074   |
| Pima             | 26,737,395  | 8,532,960        | 9,011,472            | 7,313,203        | 6,344,690      | 0                        | 0              | 0                     | 5,689,240     | 63,628,960  |
| Pinal            | 7,080,840   | 1,003,617        | 2,621,719            | 1,172,867        | 2,237,664      | 164,956                  | 54,181         | 0                     | 0             | 14,335,844  |
| Yavapai          | 6,429,344   | 1,673,958        | 3,619,921            | 1,087,626        | 2,277,704      | 0                        | 162,452        | 0                     | 0             | 15,251,005  |
| Yuma-La Paz      | 7,266,784   | 376,174          | 2,086,753            | 1,331,597        | 2,132,136      | 248,557                  | 0              | 0                     | 0             | 13,442,001  |
| Arizona Totals   | 161,365,292 | 34,744,469       | 54,339,557           | 30,240,492       | 35,022,752     | 796,427                  | 651,648        | 7,809                 | 0.0%          | 322,869,126 |
| Percent of Total | 50.0%       | 10.8%            | 16.8%                | 9.4%             | 10.8%          | 0.2%                     | 0.2%           | 0.0%                  | 0.0%          | 100.0%      |

### General Fund Current Operating Expenditures, 1993-94 Summary by Object Classification

|                  | Salaries & Wages | Employee Benefits | Contractual Services | Supplies   | Current Fixed Charges | Utilities & Communication | Travel    | Transfers & Miscellaneous | Contingencies | Totals      |
|------------------|------------------|-------------------|----------------------|------------|-----------------------|---------------------------|-----------|---------------------------|---------------|-------------|
| Cochise          | 10,107,348       | 1,998,634         | 771,174              | 922,690    | 353,944               | 628,614                   | 194,673   | 261,215                   | 0             | 15,238,292  |
| Coconino         | 2,219,936        | 318,975           | 168,856              | 463,061    | 325,734               | 139,768                   | 43,920    | 71,501                    | 11,440        | 3,763,191   |
| Graham           | 6,340,836        | 997,575           | 352,397              | 968,234    | 311,028               | 424,193                   | 167,905   | 3,998                     | 0             | 9,566,166   |
| Maricopa*        | 126,037,849      | 21,541,159        | 8,082,006            | 3,802,052  | 2,030,134             | 6,780,135                 | 785,869   | 651,017                   | 0             | 169,710,221 |
| Mohave           | 6,224,993        | 1,040,984         | 361,931              | 816,865    | 108,560               | 446,730                   | 242,221   | 23,088                    | 0             | 9,265,372   |
| Navajo           | 5,477,344        | 904,733           | 687,067              | 462,462    | 315,522               | 403,111                   | 80,459    | 337,376                   | 0             | 8,668,074   |
| Pima             | 40,824,407       | 6,492,846         | 3,526,234            | 1,500,856  | 1,275,435             | 3,355,992                 | 868,587   | 95,363                    | 5,689,240     | 63,628,960  |
| Pinal            | 9,431,261        | 1,843,099         | 737,217              | 871,487    | 273,594               | 824,018                   | 190,212   | 164,956                   | 0             | 14,335,844  |
| Yavapai          | 9,871,814        | 1,669,708         | 1,153,100            | 1,191,886  | 362,182               | 831,821                   | 158,635   | 11,859                    | 0             | 15,251,005  |
| Yuma-La Paz      | 8,575,704        | 1,916,514         | 568,982              | 812,839    | 570,723               | 790,716                   | 206,523   | 0                         | 0             | 13,442,001  |
| Arizona Totals   | 225,111,492      | 38,724,227        | 16,408,964           | 11,812,432 | 5,926,856             | 14,625,098                | 2,939,004 | 1,620,373                 | 0.0%          | 322,869,126 |
| Percent of Total | 69.7%            | 12.0%             | 5.1%                 | 3.7%       | 1.8%                  | 4.5%                      | 0.9%      | 0.5%                      | 0.0%          | 100.0%      |

\* Does not include a Transfer Out of \$2,152,532 in FY93-94 for Maricopa.

**Summary of Plant Investment**  
Ending Balance Investment in Plant, 1993-94

| Capital Outlay                | Cochise    | Coconino | Graham     | Maricopa    | Mohave     | Navajo     | Pima       | Pinal      | Yavapai    | Yuma-La Paz | Total       |
|-------------------------------|------------|----------|------------|-------------|------------|------------|------------|------------|------------|-------------|-------------|
| Equipment                     | 9,152,165  | 772,784  | 7,412,687  | 59,244,966  | 5,452,733  | 5,660,727  | 18,373,456 | 7,963,993  | 6,969,633  | 6,774,411   | 127,777,555 |
| Buildings                     | 9,989,635  |          | 14,888,241 | 157,343,784 | 9,080,718  | 2,091,863  | 61,586,404 | 16,447,000 | 22,314,409 | 24,019,679  | 317,761,733 |
| Land                          | 1,240,833  |          | 313,259    | 16,155,179  | 715,727    | 432,883    | 5,628,259  | 455,002    | 2,901,718  | 348,021     | 28,190,881  |
| Improve. Other than Buildings | 1,846,844  |          | 2,258,053  | 11,818,052  | 679,351    | 3,990,649  | 92,294     | 0          | 0          | 7,570,130   | 28,255,373  |
| Library Books                 | 896,351    | 3,706    | 654,276    | 5,892,583   | 1,033,784  | 664,040    | 3,582,475  | 980,244    | 1,607,369  | 1,035,411   | 16,350,239  |
| Art & Museum Collections      | 1,505      |          |            |             |            |            |            |            |            | 0           | 1,505       |
| Interest                      |            |          |            |             | 163,069    |            |            |            |            | 46,581      | 46,581      |
| Non-Capitalized               |            |          |            |             |            |            |            |            |            | 5,905       | 168,974     |
| Construction in Progress      |            |          |            |             |            |            |            |            | 63,139     |             | 63,139      |
| Contingency                   |            |          |            |             |            |            |            |            |            |             | 0           |
| Telecommunications            |            |          |            | 6,957,053   |            |            |            |            |            |             | 6,957,053   |
| Total Investment in Plant     | 23,127,333 | 776,490  | 25,526,516 | 257,411,617 | 17,125,382 | 12,840,162 | 89,262,888 | 25,846,239 | 33,856,268 | 39,800,138  | 525,573,033 |

**Debt and Bond Redemption and Interest, 1993-94**

| D&B Redemption & Interest   | Cochise | Coconino | Graham | Maricopa   | Mohave    | Navajo    | Pima      | Pinal   | Yavapai   | Yuma-La Paz | Total      |
|-----------------------------|---------|----------|--------|------------|-----------|-----------|-----------|---------|-----------|-------------|------------|
| Debt & Bond Redemption      | 50,000  | 0        | 0      | 9,273,819  | 1,710,000 | 1,947,118 | 895,000   | 350,000 | 6,915,000 | 15,445,000  | 36,585,937 |
| G.O. Debt & Bond Interest   |         |          |        | 964,709    | 67,959    |           | 597,468   | 150,475 | 312,808   |             | 463,283    |
| R.B. Debt & Bond Interest   | 5,500   |          |        | 270,033    |           |           | 841,151   | 12,635  | 202,785   |             | 1,851,056  |
| COPs Debt & Bond Interest   |         |          |        | 38,782     | 3,543     |           |           |         | (53,817)  |             | 1,057,367  |
| Capital Leases Interest     |         |          |        | 360,831    |           |           |           |         |           |             | 42,325     |
| Other Debt & Bond Interest  |         |          |        |            |           |           |           |         | 281,857   |             | 642,688    |
| Debt & Bond Interest        | 5,500   | 0        | 0      | 1,634,355  | 71,502    | 0         | 1,438,619 | 163,110 | 743,633   | 0           | 4,056,719  |
| Total Redemption & Interest | 55,500  | 0        | 0      | 10,908,174 | 1,781,502 | 1,947,118 | 2,333,619 | 513,110 | 7,658,633 | 15,445,000  | 40,642,656 |



**Summary of Debt Retirement**

| <b>General Obligations Bonds</b> | Cochise | Coconino | Graham | Maricopa  | Mohave | Navajo | Pima | Pinal     | Yavapai    | Yuma-La Paz | Total      |
|----------------------------------|---------|----------|--------|-----------|--------|--------|------|-----------|------------|-------------|------------|
| Outstanding (July 1993)          |         |          |        | 7,515,000 |        |        |      | 3,180,000 | 10,545,000 | 18,625,000  | 39,865,000 |
| New Issues                       |         |          |        |           |        |        |      |           |            | 16,355,000  | 16,355,000 |
| Redemptions                      |         |          |        | 7,515,000 |        |        |      | 265,000   | 6,745,000  | 15,280,000  | 29,805,000 |
| Outstanding (June 1994)          | 0       | 0        | 0      | 0         | 0      | 0      | 0    | 2,915,000 | 3,800,000  | 19,700,000  | 26,415,000 |

| <b>Revenue Bonds</b>    | Cochise | Coconino | Graham | Maricopa   | Mohave    | Navajo    | Pima       | Pinal   | Yavapai   | Yuma-La Paz | Total      |
|-------------------------|---------|----------|--------|------------|-----------|-----------|------------|---------|-----------|-------------|------------|
| Outstanding (July 1993) | 210,000 |          |        | 16,925,000 | 1,665,000 | 1,947,118 | 11,195,000 | 240,000 | 2,500,000 | 1,920,000   | 36,602,118 |
| New Issues              |         |          |        | 1,700,000  |           |           |            |         |           |             | 1,700,000  |
| Redemptions             | 50,000  |          |        | 800,000    | 1,665,000 | 1,947,118 | 150,000    | 85,000  |           | 165,000     | 4,862,118  |
| Outstanding (June 1994) | 160,000 | 0        | 0      | 17,825,000 | 0         | 0         | 11,045,000 | 155,000 | 2,500,000 | 1,755,000   | 33,440,000 |

| <b>Certificates of Participation</b> | Cochise   | Coconino | Graham | Maricopa  | Mohave    | Navajo | Pima       | Pinal | Yavapai*  | Yuma-La Paz | Total      |
|--------------------------------------|-----------|----------|--------|-----------|-----------|--------|------------|-------|-----------|-------------|------------|
| Outstanding (July 1993)              |           |          |        | 4,915,000 | 5,620,000 |        | 14,840,000 |       |           |             | 19,755,000 |
| New Issues                           | 3,000,000 |          |        | 525,000   |           |        | 745,000    |       | 1,253,665 |             | 9,873,665  |
| Redemptions                          |           |          |        |           |           |        |            |       |           |             | 1,270,000  |
| Outstanding (June 1994)              | 3,000,000 | 0        | 0      | 4,390,000 | 5,620,000 | 0      | 14,095,000 | 0     | 1,253,665 | 0           | 28,358,665 |

| <b>Capital Leases</b>   | Cochise | Coconino | Graham | Maricopa | Mohave | Navajo | Pima | Pinal | Yavapai | Yuma-La Paz | Total   |
|-------------------------|---------|----------|--------|----------|--------|--------|------|-------|---------|-------------|---------|
| Outstanding (July 1993) |         |          |        | 542,804  | 69,486 |        |      |       |         |             | 612,290 |
| New Issues              |         |          |        | 147,550  |        |        |      |       |         |             | 147,550 |
| Redemptions             |         |          |        | 258,819  | 45,000 |        |      |       |         |             | 303,819 |
| Outstanding (June 1994) | 0       | 0        | 0      | 431,535  | 24,486 | 0      | 0    | 0     | 0       | 0           | 456,021 |

| <b>Refunding Bonds</b>  | Cochise | Coconino | Graham | Maricopa* | Mohave | Navajo | Pima | Pinal | Yavapai   | Yuma-La Paz | Total      |
|-------------------------|---------|----------|--------|-----------|--------|--------|------|-------|-----------|-------------|------------|
| Outstanding (July 1993) |         |          |        | 5,240,000 |        |        |      |       |           |             | 5,240,000  |
| New Issues              |         |          |        |           |        |        |      |       | 6,135,000 |             | 6,135,000  |
| Redemptions             |         |          |        | 175,000   |        |        |      |       | 170,000   |             | 345,000    |
| Outstanding (June 1994) | 0       | 0        | 0      | 5,065,000 | 0      | 0      | 0    | 0     | 5,965,000 | 0           | 11,030,000 |

\* Jr. Lien Revenues.

| <b>Total Summary of Debt</b> |           |   |   |            |           |   |            |           |            |            |            |
|------------------------------|-----------|---|---|------------|-----------|---|------------|-----------|------------|------------|------------|
|                              | 3,160,000 | 0 | 0 | 27,711,535 | 5,644,486 | 0 | 25,140,000 | 3,070,000 | 13,518,665 | 21,455,000 | 99,699,686 |

### Full-Time Student Equivalency, 1993-94 Cost and Income Factors

|             | Basic (Operational)<br>Short-term, OE/OF<br>and Summer FTSE* | Operational<br>Cost per<br>FTSE | Operational State<br>Aid Received<br>per FTSE | Operational<br>District Levy<br>per FTSE |
|-------------|--|---------------------------------|---|--|
| Cochise**   | 3,225  | 4,725                           | 1,683   | 2,110                                    |
| Coconino    | 1,186  | 3,173                           | 883   | 2,250                                    |
| Graham**    | 2,368  | 4,040                           | 3,901   | 473                                      |
| Maricopa    | 42,772   | 3,968                           | 695   | 2,708                                    |
| Mohave      | 2,054  | 4,511                           | 1,256   | 2,991                                    |
| Navajo      | 2,220  | 3,905                           | 1,470   | 2,230                                    |
| Pima        | 14,687   | 4,332                           | 877   | 2,090                                    |
| Pinal       | 3,164  | 4,531                           | 1,409   | 2,656                                    |
| Yavapai     | 2,501  | 6,098                           | 1,360   | 4,087                                    |
| Yuma-La Paz | 2,895  | 4,643                           | 1,238   | 3,086                                    |
| Arizona     | 77,072   | 4,189                           | 981   | 2,540                                    |

\* Includes short-term, open entry/open exit and summer FTSE, but not Skills Centers' FTSE. \*\* Includes equalization aid.

### Short-term, Open Entry/Open Exit, Summer FTSE and Skills Center FTSE

|               | Basic<br>(Operational)<br>FTSE | Short-term, Open<br>Entry/Open Exit<br>& Summer FTSE | Subtotal<br>FTSE* | Skills<br>Center<br>FTSE | Total<br>FTSE |
|---------------|--------------------------------|--|-------------------|--------------------------|---------------|
| Cochise       | 2,735                          | 490  | 3,225             |                          | 3,225         |
| Coconino      | 1,047                          | 139  | 1,186             |                          | 1,186         |
| Graham        | 2,131                          | 237  | 2,368             |                          | 2,368         |
| Maricopa      | 34,715                         | 8,057  | 42,772            | 734                      | 43,506        |
| Mohave        | 1,703                          | 351  | 2,054             |                          | 2,054         |
| Navajo        | 1,774                          | 446  | 2,220             |                          | 2,220         |
| Pima          | 12,964                         | 1,723  | 14,687            | 409                      | 15,096        |
| Pinal         | 2,156                          | 1,008  | 3,164             |                          | 3,164         |
| Yavapai       | 2,267                          | 234  | 2,501             |                          | 2,501         |
| Yuma-La Paz   | 2,504                          | 391  | 2,895             |                          | 2,895         |
| Arizona Total | 63,996                         | 13,076   | 77,072            | 1,143                    | 78,215        |

\* Does not include Skills Centers' FTSE

**Arizona Community College  
Teacher Certification Data  
and Fall 1993 Faculty and Staff  
1993-94**

136

135

27

## Summary of Types of Teaching Certificates and Number Issued in 1993-94

| <u>Type of Certificate</u>  | <u>Certificates Issued</u> |
|---|----------------------------|
| A. REGULAR CERTIFICATE . . . . . Total:   | 963                        |
| 1. REGULAR CERTIFICATE (A.1.a.): A Master's degree or higher-earned degree with a minimum of twenty-four (24) semester hours of upper division and/or graduate credit in the discipline to be taught. Fulfill the Arizona Community College Course requirement.   | 712                        |
| 2. REGULAR CERTIFICATE (A.1.b.) Occupational Teaching Fields Only: A Bachelor's degree with a minimum of three (3) years of directly-related occupational experience in the field to be taught. Fulfill the Arizona Community College Course requirement.   | 127                        |
| 3. REGULAR CERTIFICATE (A.1.c.) Occupational Teaching Fields Only: An Associate's degree or a minimum of sixty-four (64) semester hours and, in addition, a minimum of five (5) years of directly-related occupational experience in the field to be taught. Fulfill the Arizona Community College Course requirement.  | 58                         |
| COMBINED REGULAR A.1.a and A.1.b.   | 66                         |
| B. SPECIAL CERTIFICATE (Part-time Teaching Only) . . . . . Total:   | 1,481                      |
| 1. SPECIAL CERTIFICATE (A.2.a.): A Bachelor's degree or higher earned degree in the field to be taught.   |                            |
| 2. SPECIAL CERTIFICATE (A.2.b.) Occupational Teaching Fields Only: A minimum of five (5) years of directly-related occupational experience in the field to be taught.   |                            |
| 3. SPECIAL CERTIFICATE (A.2.c.) Occupational Teaching Fields Only: Applicant holds a regular <u>Arizona</u> license or certificate in the field to be taught.   |                            |
| C. HONORARY CERTIFICATE (A.3.) . . . . . Total:   | 0                          |
| 1. A Community College district may employ a renowned person who does not necessarily meet the requirements for certification. Such appointment shall be subject to review and approval by the State Community College Board on a year-to-year basis. Request for the certificate must be under the explicit signature of the Chief Executive Officer or Chief Academic Officer of the college or district. |                            |

Type of Certificate

|   |        |       |
|---|--------|-------|
| D. PROVISIONAL CERTIFICATE  | Total: | 945   |
| 1. PROVISIONAL CERTIFICATE (A.4.a.): Meets the minimum requirements of REGULAR CERTIFICATE (A.1.a.) but does not meet the Arizona Community College Course requirement.   |        | 700   |
| 2. PROVISIONAL CERTIFICATE (A.4.b.): Meets the minimum requirements of REGULAR CERTIFICATE (A.1.b.) but does not meet the Arizona Community College Course requirement.   |        | 160   |
| 3. PROVISIONAL CERTIFICATE (A.4.c.): Meets the minimum requirements of REGULAR CERTIFICATE (A.1.c.) but does not meet the Arizona Community College Course requirement.   |        | 38    |
| COMBINED PROVISIONAL A.4.a and A.4.b.   |        | 47    |
| E. DISTRICT SPECIFIC CERTIFICATE (A.5.)   | Total: | 1,481 |
| 1. A community college district may request, in writing, certification for a person with unique qualifications who can not meet certification requirements in the desired teaching discipline. Request for certificate must be under the explicit signature of the Chief Executive Officer or Chief Academic Officer of the district. |        |       |
| CERTIFICATES ISSUED 1993-1994   | TOTAL: | 3,484 |

CERTIFICATION FEE SCHEDULE: (Effective January 1, 1992.)

|                                       |          |
|---------------------------------------|----------|
| A. Regular Certificate (Life)         | \$100.00 |
| B. Special (two years)                | 50.00    |
| Renewal (six years)                   | 50.00    |
| C. Honorary (year-to-year basis)      | 20.00    |
| Renewal (year-to-year basis)          | 20.00    |
| D. Provisional (nonrenewable)         | 40.00    |
| E. District Specific                  | 50.00    |
| Renewal                               | 50.00    |
| F. Evaluation, Duplicate, Name Change |          |
| Additional Teaching Field             | 25.00    |
| G. Internship (six months)            | 10.00    |

Please consult with the Certification Office of the State Board for other terms, rules, regulations, guidelines and fees as may apply.

**Fall 1993 Faculty (Full- and Part-Time) and Non-Teaching Full-Time Staff**

|                       | Fall Faculty 1993 |               |              |               |              |               | Total Faculty |               | Non-Teaching Full-Time Staff |               | Total Fall 1993 Faculty & Full-Time Staff |         |
|-----------------------|-------------------|---------------|--------------|---------------|--------------|---------------|---------------|---------------|------------------------------|---------------|---|---------|
|                       | Full-Time         |               | Part-Time    |               | Number       | Percent       | Number        | Percent       | Number                       | Percent       | Number                                    | Percent |
|                       | Number            | Percent       | Number       | Percent       |              |               |               |               |                              |               |   |         |
| Cochise               | 72                | 4.3%          | 238          | 4.1%          | 310          | 4.2%          | 193           | 6.5%          | 503                          | 4.8%          |   |         |
| Coconino              | 13                | 0.8%          | 157          | 2.7%          | 170          | 2.3%          | 27            | 0.9%          | 197                          | 1.9%          |   |         |
| Graham                | 53                | 3.1%          | 181          | 3.1%          | 234          | 3.1%          | 97            | 3.3%          | 331                          | 3.2%          |   |         |
| Maricopa              | 899               | 53.4%         | 2,721        | 47.1%         | 3,620        | 48.5%         | 1,293         | 43.4%         | 4,913                        | 47.0%         |   |         |
| Chandler-Gilbert      | 41                | 2.4%          | 131          | 2.3%          | 172          | 2.3%          | 53            | 1.8%          | 225                          | 2.2%          |   |         |
| Estrella Mountain     | 7                 | 0.4%          | 63           | 1.1%          | 70           | 0.9%          | 35            | 1.2%          | 105                          | 1.0%          |   |         |
| Gateway               | 57                | 3.4%          | 259          | 4.5%          | 316          | 4.2%          | 109           | 3.7%          | 425                          | 4.1%          |   |         |
| Glendale              | 192               | 11.4%         | 415          | 7.2%          | 607          | 8.1%          | 211           | 7.1%          | 818                          | 7.8%          |   |         |
| Mesa                  | 254               | 15.1%         | 511          | 8.8%          | 765          | 10.2%         | 216           | 7.3%          | 981                          | 9.4%          |   |         |
| Paradise Valley       | 50                | 3.0%          | 170          | 2.9%          | 220          | 2.9%          | 83            | 2.8%          | 303                          | 2.9%          |   |         |
| Phoenix               | 121               | 7.2%          | 346          | 6.0%          | 467          | 6.3%          | 184           | 6.2%          | 651                          | 6.2%          |   |         |
| Rio Salado            | 9                 | 0.5%          | 473          | 8.2%          | 482          | 6.5%          | 145           | 4.9%          | 627                          | 6.0%          |   |         |
| Scottsdale            | 130               | 7.7%          | 273          | 4.7%          | 403          | 5.4%          | 157           | 5.3%          | 560                          | 5.4%          |   |         |
| South Mountain        | 38                | 2.3%          | 80           | 1.4%          | 118          | 1.6%          | 100           | 3.4%          | 218                          | 2.1%          |   |         |
| Mohave                | 49                | 2.9%          | 210          | 3.6%          | 259          | 3.5%          | 112           | 3.8%          | 371                          | 3.6%          |   |         |
| Navajo                | 54                | 3.2%          | 231          | 4.0%          | 285          | 3.8%          | 96            | 3.2%          | 381                          | 3.6%          |   |         |
| Pima                  | 285               | 16.9%         | 1,290        | 22.3%         | 1,575        | 21.1%         | 658           | 22.1%         | 2,233                        | 21.4%         |   |         |
| Pinal                 | 91                | 5.4%          | 304          | 5.3%          | 395          | 5.3%          | 157           | 5.3%          | 552                          | 5.3%          |   |         |
| Yavapai               | 76                | 4.5%          | 255          | 4.4%          | 331          | 4.4%          | 184           | 6.2%          | 515                          | 4.9%          |   |         |
| Yuma-La Paz           | 91                | 5.4%          | 194          | 3.4%          | 285          | 3.8%          | 162           | 5.4%          | 447                          | 4.3%          |   |         |
| <b>Arizona Totals</b> | <b>1,683</b>      | <b>100.0%</b> | <b>5,781</b> | <b>100.0%</b> | <b>7,464</b> | <b>100.0%</b> | <b>2,979</b>  | <b>100.0%</b> | <b>10,443</b>                | <b>100.0%</b> |   |         |

Note: the Maricopa District total is an aggregate of the colleges under its jurisdiction and does not include District Office staff. The Arizona Totals are an aggregate of the districts under its jurisdiction.