

Northwest Louisiana Technical College



NORTHWEST
LOUISIANA TECHNICAL COLLEGE

GRAD Act Performance Objectives/Elements/Measures

2016 Annual Report

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Performance Objective: Student Success (1)

Element:

- a) Implement policies established by the institution's management board to achieve cohort graduation rate and graduation productivity goals that are consistent with institutional peers.

Over the past 5 years, Northwest Louisiana Technical College (NWLTC) has maintained its cohort graduation rates and graduation productivity goals. NWLTC continues to implement and administer policies established by the Louisiana Community and Technical College System (LCTCS) and Louisiana Board of Regents (BoR). These include policies that provide guidelines for admission, academic/instructional, dual-enrollment, non-traditional credit, satisfactory academic progress, graduation, credential award, student affairs, student life, program curricula (new and revision), program accreditation, and minimum requirements for placement into entry-level mathematics and English.

One of the best practices designed to have a positive impact on student success is Freshman Seminar (ORNT 1000). This course is driven by instructors, student services office, business/industry representatives, and community resource leaders. The course is designed to introduce newly enrolled students to college life. It contributes to student success by improved retention and successful completion.

Another best practice that NWLTC has implemented for the past two years is retaining a student success center (SSC) at all campuses in an effort to provide supplemental instruction and targeted tutoring to students. This program is successful because of the collaboration of efforts between the instructors, student services staff, and students.

iii. Fall to spring retention rate: %

Baseline Year/Term Data to include	Year 6 Benchmark	Year 6 Actual
Fall 14 to Spring 15	61.8%	72.2%
# in Fall 14 Cohort		313
# retained to Spring 15		226

Element:

- b) Increase the percentage of program completers at all levels each year.

To continue to improve completion, licensure, certification, and workforce readiness skills, NWLTC focus on student retention, curriculum revision, course sequencing, entrance requirements, data entry, and data collection. The accrediting agency for NWLTC is the Council on Occupational Education (COE). The college is required to

submit an annual report that documents program completers. Since the degree audit function within Banner is operational, NWLTC has been effectively and efficiently tracking students as they advance through their programs and capturing completions as students reach certificate, diploma, and degree milestone within the curricula.

To ensure student success rates, NWLTC has established a cohesive monitoring process to enhance student retention, persistence, and completion. An early alert system is in place to identify students in jeopardy due to attendance and/or lack of satisfactory academic progress. Once identified by instructors, the students are contacted by the instructor or student services staff to determine what barriers are preventing them from active attendance or from obtaining satisfactory academic progress in the program/course. Academic advising and career counseling is provided by the program’s instructor and/or student services staff. In the event that more in-depth counseling is needed, proper referrals are made to appropriate agencies in the community.

At NWLTC where 98% of the students receive financial aid, finances or job opportunities are common causes for students not earning AAS, however, they most likely earned a certificate or diploma within their AAS program and earned an Industry Based Credential. NWLTC is in the process of offering distance education courses within the AAS program which will increase students’ flexibility and opportunity to earn the AAS credentials.

i. Percent change in program completers.

Measure	Year 6 Benchmark	Year 6 Actual
Certificate (Award level 1)	2.7%	65.9%
	226	365
Diploma (Award level 2)	1.5%	-4.9%
	412	386
Associate (Award level 3)	18.8%	-31.2%
	38	22

Element:

- c) Develop partnerships with high schools to prepare students for postsecondary education.

NWLTC serves a nine-parish region of the state and has strong, active partnerships with high school district in each parish. Through its Career and Technical Education Dual Enrollment (CTE-DE) program, NWLTC works closely with dozens of high schools to recognize the CTE training students receive while in high school and enable advanced placement in technical programs offered by NWLTC. This collaboration speeds CTE students toward certificate, diploma, and degree completion and job readiness, as evidenced by existing Memorandums of

Understanding (MOUs). Each academic year these MOUs are reviewed, revised, and renewed with each secondary school district in the nine-parish region.

In addition to the opportunities available through the MOUs, the college also collaborates with service area high schools using Carl Perkins funding. Carl Perkins funding is used to employ two College and Career Transition Coordinators (CCTCs). The primary function of these CCTCs is to develop, maintain, and strengthen connectivity and communication between high schools, post-secondary, and the workforce community.

Because of the CCTCs, NWLTC is an active participant in Jump Start, “the state’s new program for school districts, colleges, and businesses to collaborate in providing career courses and workplace experiences to high school students, certifying them for the career fields most likely to lead to high-wage jobs.” NWLTC is represented on Northwest Regional Jump Start Team and is working with stake holders in career and technical education, including CTE supervisors from the nine-parish service area, to develop a model which will prepare high school students for careers in Louisiana’s high-growth job sectors.

NWLTC provides feedback to high schools which includes secondary student attendance, course grades, award credentials, and earned industry-based credentials. Through Louisiana 2020 platform and Jump Start, NWLTC continues to explore opportunities for increasing CTE-DE and expanding its activities with its secondary partners.

- i. Number of high school students enrolled during the reporting year**
- ii. Number of semester credit hours in which these students enrolled**
- iii. Number of semester credit hours completed by the these students**

High School Dual Enrollment 2014-2015				
	Summer 2014	Fall 2014	Spring 2015	Total
# of HS students enrolled	74	1463	1519	3056
# of credit hours enrolled	375	6943	7647	14965
# of credit hours completed	346	6621	7464	14431

Element:

- d) Increase passage rates on licensure and certification exams and workforce foundational skills.

NWLTC recognizes that a useful measure of success is the passage rate on professional licensing exams. The COE also reviews success on licensure exams. COE requires accredited agencies to meet or exceed established performance standards for completion, placement, and licensure rates. If any area of the college falls below the required

performance percentages, performance improvement plans are developed and implemented. Failure to improve performance could result in the college losing its accreditation status. Four programs at NWLTC require graduates to pass licensing examinations in order to practice in their respective fields. These programs are Barber Styling (Louisiana Board of Barbers), Cosmetology (Louisiana Board of Cosmetology), Commercial Truck Driving (State of Louisiana), and Practical Nursing (Louisiana State Board of Practical Nurses).

Faculty members frequently review course content and instructional textbooks and make a decision to determine when an upgrade is available and appropriate. On a statewide basis, curriculum is reviewed annually. NWLTC faculty holds occupational advisory committee meetings a minimum of twice per year. These committees are comprised of active members of business and industry related to each occupational program. These members inform faculty of current trends and needs within the industry. In return, the completers successfully pass licensure exams, receive industry based certifications, and obtain workforce readiness skills.

In the 2014-2015 year, 128 NWLTC students in the four programs outlined below sat for licensure exams. Of that number, 116 students passed providing a licensure passage rate of 90.6%.

i.a. Passages rates on licensure exams

Licensure Passage Rates 2015			
Program	# of Students attempting licensure	# of Students receiving licensure	Passage Rate
Barber Styling	13	13	100%
Cosmetology	8	8	100%
Commercial Truck Driving	19	19	100%
Practical Nursing	88	76	86.4%
Overall	128	116	90.6%

i.c. Passages rates on “first-time” sitters of licensure exam in Nursing (PN)

After implementation of stronger academic and attendance requirements of students and changes to instructional personnel, NWLTC saw an increase in NCLEX passage rate from 85.1% to 86.4%. Even though we did not meet the benchmark for passage rate, but we were within 2% points of our target. In 2014, ATI Nursing Education was added to the program as a performance tool. This system “garners great results in high stakes test preparation with pass rates closer to 100% than any other education system in the market.” NWLTC still continues to identify opportunities to improve the quality of its Practical Nursing program and expects to continue to improve.

First-time Passage Rates on NCLEX-PN					
Year	Program	# of Students attempting licensure	# of Students passing licensure exam on first sitting	Benchmark	First-time Passage Rate
2014	Practical Nursing	67	57	87.0%	85.1%
2015	Practical Nursing	88	76	87.0%	86.4%

ii. Number of Students Receiving Certifications

NWLTC programs offer students the opportunity to earn business and industry credentials. Credentials offered include HVAC Excellence and Environmental Protection Agency (EPA) for the HVAC graduates; the State Licensing Board for Contractors for the Electrician graduates; the National Allied Health Test provides certification for phlebotomy, EKG, patient care technician students; Pearson VUE for students that complete COMPTIA curriculum; NCCER (National Center for Construction Education and Research) offers certification in construction fields; the Department of Health and Hospitals certifies students that complete the CNA program; the Occupational Safety and Health Administration offers OSHA certification; and Certiport provides MOUS (Microsoft Office Specialist) certification.

# of Students Receiving 2015	
Industry-Based Certification	# of Students receiving certification
Certified Nurse Assistant	302
NCCER (all areas)	186
HVAC Excellence	35
HVAC – EPA	26
OSHA	233
Microsoft Office User Specialist (MOUS)	39
Phlebotomy	22
EKG	0
Internet and Computing (all areas)	0
Electrician License	0
Patient Care Technician	19
Overall	862

iii. Number of Students Assessed and Receiving WorkKeys Certification

WorkKeys Certificates Earned 2014-2015	
Platinum	1
Gold	61
Silver	145
Bronze	41
Total	248

Performance Objective: Articulation and Transfer (2)

Element:

- a) Phase in increased admission standards and other necessary policies by the end of the 2012 Fiscal Year in order to increase student retention and graduation rates.

Northwest Louisiana Technical College is an open access technical college.

Element:

- b) Provide feedback to community colleges and technical college campuses on the performance of associate degree recipients enrolled at the institution.

Northwest Louisiana Technical College offers career and technical education programs designed for entry and advancement in high-skill, high-demand, and high-wage careers. The Louisiana Community and Technical College System's Board of Supervisors has adopted a plan entitled "*Our Louisiana 2020*". The plan identifies six specific goals, each having a target for achievement by 2020. The third goal sets forth a target for colleges to quadruple student transfers to four-year universities by 2020. An outgrowth of this plan has been the establishment of regular feedback reports which provide information on the transfer of Northwest students. Because Northwest is COE, rather than Southern Association of Colleges and Schools (SACS), accredited, transferability is much more limited than for other colleges; however, NWLTC is currently engaged in efforts to establish reverse transfer agreements with universities in our region.

Element:

- c) Develop referral agreements with community colleges and technical college campuses to redirect students who fail to qualify for admission into the institution.

Northwest Louisiana Technical College (NWLTC) works closely with Bossier Parish Community College (BPCC) to enhance services to students, faculty, and staff. NWLTC's general education courses are taught by BPCC which has a steady supply of faculty that meet the SACS guidelines for transferable general education coursework. NWLTC programming is not designed for transfer and our students do not typically transfer to four year institutions; however, they do cross-enroll for general education courses which are required in Associate of Applied Science programs.

NWLTC and BPCC work collaboratively to direct students to the institution best suited to their needs. In the 2014-2015 academic year, NWLTC referred 129 students to BPCC and 126 of those students enrolled at the College. In addition to the cross-enrollment mentioned above, the institutions have memoranda of understanding to:

- 1) Extend recreational facilities, sporting events, and cultural/performing arts activities offered by BPCC to the faculty, staff and students of NWLTC.
- 2) Extend the support of BPCC's purchasing department to NWLTC.
- 3) Extend the support of BPCC's finance department to NWLTC.
- 4) Share library services.

NWLTC also works with its four-year partners in the region. A memorandum of understanding exists between NWLTC and Northwestern State University (NSU) extending professional development opportunities to NWLTC faculty and staff. Full-time faculty and staff can receive a tuition reduction for undergraduate and graduate level courses offered at NSU. NWLTC will pursue similar agreements with other four-year partners in the region.

In an effort to reach out to students who fail to earn admission to four-year colleges and universities in the northwest Louisiana region, NWLTC is working closely with each of these institutions to develop a brochure that outlines the technical training programs available at our institution. The goal is to ensure that all students who reside in NWLTC's service area and receive a non-admission letter from any of the four-year institutions in our area are referred to NWLTC by the university.

- i. Number of students referred
- ii. Number of referred students enrolled

Students Referred to Bossier Parish Community College 2014-2015	
# of Students referred to BPCC	# of Students enrolled at BPCC
129	126

Element:

- d) Demonstrate collaboration in implementing articulation and transfer requirements provided in R.S. 17:3161 through 3169.

Northwest Louisiana Technical College does not offer and is not eligible to offer the Associate of Arts Louisiana Transfer, the Associate of Science Louisiana Transfer, or the Associate of Science in Teaching degrees.

Performance Objective: Workforce and Economic Development (3)

Element:

- a) Eliminate academic programs offerings that have low student completion rates as indentified by the Board of Regents or are not aligned with current or strategic workforce needs of the state, region, or both as identified by the Louisiana Workforce Commission.

Northwest Louisiana Technical College reviews all of its academic programs on an annual basis. These program reviews include an assessment of several metrics including completion rates and alignment with current or strategic workforce needs. The Louisiana Board of Regents also engages in a periodic low-completer review and provides reports on low-completer programs to the State's institutions of higher education. Additionally, fiscal constraints placed on the College can also have an impact on decisions to eliminate an academic program. In the 2014-2015 academic year internal review, the BoR review, and budget cuts inspired the elimination of two programs. The two programs eliminated were Oil and Gas and Medical Assistant. Utilizing the College and the System mechanisms for program revision, NWLTC made adjustments to three programs in order to update and align curricula to meet workforce needs in Northwest Louisiana. The two programs that were modified were Phlebotomy and Business Office Technology due to Industry input from the colleges Occupational Advisory Council meetings. The added program is Energy Services that was created at the request of Business and Industry.

NWLTC utilizes occupational advisory committees consisting of industry and workforce representatives for each program offered by the College. These committees meet at least twice a year and evaluate each program curriculum for relevance and alignment with workforce needs. Additionally, NWLTC makes regular use of the occupational forecasting done by the Department of Labor and seeks to align its programming to four and five star jobs at the tier one and tier two levels. Furthermore, the occupational forecasting is used to request grant funding for programs that are directly aligned with workforce needs. The College also benefits from having an office of the Louisiana Workforce Commission located on its Minden Campus because it has quick and easy access to up-to-the-minute workforce data.

i. Programs Eliminated

Number of Programs Eliminated
2

ii. Programs Modified or Added

Number of Programs	
Modified	Added
2	1

iii. Percentage of programs aligned with workforce needs

Percentage of programs aligned with workforce needs
100%

Element:

- b) Increase use of technology for distance learning to expand educational offerings.

The NWLTC goal of expanding educational offerings by increasing the use of technology for distance learning opportunities is progressing slowly. NWLTC’s new leadership is focused on expanding distance education opportunities. The College anticipates a major focus on the establishment of additional distance education options in the near future.

A Memorandum of Agreement between NWLTC and Bossier Parish Community College has resulted in the availability of general education courses through compressed video. Delivery of the classes utilizing this technology provides 15 credit hours of general education courses required in the Associate of Applied Science degree. Three NWLTC campuses currently offer AAS programs: Minden, Natchitoches and Shreveport campuses. Technology infrastructure is currently being secured that will enable the two remaining campuses (Sabine Valley and Mansfield) to provide telepresence educational opportunities as well.

NWLTC instructors make use of classroom management platform software to bring distance education pedagogy (i.e. discussion boards and online grade books) into the traditional learning process. Moodle and EnGrade are examples of the type of classroom management software technology used at NWLTC. These software platforms allow instructors to post grades, assignments, PowerPoint presentations, and class notes. Students have the opportunity to enter discussion boards, retrieve class notes, post completed assignments, review grades, and contact instructors. This familiarity with distance education tools will speed the transition to more online offerings at NWLTC.

i. Number of course sections offered through distance education

Number of course sections	2014-2015
College Total	0
50 - 99% Distance Education	0
100% Distance Education	0

ii. Number of students enrolled in distance education courses

Number of students enrolled	2014-2015
College Total	0
50 - 99% Distance Education	0
100% Distance Education	0

iii. Number of degree programs offered 100% through distance education

Number of degree programs	2014-2015
College Total	0
50 - 99% Distance Education	0
100% Distance Education	0

Currently, NWLTC does not have any degree program offered through 100% distance education. NWLTC will work through its accreditor, the LCTCS, and the Board of Regents to obtain authority to offer additional distance education courses and will explore the offering of a completely online degree program.

Element:

- d) To the extent that information can be obtained, demonstrate progress in increasing the number of students placed in jobs and in increasing the performance of associate degree recipients who transfer to institutions that offer academic undergraduate degrees at the baccalaureate level or higher.

Northwest Louisiana Technical College is accredited by the Council on Occupational Education which requires an annual reporting of enrollment, licensure, completion and placement data.

i. Percent of completers found employed

COE Annual Report of Completers 2014-2015			
Award level	Completers	Employed	Percentage
TCA	1215	733	60.3%
CTS	365	282	77.3%
TD	386	270	70.0%
AAS	22	21	95.5%
Total	1988	1306	65.7%

Performance Objective: Institutional Efficiency and Accountability (4)

Element:

- c) Upon entering the initial performance agreement, adhere to a schedule established by the institution's management board to increase nonresident tuition amounts that are not less than the average tuition amount charged to Louisiana residents attending peer institutions in other Southern Regional Education Board states and monitor the impact of such increases on the institution. However, for each public historically black college or university, the nonresident tuition amounts shall not be less than the average tuition amount charged to Louisiana residents attending

public historically black colleges and universities in other Southern Regional Education Board states.

As a constituent institution of the Louisiana Community and Technical College System (LCTCS), Northwest Louisiana Technical College (NWLTC) adheres to the LCTCS Plan for Increasing Nonresident Tuition that was adopted by the LCTCS Board of Supervisors at their meeting on February 9, 2011. This plan will increase non-resident tuition and fee amounts to the average of tuition charged to Louisiana residents attending peer-institutions in other Southern Regional Education Board (SREB) states within six (6) years. In the 2014-2015 academic year NWLTC annual non-resident tuition and fees have exceeded the SREB Peer College average by 3.62%.

The College’s non-resident headcount continues along the historical average enrollment of 14 students annually. The increase in the non-resident tuition has not shown a negative impact on the College’s enrollment. If non-resident headcount continues at its current level, the impact on revenue will be minimal.

Plan for increasing non-resident tuition and fees charged to SREB average				
	SREB non-resident tuition	Northwest non-resident tuition	Difference	Northwest Percentage of SREB
Baseline	\$7444	\$1852	-\$5592	24%
Year 1	\$7444	\$1852	-\$5592	24%
Year 2	\$7444	\$3052	-\$4292	41%
Year 3	\$7444	\$4118	-\$3326	55%
Year 4	\$7444	\$5219	-\$2225	70%
Year 5	\$7444	\$5758	-\$1686	77%
Year 6	\$7444	\$7147	-\$297	96%

i. Tuition and fees charged to non-resident students

Tuition and fees charged to non-resident students			
Academic Year	NWLTC	Peer College non-resident tuition/fees	Percent Difference
2012-2013	\$4133	\$5172	-25.1%
2013-2014	\$6522	\$7530	-15.5%
2014-2015	\$7927	\$7650	3.62%

Element:

- d) Designate centers of excellence as defined by the Board of Regents which have received a favorable academic assessment from the Board of Regents and have demonstrated substantial progress toward meeting the following goals:

On June 26, 2013, the Board of Regents approved Academic Affairs Policy 2.05A defining centers of excellence, identifying their attributes, and establishing a process for proposing a center of excellence designation. Northwest Louisiana Technical College has not yet submitted a proposal but is considering the creation of a workforce excellence in Computer Information Technology that will respond to the growing prevalence of IT firms in the Shreveport/Bossier area.

i. Percent of eligible programs that are discipline accredited

Northwest Louisiana Technical College currently has 19 programs that are either “mandatory” or “recommended” for discipline accreditation. Of that number, 11 are currently accredited by the agencies recommended in Board of Regents Academic Affairs Policy 2.13.

Percentage of eligible programs that are discipline accredited			
# of eligible programs	# of eligible programs accredited	Benchmark	Calculated Rate
19	11	57%	57.9%

Performance Objective: Reporting Requirements (5)

Elements:

a. Number of students by classification

Undergraduate headcount
3081

Undergraduate FTE
1767.4

b. Number of instructional staff members

Instructional staff members
131

FTE instructional staff members
88.0

c. Average class student-to-instructor ratio

Average undergraduate class size
8.1

d. Average number of students per instructor

Average number of FTE students to FTE faculty
20.1

e. Number of non-instructional staff members in academic colleges and departments

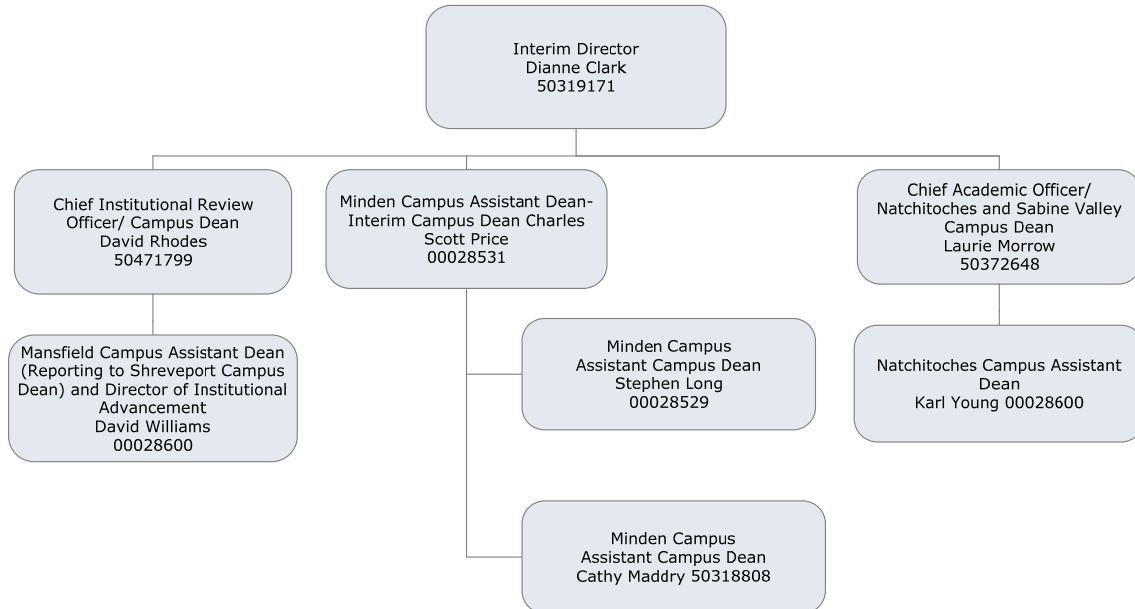
Number of non-instructional staff	FTE non-instructional staff
6	6

f. Number and FTE of staff in administrative areas

Number of administrative staff	FTE of administrative staff
8	8

g. Organizational chart containing all departments and personnel in the institution down to the second level of the organization below the president, chancellor, or equivalent position (as of Fall 2015)

Northwest Louisiana Technical College



h. Salaries of all personnel identified in subparagraph (g) above and the date, amount, and type of all increases in salary received since June 30, 2008.

Position	Total Base Salary, Fall 2009	Salary changes since 6/30/2011 reported for fall 2011	Salary changes since 6/30/2012 reported for fall 2012	Salary changes since 6/30/2013 reported for fall 2013	Salary changes since 6/30/2014 reported for fall 2014	Salary changes since 6/30/2015 reported for fall 2015
Regional Director / Minden Campus Dean	\$101,611.90	0%	0%	0%	0%	0%
Mansfield Campus Dean	\$71,818.24	82,590.00	0%	70,000	0%	0%
Natchitoches / Sabine Campus Dean	\$69,500.08	79,925.00	0%	86,736.00	0%	0%
Shreveport Campus Dean	\$65,597.15	79,436.00	0%	0%	0%	0%
Shreveport Campus Assistant Dean	\$63,904.88	0%	0%	\$51,999.00	0%	0%
Minden Campus Assistant Dean	\$60,556.62	0%	0%	0%	0%	0%
David Wade Campus Assistant Dean	\$51,870.02	0%	0%	0%	0%	0%

i. A cost performance analysis

i. Total operating budget by function, amount and percent of total, reported in a manner consistent with the National Association of College and University Officers guidelines.

Northwest Louisiana Technical College		
Expenditures by Function:	Amount	% of Total
Instruction	\$ 4,797,251	51%
Research		
Public Service		
Academic Support	\$ 52,117	.56%
Student Services	\$ 1,134,644	12%
Institutional Services	\$ 2,113,820	23%
Scholarships/Fellowships	\$ 556	>1%
Plant Operations/Maintenance	\$ 1,240,364	13%
Total E&G Expenditures	\$ 9,338,752	97%
Hospital		
Transfers out of agency	\$ 320,363	3%
Athletics		
Other	\$ 1,302	>1%
Total Expenditures	\$ 9,660,417	100%

- ii. **Average yearly cost of attendance for the reporting year as reported to the United States Department of Education.**

Average yearly cost of attendance
\$17,030

- iii. **Average time to degree for completion of academic programs at 4-year universities, 2-year colleges and technical colleges.**

Average time to degree
2.3 years

- iv. **Average cost per degree awarded in the most recent academic year.**

Average cost per degree awarded (2015)
\$2734

- v. **Average cost per non-completer in the most recent academic year.**

Average cost per non-completer (2015)
\$2734

- vi. **Total expenditures for the most recent academic year.**

Total expenditures for 2014-2015 academic year
\$9,660,417.00