

ENVIRONMENTAL SCAN REPORT 2013



Red Rocks Community College

Environmental Scan

Compiled by: Laura Solano

This document contains the results of an environmental scan conducted by Red Rocks Community College in spring 2013 as a precursor to the development of a comprehensive Academic Master and an updated Strategic Plan.

Table of Contents

Introduction	3
Executive Summary	6
Purpose and Scope	8
Demographics	9
Literature Review	23
Why EMSI Data?	23
Academic Programs.....	64
Environmental Scan Survey	70
Recommendations	76
Summary and Conclusion.....	77
Appendices.....	78
Appendix 1: Key Terms.....	78
Appendix 2: RRCC Strategic Plan	78
Appendix 3: Colorado Community College System Strategic Plan.....	78
Appendix 4: Department of Higher Education Strategic Plan	78
Appendix 5: Current Academic Master Plan	78
Appendix 6: Assessment of Student Learning	78
Appendix 7: Career and Technical Program Trends and Analysis	78
Appendix 8: Environmental Scan Survey	78
Appendix 9: EMSI Analysis.....	78
Appendix 10: Toward a More Competitive Colorado, 8 th edition, 2012 - 2013.....	78

Introduction

To meet the vision of Red Rocks Community College (RRCC) as the college of first choice, college administrators, faculty, and staff embarked on developing an environmental scan to capture internal and external direction from stakeholders on the priorities of an academic master plan that will move the college forward for the next one to three years.

The mission of Red Rocks Community College is to create a passion for learning through our dedication to students, our commitment to excellence and own love of teaching. The vision of RRCC is to be the college of first choice.

Values

The following principles define Red Rocks Community College values and provide guidance in actions and decisions:

- Innovation
- Teamwork
- Diversity
- Communication
- Integrity

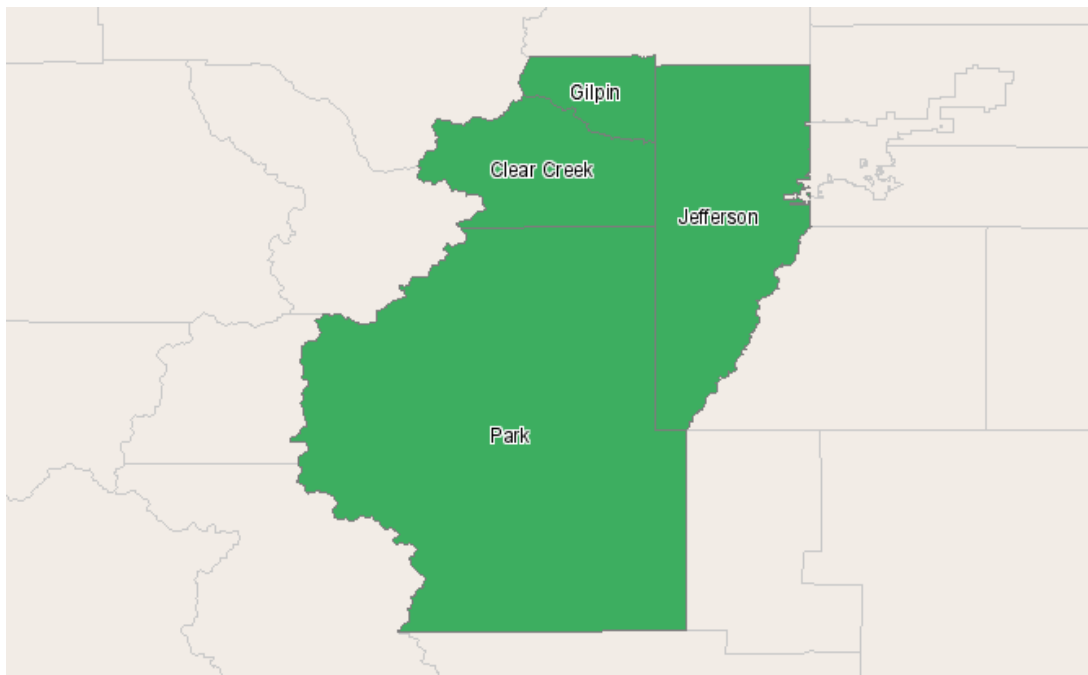
Red Rocks Community College is:

- A committed business partner, responding to industry and community needs through innovation solutions.
- A coalition builder, initiating opportunities for creative problem solving through teamwork.
- A proponent for diversity, providing an environment that respects differences among us.
- A believer in communication, fostering a culture that promotes and open exchange of ideas.
- A model of integrity, supporting our mission with thoughtful and judicious decision making.

Red Rocks Community College is accredited by the Higher Learning Commission and is a member of the North Central Association (www.nachlc.org, 312.263.0456), 30 North LaSalle Street, Suite 2400, Chicago, IL 60602. In addition, several programs hold approval or accreditation for national and state level associations and agencies. Accreditation is a guarantee to students and community that a college or program meets certain principles and provides quality education. Accreditation gives assurance as follows:

- It gives the assurance that, you will be able to attain definite educational outcomes.
- It pledges that you'll get qualified instructors and high quality up to date curriculum.
- Without accreditation by a nationally recognized accreditation organization, a school and its students are not eligible to participate in government student assistance programs like federal grants and loans.
- Most employers who offer tuition assistance will not reimburse your tuition if you attend a school that is not accredited.
- Most employers will look at a degree from an institution with accreditation as a credential demonstrating motivation and quality education.
- If you intend to transfer credits to another college, you are required to attend an accredited school.

The Red Rocks Community College Service Area includes the following four Colorado Counties of Gilpin, Clear Creek, Jefferson, and Park.



Additional Resources are accessible in completion of the environmental scan report. The Metro Denver Economic Development Corporation (Metro Denver EDC), an affiliate of the Denver Metro Chamber of Commerce, releases a new edition of *Toward a More Competitive Colorado* each year in conjunction with Wells Fargo. The annual study examines a host of economic competitiveness rankings.

The goals of this research are twofold:

1. To examine job creation opportunities where the state and region have a competitive advantage.
2. To set benchmarks by which Colorado's competitiveness can be tracked against the nation and competing states.

This study is a collection of numerous national rankings on economic competitiveness. While there are hundreds of different rankings on any host of topics, the ones chosen are typical of the elements that weigh most heavily in either a company's perception of the region or the reality of the company's business circumstances (see the Methodology page).

The Metro Denver EDC's economic development recruitment and retention efforts focus on key industry clusters where the region has a significant concentration of jobs or other assets in excess of the national average. For more information on Metro Denver's major industry clusters, visit www.metrodenver.org/industries.¹

¹ *Toward a More Competitive Colorado*, Eighth Edition, 2012 - 2013

Executive Summary

An environmental scan of the Red Rocks Community College service area was completed with the objective of collecting internal and external influences that shape the academic and career and technical programs. A comprehensive Academic Master Plan will address the human, physical, and financial resources necessary for each program to maximize student enrollment, success, and job placement.

This report includes a summary of the service area demographics, labor market data for the three year period 2012 – 2015, survey results and recommendations from both internal and external stakeholders.

The report is organized in the following sections:

- RRCC service area demographic analysis
- Literature review and analysis of labor market data
- Survey results
- Recommendations and conclusion

The recommendations are summarized for consideration.

1. Academic Master Plan: The literature review of the labor market for the period 2012 – 2015 provided direction to the career and technical programs where growth in job opportunities is anticipated. It is recommended this information be considered when developing a comprehensive academic master plan during 2013. The career cluster analysis provided by the Economic Modeling Specialists, Inc. (EMSI) directs the college to strengthen programs in the Human Services, Health Science, Finance/Accounting, Business Management, Agriculture/Natural Resources, and Science, Technology, Engineering, and Math clusters.
2. The use of the EMSI labor market data analysis should be integrated into the periodic (3 year) process of academic program review.
3. RRCC Demographic Analysis: The detailed analysis of the demographics of the RRCC service area provides direction for the College to make modifications in outreach and enrollment to attract high school graduates and students of Hispanic ethnicity. There is an immediate opportunity for RRCC to reach out to outreach to the Hispanic community as current enrollment does not mirror the community population.
4. Survey results:
- 5.
- 6.

Purpose and Scope

The growth of instructional programs at Red Rocks Community College over the next 10 years will be greatly influenced by numerous external and internal factors. Response to the external influences and direction on shaping the internal structure will determine the quality and health of the college in 2020. The purpose of an environmental scan is to support and inform the strategic planning process. A good environmental scan will help an organization understand and respond effectively to changes in their environments.²

This environmental scan report provides information on demographics, labor market trends for the RRCC service area, research, community feedback, and the related opportunities, and challenges for the college. The external environment in which RRCC operates is continually changing; it is intended that this environmental scan will be periodically updated and refined to reflect the most recent available information on key opportunities and challenges facing the college.

RRCC's initial environmental scan was developed in Spring 2013 to serve as a basis and framework of an updated academic master plan as well as context for the strategic plan. The environmental scan focuses primarily on a one to three year time period. An academic master plan created in 2011 for the period 2011-2020 provided overarching themes and direction for a future academic master plan. The academic master plan created in 2011 provided for the following considerations:

- External Factors: National and International
- External Factors: State and Local
- Opportunities based on external factors
- Opportunities based on internal factors
 - Faculty
 - Remediation
 - Physical facilities

The environmental scan included four components: internal analysis of the RRCC service area demographics which follows in this section; the literature review and analysis of the economic conditions of the RRCC service area and related labor market forecasts as provided by the Economic Modeling Specialists, Inc. (EMSI), a series of four surveys to external and internal stakeholders, and internal data covering career and technical student enrollment and FTE.

² Bryson, John M. *Strategic Planning for Public and Nonprofit Organizations*. 2004.

Demographics

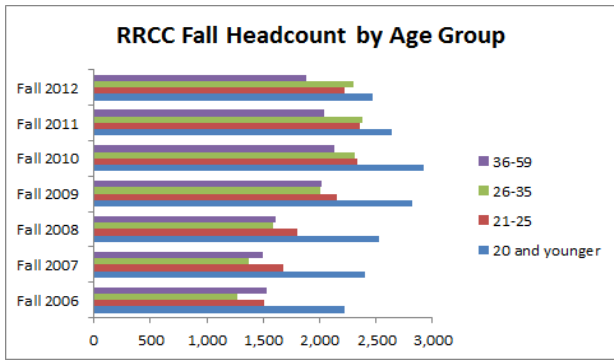
Student demographics provide the basis for understanding and serving the student population. Six graphs shown below present the College's current demographic environment while providing a seven year look at the trend of RRCC student enrollment headcount by age and ethnicity.

In December, 2012, the RRCC Office of Planning, Research, and Institutional Effectiveness provided a detailed review of the demographic and socioeconomic changes in the RRCC service area for the past ten year period of 2000-2010. The following 17 tables include:

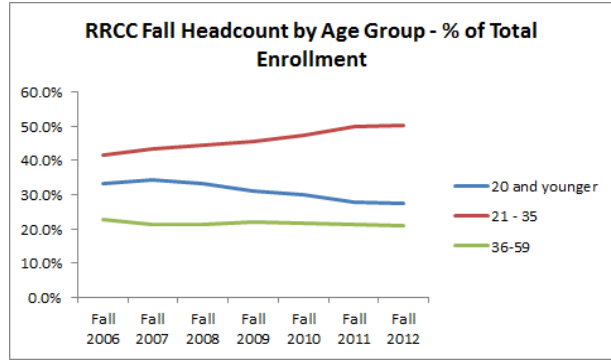
1. State, Metropolitan, and Service Area Population Change
2. Educational Attainment – RRCC Service Area Counties (2010 Population aged 25 years and older)
3. Change in Population by Age – RRCC Service Area Counties
4. Change in Age Groups 2000 – 2010 – RRCC Service Area Municipalities
5. 2010 Population by Race and Hispanic Origin – RRCC Service Area Counties
6. Absolute Population Change from 2000 to 2010 by Race and Hispanic Origin – RRCC Service Area Counties – Total Population
7. Percent Change from 2000 to 2010 by Race and Hispanic Origin – RRCC Service Area Counties – Total Population
8. Absolute Change from 2000 – 2010 Population by Race and Hispanic Origin – RRCC Service Area Counties – Population aged 18+ years
9. Percent Change from 2000 to 2010 Population by Race and Hispanic Origin – RRCC Service Area Counties – Population aged 18+ years
10. 2010 Hispanic or Latino (of any race) Population and Percent Change RRCC Service Area Municipalities
11. Income and Housing RRCC Service Area Counties
12. Income and Housing – 2010 – RRCC Service Area Municipalities and County Subdivisions
13. Change in Employment 2000 – 2009, Gilpin County
14. Change in Employment 2000 – 2009, Clear Creek County
15. Change in Employment 2000 – 2009, Jefferson County
16. Change in Employment 2000 – 2009, Park County
17. Population Projections 2000 – 2040, RRCC Service Area Counties

In brief, the demographic analysis will contribute to the environmental scan and strategic plan indicating that RRCC has both great opportunities and challenges in meeting the needs of our increasingly diverse student population, business and industry, and service area communities.

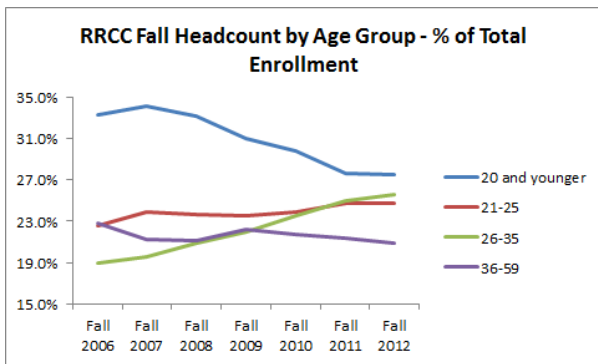
Graph 1



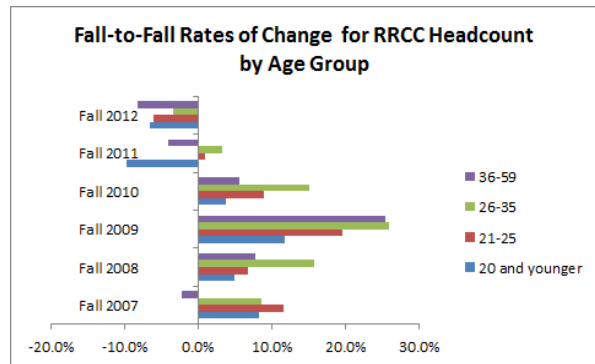
Graph 2



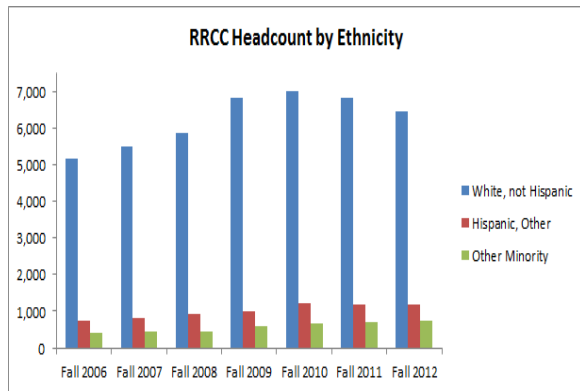
Graph 3



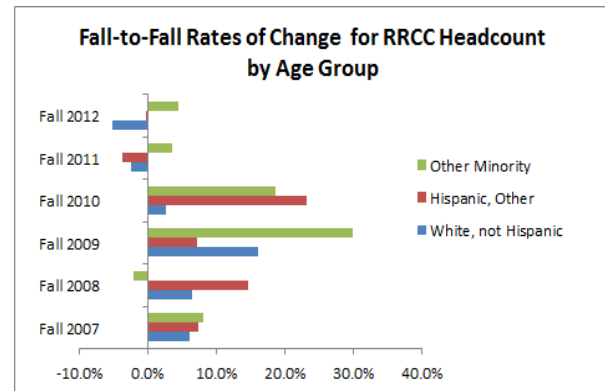
Graph 4



Graph 5



Graph 6



RRCC Headcount by Ethnicity - % of Total Enrollment

	White, not Hispanic	Hispanic, Other	Other Minority
Fall 2006	77.5%	11.2%	6.3%
Fall 2007	78.5%	11.4%	6.4%
Fall 2008	77.1%	12.1%	5.8%
Fall 2009	74.8%	10.8%	6.3%
Fall 2010	71.3%	12.4%	7.0%
Fall 2011	71.5%	12.3%	7.4%
Fall 2012	72.1%	13.0%	8.3%

The following tables presented in this section are tools that will be used in conjunction with other components of the environment scan and planning, both now and in the future.

Table 1
State, Metropolitan, and Service Area Population Change

	2000 Population	2010 Population	# Change	% Change
Colorado	4,301,261	5,029,196	727,935	16.9%
Denver Metropolitan Area ¹	2,109,282	2,489,661	380,379	18.0%
Clear Creek County	9,322	9,088	-234	-2.5%
Gilpin County	4,757	5,441	684	14.4%
Jefferson County ²	527,056	534,543	7,487	1.4%
Park County	14,523	16,206	1,683	11.6%
Central Jefferson County	23,952	24,390	438	1.8%
Golden Area Jefferson County	29,997	35,260	5,263	17.5%
Northeast Jefferson County	450,166	450,008	-158	0.0%
South Jefferson County	22,941	24,885	1,944	8.5%
Arvada city, Colorado	102,505	106,433	3,928	3.8%
Edgewater city, Colorado	5,287	5,170	-117	-2.2%
Golden city, Colorado	17,411	18,867	1,456	8.4%
Lakewood city, Colorado	144,089	142,980	-1,109	-0.8%
Wheat Ridge city, Colorado	33,015	30,166	-2,849	-8.6%

¹ Denver Primary Metropolitan Statistical Area

² The RRCC service area contains most but not all of Jefferson County. Small portions on the southeast and northeast are in other college service areas. Since all major communities in Jefferson County are in the RRCC service area, and the sections outside the RRCC service area in Jefferson County are small, this study will use data for Jefferson County as a whole.

Source: U.S. Census Bureau and American Fact Finder (American Community Survey Intercensal Estimates)

Table 1 gives three different views of population change in the RRCC service area. The four counties are given first followed by Jefferson County subdivisions and major municipalities within Jefferson County. If we examine the county data, the service area seems to have been relatively stable over the past ten years when compared to the Denver metropolitan area and Colorado as a whole. However, a more focused look at the county subdivisions and the municipalities show that, within the apparent overall stability at the county level, the RRCC service area has been undergoing major change over the past ten years. The following sections of this study will examine those changes using the three views of the service area.

A few notes on the Jefferson County Subdivisions will be helpful. The four subdivisions are formal geographic units set by the U.S. Census Bureau in coordination with Jefferson County officials. The approximate boundaries of the four Jefferson Census County Divisions (CCDs) are as follows.

- Central
 - On the north, a line running south of Genesee to the Lakewood city limits.
 - On the east, a line following C470 to US 285, and then running west of Aspen Park to the Park County line.
 - On the south, the Park County line.
 - On the west, the Clear Creek and Park County lines.
- Golden Area
 - On the north, the Boulder County line.
 - On the east, the Wheat Ridge/ Arvada/Lakewood city limits.
 - On the south, the city limits of Genesee.
 - On the west, the Gilpin County line.
- Northeast
 - On the north, the Boulder and Broomfield County lines.
 - On the east, the Adams/Denver County line.
 - On the south, a line following the Lakewood and Morrison city limits.
 - On the west, a line following C470 through Wheat Ridge/ Arvada/Lakewood city limits.

- South
 - On the north, a line from Aspen Park through the Morrison/Lakewood city limits.
 - On the east, the Arapahoe and Douglas County lines.
 - On the south, the Park County line.
 - On the west, the Park County line.

Just as Jefferson County contains most of the service area population (94.6% in 2010), the Northeast county subdivision is the most heavily urbanized and holds the majority of the population in Jefferson County (79.6% in 2010). The Golden county subdivision and Golden city had the largest growth rates between 2000 and 2010. Arvada city had the largest absolute numerical growth in population. The population of Edgewater city, Lakewood city, and Wheat Ridge city all declined in population.

In Fall 2011, enrollment by County was as follows:

- 75.2% of student enrollment came from Jefferson County
- 2.65% of student enrollment from Clear Creek, Gilpin, and Park counties. Within Jefferson County, Fall 2011 enrollment was more evenly distributed from the four subdivisions than one might guess from the 2010 Census distribution.

<i>County Subdivision</i>	<i>2010 Total Population</i>	<i>Fall 2011 RRCC Enrollment from Jefferson County</i>
Central	24,390 (4.6%)	851 (11.9%)
Golden	35,260 (6.6%)	1,866 (26.0%)
Northeast	450,008 (84.2%)	3,652 (50.9%)
South	24,885 (4.6%)	805 (11.2%)

Just as the population density and population change varies within the counties, so does the educational attainment of the population. Jefferson County has the highest percentage of the population with no postsecondary credential. The Northeast subdivision has the highest percentage with no postsecondary credential in Jefferson County. The service area municipalities closest to the core metropolitan area, Edgewater and Wheat Ridge, have the highest proportion of their population with no postsecondary credential.

Table 3
Change in Population by Age
RRCC Service Area Counties

2010	Total population		19 Years and Younger		20 to 34 Years		35 to 59 Years		60 Years and Older		Median age (years)
	Number	%	Number	%	Number	%	Number	%	Number	%	
	Colorado	5,029,196	100	1,364,692	27.1%	1,074,893	21.4%	1,770,706	35.2%	818,905	
Denver Metropolitan Area ¹	2,489,661	100	679,678	27.3%	540,256	21.7%	901,257	36.2%	368,470	14.8%	35.6
Clear Creek County	9,088	100	1,724	19.0%	1,221	13.4%	4,214	46.4%	1,929	21.2%	46.6
Gilpin County	5,441	100	1,032	19.0%	737	13.5%	2,697	49.6%	975	17.9%	45.6
Jefferson County ²	534,543	100	132,544	24.8%	97,216	18.2%	204,248	38.2%	100,535	18.8%	40.4
Park County	16,206	100	3,391	20.9%	1,869	11.5%	7,604	46.9%	3,342	20.6%	46.9

2000	Total population		19 Years and Younger		20 to 34 Years		35 to 59 Years		60 Years and Older		Median age (years)
	Number	%	Number	%	Number	%	Number	%	Number	%	
	Colorado	4,301,261	100	1,224,668	28.5%	970,265	22.6%	1,545,670	35.9%	560,658	
Denver Metropolitan Area ¹	2,109,282	100	596,927	28.3%	489,353	23.2%	765,669	36.3%	257,332	12.2%	34.1
Clear Creek County	9,322	100	2,270	24.4%	1,471	15.8%	4,527	48.6%	1,054	11.3%	40.2
Gilpin County	4,757	100	1,077	22.6%	981	20.6%	2,287	48.1%	412	8.7%	38.3
Jefferson County ²	527,056	100	146,555	27.8%	101,184	19.2%	209,239	39.7%	70,078	13.3%	36.8
Park County	14,523	100	3,690	25.4%	2,094	14.4%	7,087	48.8%	1,652	11.4%	40.0

Change 2000-2010	Total population		19 Years and Younger		20 to 34 Years		35 to 59 Years		60 Years and Older		Median age (years)
	Number	%	Number	%	Number	%	Number	%	Number	%	
	Colorado	727,935	16.9%	140,024	11.4%	104,628	10.8%	225,036	14.6%	258,247	
Denver Metropolitan Area ¹	380,379	18.0%	82,751	13.9%	50,903	10.4%	135,588	17.7%	111,138	43.2%	1.5
Clear Creek County	-234	-2.5%	-546	-24.1%	-250	-17.0%	-313	-6.9%	875	83.0%	6.4
Gilpin County	684	14.4%	-45	-4.2%	-244	-24.9%	410	17.9%	563	136.7%	7.3
Jefferson County ²	7,487	1.4%	-14,011	-9.6%	-3,968	-3.9%	-4,991	-2.4%	30,457	43.5%	3.6
Park County	1,683	11.6%	-299	-8.1%	-225	-10.7%	517	7.3%	1,690	102.3%	6.9

¹ Denver Primary Metropolitan Statistical Area

² The RRCC service area contains most but not all of Jefferson County. Small portions on the southeast and northeast are in other college service areas. Since all major communities in Jefferson County are in the RRCC service area, and the sections outside the RRCC service area in Jefferson County are small, this study will use data for Jefferson County as a whole.

Source: U.S. Census Bureau and American Fact Finder (American Community Survey Intercensal Estimates)

The population of the RRCC service area aged at a faster rate between 2000 and 2010 than either Colorado or the Denver Metropolitan Area. The 19 and younger age group in Jefferson County declined by 9.6% while the 60 years or older age group increased by 43.5%. Over the past decade the median age for Jefferson County increased by 3.6 years from 36.8 to 40.4. Clear Creek, Gilpin, and Park counties also showed the same trends as did the Jefferson County cities. Arvada, Golden, and Lakewood increased residents aged 60 years or more by 6.5%, 5.9%, and 3.6% respectively. The only cities whose median age increased less than the Denver Metropolitan Area were Edgewater and Golden.

Table 4
Change in Age Groups 2000 - 2010
RRCC Service Area Municipalities

2010	Arvada	%	Edgewater	%	Golden	%	Lakewood	%	Wheatridge	%
Age										
19 or Less	27,275	25.6%	1,352	26.2%	4,652	24.7%	33,358	23.3%	6,191	20.5%
20-24 Years	5,836	5.5%	387	7.5%	2,444	13.0%	10,299	7.2%	1,603	5.3%
25 - 34	12,597	11.8%	1,077	20.8%	2,601	13.8%	20,414	14.3%	4,092	13.6%
35-59	39,257	36.9%	1,623	31.4%	6,356	33.7%	50,049	35.0%	10,856	36.0%
60 or more	21,468	20.2%	731	14.1%	2,814	14.9%	28,860	20.2%	7,424	24.6%
Total	106,433	100.0%	5,170	100.0%	18,867	100.0%	142,980	100.0%	30,166	100.0%
Median Age	40.5		32.5		33.9		39.2		43.7	

2000	Arvada	%	Edgewater	%	Golden	%	Lakewood	%	Wheatridge	%
Age										
19 or Less	29496	28.8%	1377	26.0%	4791	27.5%	35393	24.6%	7599	23.0%
20-24 Years	5639	5.5%	486	9.2%	1914	11.0%	10527	7.3%	1813	5.5%
25 - 34	12420	12.1%	1105	20.9%	2650	15.2%	22244	15.4%	4293	13.0%
35-59	40127	39.1%	1634	30.9%	6277	36.1%	52289	36.3%	11570	35.0%
60 or more	14823	14.5%	685	13.0%	1779	10.2%	23636	16.4%	7740	23.4%
Total	102,505	100.0%	5,287	100.0%	17,411	100.0%	144,089	100.0%	33,015	100.0%
Median Age	37.1		31.8		32.4		36.8		40.2	

% Change 2000 - 2010	Arvada	%	Edgewater	%	Golden	%	Lakewood	%	Wheatridge	%
Age										
19 or Less	-2,221	-2.2%	-25	-0.5%	-139	-0.8%	-2,035	-1.4%	-1,408	-4.3%
20-24 Years	197	0.2%	-99	-1.9%	530	3.0%	-228	-0.2%	-210	-0.6%
25 - 34	177	0.2%	-28	-0.5%	-49	-0.3%	-1,830	-1.3%	-201	-0.6%
35-59	-870	-0.8%	-11	-0.2%	79	0.5%	-2,240	-1.6%	-714	-2.2%
60 or more	6,645	6.5%	46	0.9%	1,035	5.9%	5,224	3.6%	-316	-1.0%
Total	3,928	3.8%	-117	-2.2%	1,456	8.4%	-1,109	-0.8%	-2,849	-8.6%
Median Age	3.4		0.7		1.5		2.4		3.5	

Source: U.S. Census, CO State Demographer Profiles, and American Fact Finder (American Community Survey Intercensal Estimates)

Table 5
2010 Population by Race and Hispanic Origin
RRCC Service Area Counties

County	Total Population	Non-Hispanic						Hispanic Origin (of any race)
		White	Black/African American	American Indian & Alaska Native	Asian/Pacific Islander alone	Some Other Race alone	Two or More Races Total	
Colorado ¹	5,029,196	3,520,793	188,778	31,244	141,225	7,622	100,847	1,038,687
Clear Creek	9,088	8,371	50	56	54	11	117	429
Gilpin	5,441	4,947	28	34	84	3	78	267
Jefferson ²	534,543	427,160	5,001	2,638	14,072	715	8,512	76,445
Park	16,206	14,842	69	117	101	14	280	783

2000 Population by Race and Hispanic Origin
RRCC Service Area Counties

County	Total Population	Non-Hispanic						Hispanic Origin (of any race)
		White	Black/African American	American Indian & Alaska Native	Asian/Pacific Islander alone	Some Other Race alone	Two or More Races Total	
Colorado ¹	4,301,261	3,202,880	158,443	28,982	97,122	5,512	122,187	735,601
Clear Creek	9,322	8,759	26	46	36	11	112	361
Gilpin	4,757	4,377	24	33	42	11	89	202
Jefferson ²	527,056	447,416	4,312	2,748	12,190	534	11,466	52,449
Park	14,523	13,431	67	101	63	21	267	628

Table 6
Absolute Population Change from 2000 to 2010 by Race and Hispanic Origin
RRCC Service Area Counties - Total Population

County	Total Population Change	Non-Hispanic						Hispanic Origin (of any race)
		White	Black/African American	American Indian & Alaska Native	Asian/Pacific Islander alone	Some Other Race alone	Two or More Races Total	
Colorado ¹	727,935	317,913	30,335	2,262	44,103	2,110	-21,340	303,086
Clear Creek	-234	-388	24	10	18	0	5	68
Gilpin	684	570	4	1	42	-8	-11	65
Jefferson ²	7,487	-20,256	689	-110	1,882	181	-2,954	23,996
Park	1,683	1,411	2	16	38	-7	13	155

Table 7
Percent Change from 2000 to 2010 Population by Race and Hispanic Origin
RRCC Service Area Counties - Total Population

County	Total Population Change	Non-Hispanic						Hispanic Origin (of any race)
		White	Black/African American	American Indian & Alaska Native	Asian/Pacific Islander alone	Some Other Race alone	Two or More Races Total	
Colorado ¹	16.9	9.9	19.1	7.8	45.4	38.3	-17.5	41.2
Clear Creek	-2.5	-4.4	92.3	21.7	50.0	0.0	4.5	18.8
Gilpin	14.4	13.0	16.7	3.0	100.0	-72.7	-12.4	32.2
Jefferson ²	1.4	-4.5	16.0	-4.0	15.4	33.9	-25.8	45.8
Park	11.6	10.5	3.0	15.8	60.3	-33.3	4.9	24.7

¹ Due to differences between the 2000 and 2010 Census, comparisons for the Denver Primary Metropolitan Statistical Area are not currently available.

² The RRCC service area contains most but not all of Jefferson County. Small portions on the southeast and northeast are in other college service areas. Since all major communities in Jefferson County are in the RRCC service area, and the sections outside the RRCC service area in Jefferson County are small, this study will use data for Jefferson County as a whole.

Source: U.S. Census, Colorado State Demographer, and American Community Survey

Table 8
Absolute Change from 2000 to 2010 Population by Race and Hispanic Origin
RRCC Service Area Counties - Population Aged 18+ Years

County	Total Population Change	Non-Hispanic					Two or More Races Total	Hispanic Origin (of any race)
		White	Black/African American	American Indian & Alaska Native	Asian/Pacific Islander alone	Some Other Race alone		
Colorado ¹	603,121	336,653	27,477	2,893	34,252	1,626	12,637	187,583
Clear Creek	298	164	23	11	14	2	24	60
Gilpin	731	651	2	9	37	-6	3	35
Jefferson ²	21,883	2,581	679	-38	1,897	143	559	16,062
Park	1,993	1,763	3	16	44	1	28	138

Table 9
Percent Change from 2000 to 2010 Population by Race and Hispanic Origin
RRCC Service Area Counties - Population Aged 18+ Years

County	Total Population Change	Non-Hispanic					Two or More Races Total	Hispanic Origin (of any race)
		White	Black/African American	American Indian & Alaska Native	Asian/Pacific Islander alone	Some Other Race alone		
Colorado ¹	18.8	13.6	24.7	13.7	46.8	50.4	30.9	39.3
Clear Creek	4.1	2.4	115.0	33.3	46.7	50.0	53.3	24.2
Gilpin	19.5	18.7	10.0	45.0	115.6	-66.7	6.8	23.6
Jefferson ²	5.6	0.8	22.1	-1.9	21.5	46.1	13.7	47.2
Park	17.9	17.0	6.1	20.0	118.9	11.1	20.6	33.7

¹ Due to differences between the 2000 and 2010 Census, comparisons for the Denver Primary Metropolitan Statistical Area are not currently available.

² The RRCC service area contains most but not all of Jefferson County. Small portions on the southeast and northeast are in other college service areas. Since all major communities in Jefferson County are in the RRCC service area, and the sections outside the RRCC service area in Jefferson County are small, this study will use data for Jefferson County as a whole.

Source: U.S. Census, Colorado State Demographer, and American Community Survey

Shifts in ethnic composition were echoed in Jefferson County School District enrollment. Between Fall 2000 and Fall 2011 pupil membership counts, the number of Hispanic students grew from 10,589 to 20,192 students, an increase of 90.7%. The number of White, not Hispanic students went from 72,320 to 58,295, a decrease of 19.4%. Hispanic students increased their share of enrollment from 12.1% in Fall 2000 to 23.5% in Fall 2011. The percentage of White, not Hispanic students went from 82.5% in Fall 2000 to 67.9% in Fall 2011.

Year	Total Service Area High School Graduates	Jefferson County Schools – Total Graduates	Jefferson County Schools – Hispanic Graduates	Jefferson County Schools – White, not Hispanic Graduates
2010-11	5,697	5,492	913	4,164
2009-10	5,788	5,580	798	4,827
2008-09	5,701	5,496	732	4,513
2007-08	4,799	5,484	686	4,587

The supply of recent high school graduates in our service area has been fairly stable even though Colorado has experienced a demographic “trough” in the number of high school graduates over the past five years. The number of Hispanic graduates has been keeping pace with increases in the Hispanic school-aged population, although Hispanic graduation rates do lag behind White, not Hispanic rates by eleven percentage points for the class of 2011. Although the number of high school graduates is projected to increase for Colorado in the near future, the aging RRCC service area suggests that the supply of recent high school graduates may remain stable in the future, or slightly decrease.

Table 10
2010 Hispanic or Latino (of any race) Population and Percent Change
RRCC Service Area Municipalities

Municipality	Hispanic or Latino		Change, 2000 to 2010	
	2000	2010	Number	Percent
Arvada city	10,031	14,536	4,505	44.9%
Edgewater city	1,939	2,310	371	19.1%
Golden city	1,130	1,553	423	37.4%
Lakewood city	20,949	31,467	10,518	50.2%
Wheat Ridge city	4,434	6,309	1,875	42.3%

2010 Hispanic or Latino (of any race) Population and Percent Change
RRCC Service Area Municipalities - Total Population 18 years and over

Municipality	Hispanic or Latino		Change, 2000 to 2010	
	2000	2010	Number	Percent
Arvada city	6,260	9,154	2,894	46.2%
Edgewater city	1,287	1,474	187	14.5%
Golden city	826	1,220	394	47.7%
Lakewood city	13,892	20,623	6,731	48.5%
Wheat Ridge city	2,908	4,192	1,284	44.2%

2010 Hispanic or Latino (of any race) Population and Percent Change
RRCC Service Area Municipalities - Total Population Under 18 years

Municipality	Hispanic or Latino		Change, 2000 to 2010	
	2000	2010	Number	Percent
Arvada city	3,771	5,382	1,611	42.7%
Edgewater city	652	836	184	28.2%
Golden city	304	333	29	9.5%
Lakewood city	7,057	10,844	3,787	53.7%
Wheat Ridge city	1,526	2,117	591	38.7%

Source: U.S. Census Bureau and American Community Survey

The income and housing indicators in Table 11 suggest that the RRCC service area is quite sound economically. However, Table 12, like the previous data on educational attainment in Table 2, shows that there is a great amount of variation in the socioeconomic status of service area residents. The Northeast is the least affluent of the county subdivisions. Again, the service area municipalities closer to the core metropolitan area are those with lower income, lower housing values, lower rates of home ownership, and a higher percentage of families with children who are below the poverty line.

Table 11
Income and Housing
RRCC Service Area Counties

<i>Median Household Income</i>	<i>2000</i>	<i>2010</i>	<i>% Change</i>
Denver Metropolitan Area ¹	\$51,191	\$60,452	18.1%
Clear Creek County	\$50,997	\$62,756	23.1%
Gilpin County	\$51,942	\$59,394	14.3%
Jefferson County	\$57,339	\$67,827	18.3%
Park County	\$51,899	\$61,284	18.1%
<i>Homeowner Occupancy</i>	<i>2000</i>	<i>2010</i>	<i>% Change</i>
Denver Metropolitan Area ¹	66.5%	64.2%	-3.5%
Clear Creek County	76.1%	76.7%	0.8%
Gilpin County	78.4%	77.0%	-1.8%
Jefferson County	72.5%	70.7%	-2.5%
Park County	87.6%	84.6%	-3.4%
<i>Median House Value</i>	<i>2000</i>	<i>2010</i>	<i>% Change</i>
Denver Metropolitan Area ¹	\$176,600	\$245,900	39.2%
Clear Creek County	\$200,400	\$279,600	39.5%
Gilpin County	\$180,600	\$316,400	75.2%
Jefferson County	\$187,900	\$259,400	38.1%
Park County	\$172,100	\$246,100	43.0%

¹ Denver Primary Metropolitan Statistical Area
Source: U.S. Census and American Fact Finder

Table 12
Income and Housing - 2010
RRCC Service Area Municipalities and County Subdivisions

	<i>Median Household Income</i>	<i>Homeowner Occupancy Rate</i>	<i>Median Housing Value</i>	<i>% of Families With Children Below Poverty</i>
Denver Metropolitan Area	\$60,452	64.2%	\$245,900	13.7%
Arvada city, Colorado	\$65,942	74.3%	\$239,700	8.7%
Edgewater city, Colorado	\$43,082	41.4%	\$191,400	37.8%
Golden city, Colorado	\$53,896	59.4%	\$325,400	16.0%
Lakewood city, Colorado	\$52,690	59.3%	\$236,900	16.7%
Wheat Ridge city, Colorado	\$47,014	56.8%	\$235,700	16.1%
Central Jefferson County	\$95,947	83.8%	\$393,800	3.4%
Golden Area Jefferson County	\$77,189	73.6%	\$404,900	7.9%
Northeast Jefferson County	\$62,407	69.3%	\$244,400	10.4%
South Jefferson County	\$114,478	94.5%	\$427,800	2.0%

Source: U.S. Census and American Fact Finder (American Community Survey)

Table 13
Change in Employment, 2000 - 2009
Clear Creek County

Occupation and Industry	2000		2009		Change 2000-2009	
	Clear Creek County		Clear Creek County		Clear Creek County	
	Number	Percent	Number	Percent	Number	Percent
Employed civilian population 16 years and over	5,661	100	5,411	100	-250	-4.4%
OCCUPATION						
Management, professional, and related occupations	2,242	39.6%	1,990	0.7%	-252	-11.2%
Service occupations	930	16.4%	1,013	0.4%	83	8.9%
Sales and office occupations	1,280	22.6%	1,348	0.5%	68	5.3%
Farming, fishing, and forestry occupations	32	0.6%	30	0.0%	-2	-6.3%
Construction, extraction, and maintenance occupations	696	12.3%	583	0.2%	-113	-16.2%
Production, transportation, and material moving occupations	481	8.5%	447	0.2%	-34	-7.1%
INDUSTRY						
Agriculture, forestry, fishing and hunting, and mining	182	3.2%	123	0.0%	-59	-32.4%
Construction	604	10.7%	562	0.2%	-42	-7.0%
Manufacturing	307	5.4%	114	0.0%	-193	-62.9%
Wholesale trade	199	3.5%	128	0.0%	-71	-35.7%
Retail trade	534	9.4%	695	0.2%	161	30.1%
Transportation and warehousing, and utilities	298	5.3%	343	0.1%	45	15.1%
Information	166	2.9%	80	0.0%	-86	-51.8%
Finance, insurance, real estate, and rental and leasing	334	5.9%	364	0.1%	30	9.0%
Professional, scientific, management, and administrative	651	11.5%	822	0.3%	171	26.3%
Educational, health and social services	857	15.1%	778	0.3%	-79	-9.2%
Arts, entertainment, recreation, accommodation and food services	955	16.9%	846	0.3%	-109	-11.4%
Other services (except public administration)	181	3.2%	153	0.1%	-28	-15.5%
Public administration	393	6.9%	403	0.1%	10	2.5%

Source: U.S. Census Bureau, 2005-2009 American Community Survey

Table 14
Change in Employment, 2000 - 2009
Gilpin County

Occupation and Industry	2000		2009		Change 2000-2009	
	Gilpin County		Gilpin County		Gilpin County	
	Number	Percent	Number	Percent	Number	Percent
Employed civilian population 16 years and over	3,077	100	3,039	100	-38	-1.2%
OCCUPATION						
Management, professional, and related occupations	1,076	35.0%	1,190	0.4%	114	10.6%
Service occupations	585	19.0%	744	0.3%	159	27.2%
Sales and office occupations	700	22.7%	595	0.2%	-105	-15.0%
Farming, fishing, and forestry occupations	5	0.2%	17	0.0%	12	240.0%
Construction, extraction, and maintenance occupations	460	14.9%	351	0.1%	-109	-23.7%
Production, transportation, and material moving occupations	251	8.2%	142	0.1%	-109	-43.4%
INDUSTRY						
Agriculture, forestry, fishing and hunting, and mining	34	1.1%	51	0.0%	17	50.0%
Construction	392	12.7%	272	0.1%	-120	-30.6%
Manufacturing	190	6.2%	104	0.0%	-86	-45.3%
Wholesale trade	92	3.0%	70	0.0%	-22	-23.9%
Retail trade	227	7.4%	219	0.1%	-8	-3.5%
Transportation and warehousing, and utilities	113	3.7%	88	0.0%	-25	-22.1%
Information	130	4.2%	58	0.0%	-72	-55.4%
Finance, insurance, real estate, and rental and leasing	72	2.3%	71	0.0%	-1	-1.4%
Professional, scientific, management, and administrative	302	9.8%	318	0.1%	16	5.3%
Educational, health and social services	397	12.9%	426	0.2%	29	7.3%
Arts, entertainment, recreation, accommodation and food services	836	27.2%	889	0.3%	53	6.3%
Other services (except public administration)	124	4.0%	176	0.1%	52	41.9%
Public administration	168	5.5%	297	0.1%	129	76.8%

Source: U.S. Census Bureau, 2005-2009 American Community Survey

Table 15
Change in Employment, 2000 - 2009
Jefferson County

Occupation and Industry	2000		2009		Change 2000-2009	
	Jefferson County		Jefferson County		Jefferson County	
	Number	Percent	Number	Percent	Number	Percent
Employed civilian population 16 years and over	290,962	100	283,328	100	-7,634	-2.6%
OCCUPATION						
Management, professional, and related occupations	120,145	41.3%	117,775	41.6%	-2,370	-2.0%
Service occupations	33,581	11.5%	39,415	13.9%	5,834	17.4%
Sales and office occupations	83,837	28.8%	75,745	26.7%	-8,092	-9.7%
Farming, fishing, and forestry occupations	301	0.1%	318	0.1%	17	5.6%
Construction, extraction, and maintenance occupations	27,807	9.6%	26,364	9.3%	-1,443	-5.2%
Production, transportation, and material moving occupations	25,291	8.7%	23,711	8.4%	-1,580	-6.2%
INDUSTRY						
Agriculture, forestry, fishing and hunting, and mining	2,641	0.9%	2,983	1.1%	342	12.9%
Construction	24,697	8.5%	24,065	8.5%	-632	-2.6%
Manufacturing	27,040	9.3%	23,184	8.2%	-3,856	-14.3%
Wholesale trade	11,279	3.9%	10,526	3.7%	-753	-6.7%
Retail trade	34,214	11.8%	32,559	11.5%	-1,655	-4.8%
Transportation and warehousing, and utilities	14,233	4.9%	13,102	4.6%	-1,131	-7.9%
Information	15,815	5.4%	9,656	3.4%	-6,159	-38.9%
Finance, insurance, real estate, and rental and leasing	24,782	8.5%	23,562	8.3%	-1,220	-4.9%
Professional, scientific, management, and administrative	38,621	13.3%	39,790	14.0%	1,169	3.0%
Educational, health and social services	45,495	15.6%	48,916	17.3%	3,421	7.5%
Arts, entertainment, recreation, accommodation & food services	22,314	7.7%	25,450	9.0%	3,136	14.1%
Other services (except public administration)	13,688	4.7%	14,545	5.1%	857	6.3%
Public administration	16,143	5.5%	14,990	5.3%	-1,153	-7.1%

Source: U.S. Census Bureau, 2005-2009 American Community Survey

Table 16
Change in Employment, 2000 - 2009
Park County

Occupation and Industry	2000		2009		Change 2000-2009	
	Park County		Park County		Park County	
	Number	Percent	Number	Percent	Number	Percent
Employed civilian population 16 years and over	7,902	100	8,721	100	819	10.4%
OCCUPATION						
Management, professional, and related occupations	2,623	33.2%	3,072	1.1%	449	17.1%
Service occupations	1,044	13.2%	1,245	0.4%	201	19.3%
Sales and office occupations	2,084	26.4%	2,387	0.8%	303	14.5%
Farming, fishing, and forestry occupations	46	0.6%	59	0.0%	13	28.3%
Construction, extraction, and maintenance occupations	1,319	16.7%	1,368	0.5%	49	3.7%
Production, transportation, and material moving occupations	786	9.9%	590	0.2%	-196	-24.9%
INDUSTRY						
Agriculture, forestry, fishing and hunting, and mining	258	3.3%	208	0.1%	-50	-19.4%
Construction	1,290	16.3%	1,538	0.5%	248	19.2%
Manufacturing	564	7.1%	463	0.2%	-101	-17.9%
Wholesale trade	207	2.6%	224	0.1%	17	8.2%
Retail trade	1,004	12.7%	953	0.3%	-51	-5.1%
Transportation and warehousing, and utilities	366	4.6%	237	0.1%	-129	-35.2%
Information	332	4.2%	285	0.1%	-47	-14.2%
Finance, insurance, real estate, and rental and leasing	481	6.1%	591	0.2%	110	22.9%
Professional, scientific, management, and administrative	702	8.9%	1,088	0.4%	386	55.0%
Educational, health and social services	1,187	15.0%	1,211	0.4%	24	2.0%
Arts, entertainment, recreation, accommodation and food	789	10.0%	908	0.3%	119	15.1%
Other services (except public administration)	366	4.6%	442	0.2%	76	20.8%
Public administration	356	4.5%	573	0.2%	217	61.0%

Source: U.S. Census Bureau, 2005-2009 American Community Survey

Table 13 through Table 16 presents data on occupational changes in the RRCC service area from 2000 to 2009. As background to these tables, it is important to note that the number of individuals aged 16 years and older increased in this time period for Gilpin, Jefferson, and Park counties while remaining steady in Clear Creek county. In spite of this, with the exception of Park County, the number of individuals aged 16 and older employed in the labor force decreased. This corresponds with increased unemployment rates for all the service area counties. Between 2000 and 2009, the unemployment rate increased;

- from 1.5% to 5.3% in Clear Creek County;
- from 1.7% to 4.6% in Gilpin County;
- from 2.3% to 6.0% in Jefferson County;
- from 2.0% to 5.7% in Park County.

Unemployment rates for White, not Hispanic individuals are lower in each county than those for other racial and ethnic groups. Women’s labor force participation rates in Jefferson and Park Counties are comparable at about 75% of all women 16 and older and about 66% of women 16 and older with children at home. The participation rates for both groups of women were higher in Clear Creek and Gilpin Counties. The overall women’s labor force participation rate in all four counties was higher than the national rate of 64%.

Service Occupations were the only occupational category that grew in each county between 2000 and 2009. This category includes healthcare support, protective services, food preparation and service, building and grounds maintenance, and personal care services. Managerial, Professional, and Administrative Occupations increased in Gilpin and Park Counties, and declined slightly in Jefferson County. This category includes business and financial management, engineering and architecture, lab science and computer science, healthcare practitioners, education, and legal occupations. Office Support Occupations declined in Jefferson and Clear Creek Counties, and increased in Gilpin and Park Counties.

In regard to employment change by industry, Professional, Scientific, Management, and Administrative Services was the only industry category to expand in all the service area counties. Jefferson County also had expansion in Educational, Health, and Social Services as well as Art, Entertainment, Recreation, Accommodations, and Food Services. Park County was the only county with an expansion in Construction and Wholesale Trade. It should also be noted that Park County increased employment in every occupational category except Production, Transportation, and Materials Moving.

For the RRCC service area in 2009, employed individuals aged 16 years or more were employed in the following types of organizations.

County	Total Employed Individuals Aged 16 Years or More	% Employed by Private Companies	% Local, State, and Federal Government Workers	% Self-Employed	% Private, Not-For-Profit Organizations
Clear Creek	5,411	61.2%	16.1%	19.2%	3.5%
Gilpin	3,039	54.7%	20.8%	18.1%	6.4%
Jefferson	283,328	66.1%	14.1%	13.4%	6.5%
Park	8,721	57.8%	17.1%	20.6%	4.5%

Source: U.S. Census, American Community Survey

It is worthwhile to observe the 2009 labor force participation rates for the key age groups that provide a large portion of RRCC's enrollment each semester.

County	Total 16-19 Years Old	% Employed	Total 20-24 Years Old	% Employed	Total 25-44 Years Old	% Employed
Clear Creek	572	47.7%	241	76.8%	2,262	87.2%
Gilpin	217	14.3%	255	52.9%	1,458	84.1%
Jefferson	29,707	39.1%	32,179	73.8%	142,871	82.3%
Park	799	45.8%	556	59.0%	4,379	75.3%

Source: U.S. Census, American Community Survey

The employment rates for these age groups suggest that our pool of traditional-aged college students, and our pool of older, returning students, balance both work and school from a very early age. As we know from our student surveys, many also balance work and school with family responsibilities as well. This suggests that the expectations for, appeal and benefit of on-line and alternative learning delivery modalities typical of postsecondary students today also apply to students from our service area. We need to create options for student choice and time, as well as the place and pace of learning.

Table 17
Population Projections, 2000-2040
RRCC Service Area Counties

COUNTIES	Colorado State Demographer's Office Projections							Average Annual Percent Change					
	July, 2010	July, 2015	July, 2020	July, 2025	July, 2030	July, 2035	July, 2040	10-15	15-20	20-25	25-30	30-35	35-40
COLORADO	5,046,990	5,499,618	6,043,504	6,567,980	7,058,019	7,520,178	7,958,167	1.7%	1.9%	1.7%	1.4%	1.3%	1.1%
Clear Creek	9,098	10,033	11,192	12,369	13,513	14,618	15,714	2.0%	2.2%	2.0%	1.8%	1.6%	1.5%
Gilpin	5,453	5,964	6,557	7,165	7,734	8,300	8,850	1.8%	1.9%	1.8%	1.5%	1.4%	1.3%
Jefferson	535,209	557,179	590,327	623,405	650,764	669,357	684,058	0.8%	1.2%	1.1%	0.9%	0.6%	0.4%
Park	16,291	19,714	24,100	29,285	33,404	35,638	36,519	3.9%	4.1%	4.0%	2.7%	1.3%	0.5%

Note: These projections are based on intercensal estimates. The July 2010 forecast is not consistent with exact 2010 census counts.

Source: Colorado State Demographer's Office

The RRCC service area has undergone several major demographic changes over the past decade. The service area has aged. This has resulted primarily from an increase in older White, not Hispanic residents. At the same time, the service area has become more diverse through a major increase in Hispanic residents, especially those in younger age groups. The increase of Hispanic residents have kept the population of the service area relatively stable, or at least buffered what would otherwise have been major declines in such critical groups as the school-aged population and working adults in mid-career. Population growth projections for the service area counties (see Table 17) suggest very small growth rates in the future. Therefore, it is likely that the trends of the past ten years will continue into at least the foreseeable future.

If the current trends continue, the pool of high school graduates in the service area is likely to stay at current levels or even undergo slight declines. The school-age population and high school graduates will become more diverse and postsecondary competition for these students will intensify. Articulation with our local high schools will take on new importance both as an enrollment management and a program growth strategy.

Current RRCC enrollment patterns, discussed above suggest that there is growth potential in the Northeast county subdivision. This is the case for both younger, first-time college students and older students who are returning to school for a postsecondary credential. At the same time, RRCC should continue to appeal to students in the more affluent areas of the service area by building on its reputation for academic excellence, particularly for pre-professional and transfer programs in such areas as STEM, pre-engineering, and health care professions.

Occupational and industry growth patterns in our service area indicate the importance of preparing students for service occupations that require strong technical and general educational abilities, such as healthcare support and protective services. We also need to prepare our students for professional careers as healthcare practitioners, business, hospitality and finance managers, engineers, and education and social service providers. Many of these students will go on to complete baccalaureate, graduate, and professional degrees. RRCC needs to prepare both types of students to compete in a 21st century labor market and lay the foundation for life-long learning. We must continue to do this through articulation with other colleges and universities, and through continuing education and training that advances the careers of our students and the success of their employers.

The demographic changes over the past decade present a picture of two service areas: an aging, affluent White, non-Hispanic population living in unincorporated suburbs, and another that is less affluent, more diverse, and concentrated in the major municipalities closer to the core metropolitan area. RRCC has the opportunity to bridge these two service areas. We must be prepared to understand and serve an increasingly diverse student body. We also need to anticipate emerging technologies, changes in the general knowledge and skills required of all students, and new occupational performance expectations. As an open access college we must work on focusing our efforts on what is most important.

Literature Review

The literature regarding the power of an environmental scan is readily available. Environmental scanning is a process that systematically surveys and interprets relevant data to identify external opportunities and threats in a forward looking sense. An organization gathers information about the external world, its competitors and itself. Response to the information gathered will direct changes in strategies and plans. Environmental scanning assists organization to identify trends affecting stakeholders. Definitions of environmental scanning are abundant. The essence of all refer to the exercise by which organizations gather information on changing conditions and incorporate observations into a process addressing recommended changes. RRCC is committed to combining the right adaptations for future growth and viability in the area of academic programs.

Method

RRCC selected Economic Modeling Specialist, Inc. (EMSI) as the tool to research labor market data for the RRCC service area. EMSI provides the most in-depth and current local employment data available. We update it four times per year and make it available for any county or individual ZIP code in the U.S.

The data is used by many to research and understand regional employment trends and dynamics. It's composed of comprehensive information on industries, occupations, demographics — as well as things like occupational skills, education, training, and even the names and size of companies in your region broken down by industry.

EMSI's website states they link [more than 90 data sources](#) — from federal sources like the Bureau of Labor Statistics to state and private sources.

If you've ever worked with this sort of information, you know it can be hard to collect and present. It's also often incomplete and outdated. So we organize the data, bring it up to date, and build software and reports around it so you can put it to use more quickly and effectively.³

Why EMSI Data?

Typical labor market data ignores much of the economy. On average, about 35% of all county level data is suppressed to hide firm-specific numbers. These datasets also generally exclude proprietors, understating the total number of workers by an average of 17%. In contrast, EMSI Data removes suppressions and includes proprietors, creating a more complete picture of the regional workforce.

EMSI research concentrated on the four county RRCC service areas; Jefferson, Gilpin, Clear Creek, and Park Counties. The intent of the EMSI research is based on providing labor market forecast for RRCC programs to include areas for new program development, restructure, or potential closure. This information provides valuable resource in planning the fiscal, human, and physical resources for RRCC academic programs.

The EMSI Economic Report for the RRCC Service Area is included here for reference to the economic conditions affecting the population, labor market, job growth and decline, age, and ethnicity. Certain sections of the report reference 2011 – 2015 data.

³ Economicmodeling.com



















Economy Overview

For the Red Rocks Community College Service Area

Dataset Version	2013.2 Class of Worker
Class of Worker Categories	QCEW Employees
Timeframe	2012 - 2015
Dataset Category	EMSI Complete
Region Name	Red Rocks Community College SA
Counties	Clear Creek, CO (8019)
	Gilpin, CO (8047)
	Jefferson, CO (8059)
	Park, CO (8093)
Population (2013)	577,725
Jobs (2013)	227,125
Average Earnings (2013)	\$59,914
Unemployed (3/2013)	22,884
Completions (2011)	4,325
GRP (2012)	\$23,693,814,330
Exports (2012)	\$38,040,692,047
Imports (2012)	\$38,746,680,659

Red Rocks Community College SA | Population

<p>577,725 2013 Population 11.0% of State</p>	<p>3.2% Population Growth for the Last 5 Years State Growth 7.9%</p>
---------------------------------------------------------------------------------------	--------------------------------------------------------------------------------------------------------------

Age Group	2013 Population	% of Population	
Under 5 years	30,615	5.3%	
5 to 9 years	33,967	5.9%	
10 to 14 years	36,129	6.3%	
15 to 19 years	34,141	5.9%	
20 to 24 years	33,535	5.8%	
25 to 29 years	35,892	6.2%	
30 to 34 years	36,762	6.4%	
35 to 39 years	34,382	6.0%	
40 to 44 years	37,901	6.6%	
45 to 49 years	43,290	7.5%	
50 to 54 years	49,090	8.5%	
55 to 59 years	47,519	8.2%	
60 to 64 years	41,734	7.2%	
65 to 69 years	29,336	5.1%	
70 to 74 years	19,492	3.4%	
75 to 79 years	13,695	2.4%	
80 to 84 years	10,243	1.8%	
85 years and over	9,999	1.7%	






















Red Rocks Community College SA | Jobs by Industry

227,125 Total Jobs (2013)	50.0% Male (National: 50.1%)	50.0% Female (National: 49.9%)
--------------------------------------------	--------------------------------------------------	----------------------------------------------------

NAICS	Industry	2013 Jobs
11	Agriculture, Forestry, Fishing and Hunting	418
21	Mining, Quarrying, and Oil and Gas Extraction	1,296
22	Utilities	882
23	Construction	11,809
31	Manufacturing	17,894
42	Wholesale Trade	7,081
44	Retail Trade	29,394
48	Transportation and Warehousing	2,523
51	Information	3,671
52	Finance and Insurance	7,800
53	Real Estate and Rental and Leasing	3,517
54	Professional, Scientific, and Technical Services	20,962
55	Management of Companies and Enterprises	2,714
56	Administrative and Support and Waste Management and Remediation Services	12,447
61	Educational Services (Private)	2,904
62	Health Care and Social Assistance	29,048
71	Arts, Entertainment, and Recreation	5,585
72	Accommodation and Food Services	23,893
81	Other Services (except Public Administration)	6,898
90	Government	36,372
99	Unclassified Industry	15

Red Rocks Community College SA | Average Earnings by Industry

\$59,914 Avg. Earnings (2013) 100% of Nation Avg.	\$73,365 Male Avg. Earnings (2013) 100% of Nation Avg.	\$46,487 Female Avg. Earnings (2013) 99% of Nation Avg.
-----------------------------------------------------------------------	----------------------------------------------------------------------------	-----------------------------------------------------------------------------

NAICS	Industry	Avg. Earnings (2013)	
11	Agriculture, Forestry, Fishing and Hunting	\$29,374	
21	Mining, Quarrying, and Oil and Gas Extraction	\$108,729	
22	Utilities	\$150,186	
23	Construction	\$59,749	
31	Manufacturing	\$102,285	
42	Wholesale Trade	\$99,766	
44	Retail Trade	\$32,120	
48	Transportation and Warehousing	\$63,865	
51	Information	\$78,767	
52	Finance and Insurance	\$73,194	
53	Real Estate and Rental and Leasing	\$46,501	
54	Professional, Scientific, and Technical Services	\$92,631	
55	Management of Companies and Enterprises	\$128,315	
56	Administrative and Support and Waste Management and Remediation Services	\$41,620	
61	Educational Services (Private)	\$41,288	
62	Health Care and Social Assistance	\$51,189	
71	Arts, Entertainment, and Recreation	\$32,915	
72	Accommodation and Food Services	\$20,934	
81	Other Services (except Public Administration)	\$38,109	
90	Government	\$71,123	
99	Unclassified Industry	\$146,774	

Red Rocks Community College SA | Unemployment by Industry

22,884

Total Unemployment (3/2013)

NAICS	Industry	Unemployed (3/2013)	% of Unemployed	
11	Agriculture, Forestry, Fishing and Hunting	26	0%	
21	Mining, Quarrying, and Oil and Gas Extraction	149	1%	■
22	Utilities	82	0%	
23	Construction	2,999	13%	■
31	Manufacturing	2,319	10%	■
42	Wholesale Trade	302	1%	■
44	Retail Trade	2,821	12%	■
48	Transportation and Warehousing	230	1%	■
51	Information	193	1%	■
52	Finance and Insurance	513	2%	■
53	Real Estate and Rental and Leasing	336	1%	■
54	Professional, Scientific, and Technical Services	1,220	5%	■
55	Management of Companies and Enterprises	44	0%	
56	Administrative and Support and Waste Management and Remediation Services	1,485	6%	■
61	Educational Services (Private)	300	1%	■
62	Health Care and Social Assistance	1,186	5%	■
71	Arts, Entertainment, and Recreation	453	2%	■
72	Accommodation and Food Services	1,761	8%	■
81	Other Services (except Public Administration)	847	4%	■
90	Government	2,067	9%	■
99	No Previous Work Experience/Unspecified	3,552	16%	■

Red Rocks Community College SA | Top Program Completions

CIP	Program	Completions (2011)	
14	Engineering	849	
51	Health professions and related programs	727	
47	Mechanic and repair technologies/technicians	457	
52	Business, management, marketing, and related support services	382	
24	Liberal arts and sciences, general studies and humanities	327	
13	Education	222	
12	Personal and culinary services	209	
09	Communication, journalism, and related programs	172	
15	Engineering technologies and engineering-related fields	171	
50	Visual and performing arts	155	

Red Rocks Community College SA | Gross Regional Product (GRP)

\$15,191,654,946	\$6,133,825,406	\$1,722,015,842	\$23,047,496,195
Earnings (2011)	Property Income (2011)	Taxes on Production (2011)	Total GRP (2011)

NAICS	Industry	GRP (2011)	% of Total	
11	Agriculture, Forestry, Fishing and Hunting	\$41,629,069	0%	
21	Mining, Quarrying, and Oil and Gas Extraction	\$314,443,640	1%	■
22	Utilities	\$402,712,781	2%	■
23	Construction	\$874,291,415	4%	■
31	Manufacturing	\$3,190,788,836	14%	■
42	Wholesale Trade	\$1,225,359,705	5%	■
44	Retail Trade	\$1,460,504,055	6%	■
48	Transportation and Warehousing	\$282,614,078	1%	■
51	Information	\$665,083,410	3%	■
52	Finance and Insurance	\$1,606,794,421	7%	■
53	Real Estate and Rental and Leasing	\$1,495,118,468	6%	■
54	Professional, Scientific, and Technical Services	\$2,625,101,777	11%	■
55	Management of Companies and Enterprises	\$413,018,930	2%	■
56	Administrative and Support and Waste Management and Remediation Services	\$648,876,692	3%	■
61	Educational Services (Private)	\$159,293,058	1%	■
62	Health Care and Social Assistance	\$1,567,239,569	7%	■
71	Arts, Entertainment, and Recreation	\$330,290,737	1%	■
72	Accommodation and Food Services	\$732,792,723	3%	■
81	Other Services (except Public Administration)	\$464,500,828	2%	■
90	Government	\$2,966,415,795	13%	■
	Other non-industries	\$1,580,626,208	7%	■

Red Rocks Community College SA | Region Exports

\$36,895,156,154.59





















Exports (2011)

71% of Supply

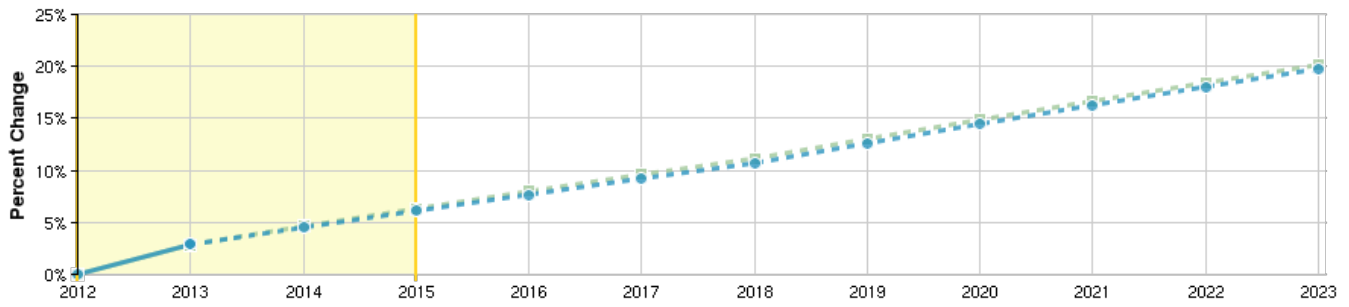
NAICS	Industry	Exports (2011)
11	Agriculture, Forestry, Fishing and Hunting	\$98,967,229
21	Mining, Quarrying, and Oil and Gas Extraction	\$556,102,174
22	Utilities	\$422,307,169
23	Construction	\$986,465,011
31	Manufacturing	\$6,890,288,268
42	Wholesale Trade	\$1,463,978,687
44	Retail Trade	\$1,084,704,078
48	Transportation and Warehousing	\$385,762,219
51	Information	\$1,089,531,036
52	Finance and Insurance	\$2,232,612,125
53	Real Estate and Rental and Leasing	\$1,431,748,144
54	Professional, Scientific, and Technical Services	\$2,813,364,756
55	Management of Companies and Enterprises	\$446,942,218
56	Administrative and Support and Waste Management and Remediation Services	\$615,830,738
61	Educational Services (Private)	\$122,631,718
62	Health Care and Social Assistance	\$1,048,745,571
71	Arts, Entertainment, and Recreation	\$376,849,468
72	Accommodation and Food Services	\$750,798,984
81	Other Services (except Public Administration)	\$373,647,164
90	Government	\$13,703,879,399

Red Rocks Community College SA | Region Imports

\$37,729,046,076 Imports (2011) 72% of Demand	\$14,820,162,307 Locally Produced & Consumed (2011) 28% of Demand
-------------------------------------------------------------------	-------------------------------------------------------------------------------------------

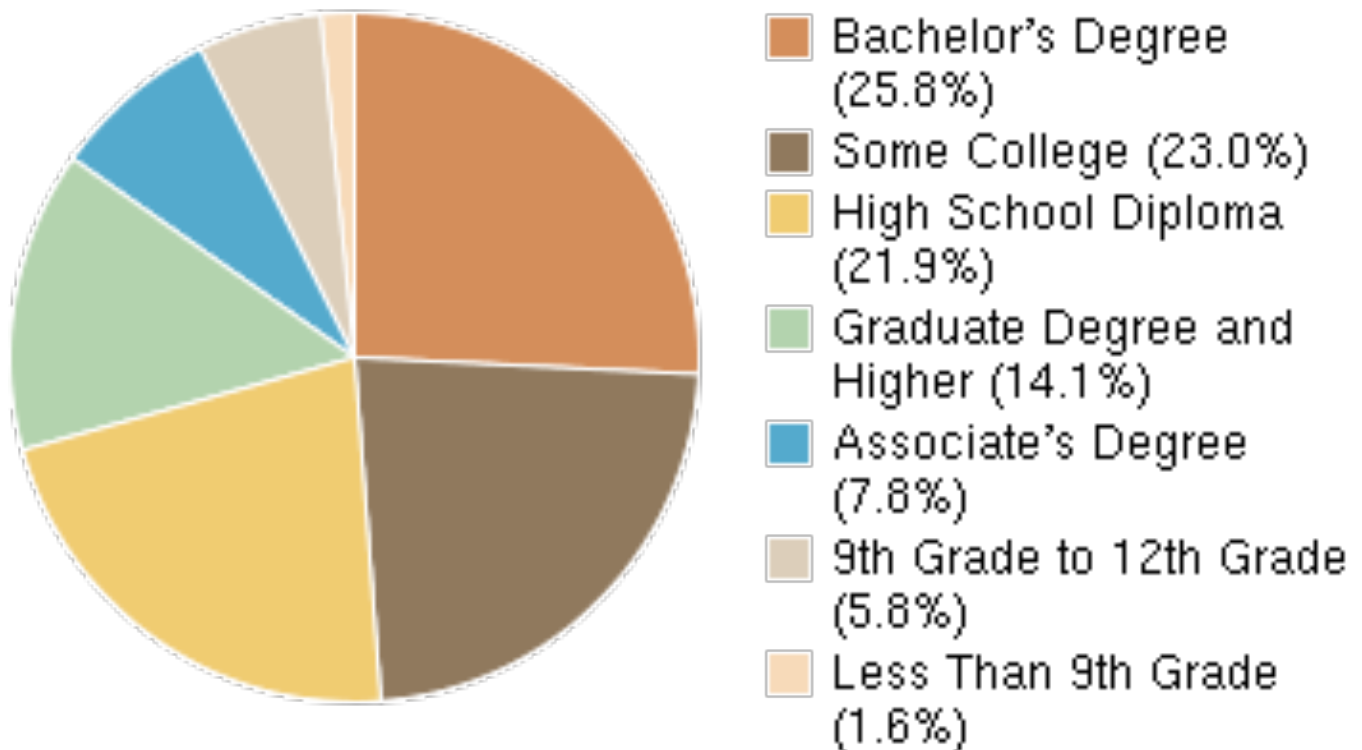
NAICS	Industry	Imports (2011)
11	Agriculture, Forestry, Fishing and Hunting	\$246,938,567 
21	Mining, Quarrying, and Oil and Gas Extraction	\$364,463,048 
22	Utilities	\$460,296,013 
23	Construction	\$755,516,570 
31	Manufacturing	\$6,496,535,989 
42	Wholesale Trade	\$1,276,473,870 
44	Retail Trade	\$1,303,427,019 
48	Transportation and Warehousing	\$970,982,892 
51	Information	\$1,674,661,389 
52	Finance and Insurance	\$3,048,567,380 
53	Real Estate and Rental and Leasing	\$1,381,196,665 
54	Professional, Scientific, and Technical Services	\$1,687,054,157 
55	Management of Companies and Enterprises	\$462,793,021 
56	Administrative and Support and Waste Management and Remediation Services	\$780,198,745 
61	Educational Services (Private)	\$393,321,658 
62	Health Care and Social Assistance	\$2,212,321,961 
71	Arts, Entertainment, and Recreation	\$285,172,698 
72	Accommodation and Food Services	\$771,841,672 
81	Other Services (except Public Administration)	\$507,033,581 
90	Government	\$12,650,249,181 

Regional Trends



Region	2012 Jobs	2015 Jobs	% Change
Red Rocks Community College SA	220,796	234,270	6.1%
Colorado (CO)	2,250,472	2,392,752	6.3%

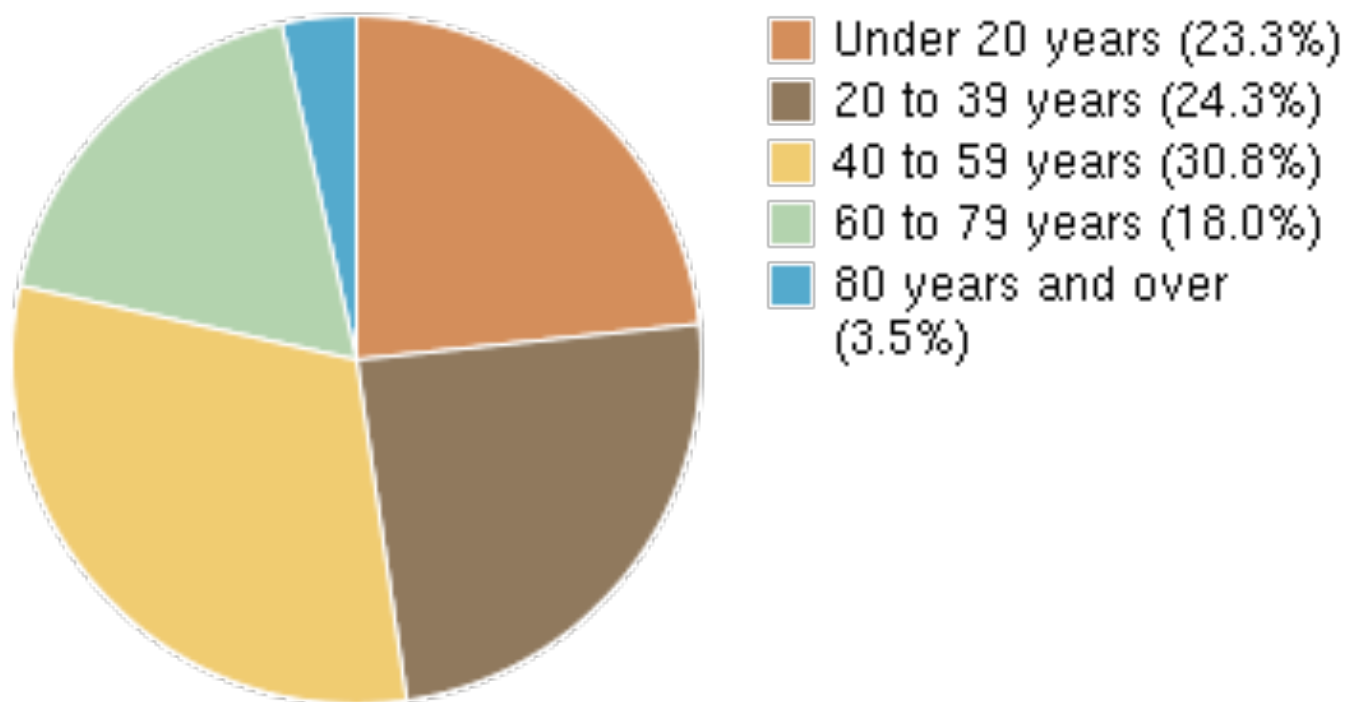
Educational Attainment



Largest Openings/Completions Gaps

Occupation	Related Completions (2011)	Annual Openings (2013)
Registered Nurses (29-1111)	29	294
Accountants and Auditors (13-2011)	16	148
Software Developers, Applications (15-1132)	2	75
Computer Support Specialists (15-1159)	7	71
Software Developers, Systems Software (15-1133)	2	59

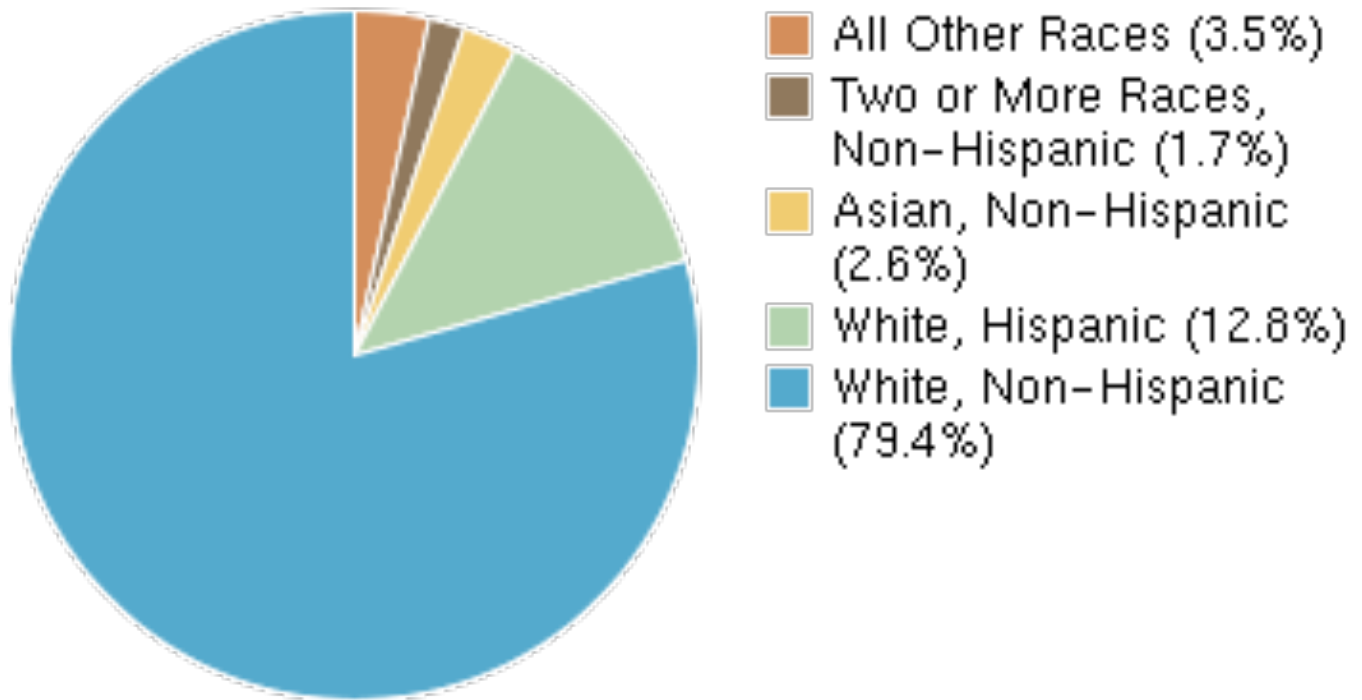
Age Demographics



Growing/Declining Occupations

Occupation	Change in Jobs (2012-2015)
Personal Care Aides (39-9021)	790
Combined Food Preparation and Serving Workers, Including Fast Food (35-3021)	615
Home Health Aides (31-1011)	592
Gaming Change Persons and Booth Cashiers (41-2012)	-31
Fitness Trainers and Aerobics Instructors (39-9031)	-31
Cement Masons and Concrete Finishers (47-2051)	-46

Race Demographics



Growing/Declining Industries

Industry	Change in Jobs (2012-2015)
Services for the Elderly and Persons with Disabilities (624120)	1,271
Warehouse Clubs and Supercenters (452910)	886
Limited-Service Restaurants (722211)	809
Guided Missile and Space Vehicle Manufacturing (336414)	-261
Breweries (312120)	-305
Department Stores (except Discount Department Stores) (452111)	-396

Top Regional Businesses

Business Name	Local Employees
Original Wraps, Inc	2,000
Exempla Lutheran Medical Center	1,710
Keystone Lodge & Spa A Rockresort	1,500
Coors Brewing Company	1,000
Sourcegas Gas Supply Services, Inc	980

Source:

Data Sources and Calculations

Input-Output Data

The input-output model in this report is created using the national Input-Output matrix provided by the federal Bureau of Economic Analysis. This is combined with the national Total Gross Output, the regional Total Gross Output, the land area of the subject region, regional DIRT data and regional in/out commuter patterns in order to calculate regional requirements, imports and exports. After using matrix algebra to calculate the regional multiplier, the resulting matrix is multiplied by the sales vector and converted back to jobs or earnings. Specifically, this data comes from the U.S. Department of Commerce, Bureau of Economic Analysis, Industry Economic Accounts: Benchmark & Annual Input-Output (I-O) Accounts.

Institution Data

The institution data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Completers Data

The completers data in this report is taken directly from the national IPEDS database published by the U.S. Department of Education's National Center for Education Statistics.

Unemployment Data

The unemployment data in this report comes from the Bureau of Labor Statistics' Local Area Unemployment Statistics and is updated every two months.

State Data Sources

This report uses state data from the following agencies: Colorado Department of Labor and Employment

Educational Attainment Data

EMSI's educational attainment numbers are based on Census 1990, Census 2000, the Current Population Survey, and EMSI's demographic data. By combining these sources, EMSI interpolates for missing years and projects data at the county level. Educational attainment data cover only the population aged 25 years or more and indicate the highest level achieved.

Equifax Business List Data

Data for individual businesses is provided by Equifax (<http://www.equifax.com/commercial/>), which maintains a database of more than 20 million U.S. business entities. Note that in aggregate it will not be consistent with EMSI labor market data due to differences in definitions, methodology, coverage, and classification.

Equifax Business-Level Data

Data for individual businesses is provided by Equifax (<http://www.equifax.com/commercial/>), which maintains a database of more than 20 million U.S. business entities. Note that in aggregate it will not be consistent with EMSI labor market data due to differences in definitions, methodology, coverage, and industry/geographic classification.

The following report extract from EMSI is presented by Occupation Code sorted by the greatest increase in jobs from 2012 – 2015 by occupation category for the RRCC service area. The RRCC comprehensive Academic Master Plan will include operational plans to grow, maintain, or reduce human, physical, and financial resources in alignment with the programs with the greatest job placement opportunity for student graduates as labor market data specifies.

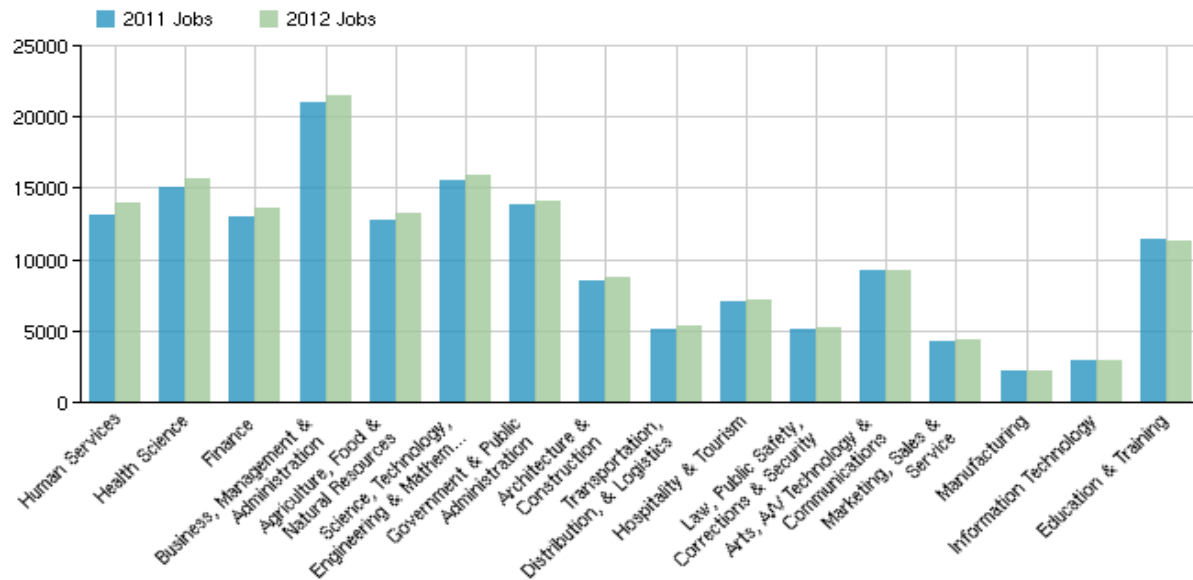
SOC	Description	2012 Jobs	2015 Jobs	Change	Median Hourly Earnings
35-0000	Food Preparation and Serving Related Occupations	22,729	24,220	1,491	\$9.29
43-0000	Office and Administrative Support Occupations	32,147	33,613	1,466	\$15.72
29-0000	Healthcare Practitioners and Technical Occupations	11,147	12,572	1,425	\$36.25
31-0000	Healthcare Support Occupations	6,901	8,032	1,131	\$14.13
41-0000	Sales and Related Occupations	25,087	26,154	1,067	\$15.22
13-0000	Business and Financial Operations Occupations	15,957	16,927	970	\$28.78
39-0000	Personal Care and Service Occupations	8,937	9,851	914	\$11.02
15-0000	Computer and Mathematical Occupations	8,836	9,496	660	\$35.55
17-0000	Architecture and Engineering Occupations	6,861	7,408	547	\$36.12
25-0000	Education, Training, and Library Occupations	11,478	12,019	541	\$21.48
11-0000	Management Occupations	9,444	9,920	476	\$46.91
51-0000	Production Occupations	10,116	10,551	435	\$18.83
47-0000	Construction and Extraction Occupations	9,231	9,573	342	\$19.51
49-0000	Installation, Maintenance, and Repair Occupations	8,128	8,467	339	\$19.91
33-0000	Protective Service Occupations	5,991	6,299	308	\$20.40
21-0000	Community and Social Service Occupations	2,744	3,033	289	\$19.03
53-0000	Transportation and Material Moving Occupations	8,796	9,085	289	\$15.44
37-0000	Building and Grounds Cleaning and Maintenance Occupations	7,595	7,859	264	\$10.08
19-0000	Life, Physical, and Social Science Occupations	3,033	3,267	234	\$32.80
23-0000	Legal Occupations	1,846	1,992	146	\$40.48
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	3,287	3,416	129	\$20.79
45-0000	Farming, Fishing, and Forestry Occupations	505	517	12	\$13.18
55-0000	Military occupations	0	0	0	\$0.00
99-0000	Unclassified Occupation	0	0	0	\$0.00
	Total	220,796	234,270	13,474	\$20.84

Source: QCEW Employees - EMSI 2013.2 Class of Worker

For the Red Rocks Community College Service Area, EMSI provides reports for Career Clusters, Occupations, and Education Programs. The Career Cluster Report for the period 2011-2012 is the most recent completed year available for review by cluster.

The Career Cluster Report for RRCC Service Area

Job Changes 2011 - 2012



Cluster Code	Cluster Name	2011 Jobs	2012 Jobs	Change	Openings	Annual Openings	2012 Hourly Earnings
10	Human Services	13,154	13,914	760	1,085	1,085	\$29.08
08	Health Science	15,004	15,694	690	1,028	1,028	\$33.93
06	Finance	12,940	13,602	662	945	945	\$32.96
04	Business, Management & Administration	21,053	21,478	425	931	931	\$34.33
01	Agriculture, Food & Natural Resources	12,788	13,211	423	752	752	\$36.44
15	Science, Technology, Engineering & Mathematics	15,589	15,901	312	697	697	\$38.82
07	Government & Public Administration	13,878	14,100	222	521	521	\$29.78
02	Architecture & Construction	8,497	8,717	220	415	415	\$35.29
16	Transportation, Distribution, & Logistics	5,139	5,284	145	275	275	\$35.96
09	Hospitality & Tourism	7,027	7,172	145	312	312	\$41.01
12	Law, Public Safety, Corrections & Security	5,067	5,188	121	222	222	\$39.05
03	Arts, A/V Technology & Communications	9,165	9,266	101	330	330	\$33.51

Cluster Code	Cluster Name	2011 Jobs	2012 Jobs	Change	Openings	Annual Openings	2012 Hourly Earnings
14	Marketing, Sales & Service	4,265	4,359	94	216	216	\$32.69
13	Manufacturing	2,170	2,228	58	119	119	\$36.07
11	Information Technology	2,882	2,909	27	115	115	\$29.50
05	Education & Training	11,359	11,345	-14	384	384	\$23.77

The priority of the EMSI analysis is to provide a comparison of future labor market changes by career cluster and occupation as compared to enrollment, graduation, and placement in the current RRCC Career and Technical Programs as well as to identify possible program opportunities for development and growth. Conversely, the analysis will provide indication that a current RRCC Career and Technical Program is experiencing current labor market decline leading to recommendations for modifying certain program offerings.

The following table is an extract from EMSI Education Reports presented by the greatest growth percentage between 2012 and 2015.

RRCC Career and Tech Program	RRCC Completers 2012	Regional Openings (2012)	Median Hourly Earnings	Regional Jobs (2012)	Regional Jobs (2015)	Growth (2012-2015)
Diagnostic Medical Sonography/Sonographer and Ultrasound Technician	13	5	\$42	77	94	22%
Radiologic Technology/Science - Radiographer	25	15	\$32	247	291	18%
Technical Theatre/Theatre Design and Technology	6	1	\$16	6	7	17%
Medical Office Management/Administration	39	51	\$16	774	889	15%
Phlebotomy Technician/Phlebotomist	19	20	\$20	366	420	15%
Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing, Other	24	280	\$32	5,132	5,841	14%
Somatic Bodywork and Related Therapeutic Services, Other	7	15	\$18	244	277	14%
Holistic Health	3	3	\$35	62	70	13%
Industrial Technology/Technician	4	5	\$22	59	67	13%
Nail Technician/Specialist and Manicurist	1	5	\$10	65	73	13%
Nursing Assistant/Aide and Patient Care Assistant/Aide	190	97	\$13	2,082	2,328	12%
Physician Assistant	28	10	\$42	173	193	12%
Emergency Medical Technology/Technician (EMT Paramedic)	150	20	\$19	370	411	11%
Motorcycle Maintenance and Repair Technology/Technician	3	3	\$20	33	37	11%
Liberal Arts and Sciences/Liberal Studies	217	62	\$29	1,509	1,652	10%
Web/Multimedia Management and Webmaster	7	23	\$36	477	524	10%

RRCC Career and Tech Program	RRCC Completers 2012	Regional Openings (2012)	Median Hourly Earnings	Regional Jobs (2012)	Regional Jobs (2015)	Growth (2012-2015)
Game and Interactive Media Design	5	63	\$29	1,532	1,677	9%
Aesthetician/Esthetician and Skin Care Specialist	7	8	\$16	151	163	8%
Computer Programming/Programmer, General	2	231	\$36	5,715	6,150	8%
Computer Systems Networking and Telecommunications	3	144	\$30	2,921	3,144	8%
Drafting and Design Technology/Technician, General	23	16	\$22	183	198	8%
Electrician	23	249	\$24	2,648	2,847	8%
Manufacturing Engineering Technology/Technician	2	34	\$37	509	553	8%
Science Technologies/Technicians, Other	1	13	\$23	217	234	8%
Cosmetology/Cosmetologist, General	2	58	\$12	1,044	1,120	7%
Electromechanical and Instrumentation and Maintenance Technologies/Technicians, Other	3	12	\$18	228	244	7%
Heating, Ventilation, Air Conditioning and Refrigeration Engineering Technology/Technician	25	29	\$21	374	401	7%
Management Information Systems, General	15	44	\$45	1,008	1,078	7%
Autobody/Collision and Repair Technology/Technician	1	34	\$19	574	608	6%
Hair Styling/Stylist and Hair Design	12	46	\$11	872	927	6%
Web Page, Digital/Multimedia and Information Resources Design	8	35	\$29	858	909	6%
Accounting Technology/Technician and Bookkeeping	14	171	\$16	4,162	4,390	5%
Animation, Interactive Technology, Video Graphics and Special Effects	4	1	\$24	23	25	5%
Culinary Arts/Chef Training	4	97	\$11	2,856	2,988	5%
Energy Management and Systems Technology/Technician	27	9	\$27	215	227	5%
Machine Shop Technology/Assistant	1	76	\$21	1,382	1,458	5%
Parks, Recreation and Leisure Studies	1	26	\$10	716	756	5%
Business Administration and Management, General	21	370	\$42	8,315	8,681	4%
Construction Trades, General	19	591	\$21	7,245	7,527	4%
Fire Science/Fire-fighting	42	20	\$28	545	569	4%
Natural Resources Management and Policy, Other	3	5	\$20	152	158	4%
Teacher Assistant/Aide	1	40	\$12	1,746	1,810	4%
Water Quality and Wastewater Treatment Management and Recycling	26	7	\$24	159	166	4%

Technology/Technician						
Welding Technology/Welder	11	27	\$20	382	397	4%
Cinematography and Film/Video Production	13	6	\$24	80	82	3%
Criminal Justice/Police Science	41	48	\$30	1,445	1,483	3%
Photography	9	3	\$21	118	122	3%
Criminal Justice/Law Enforcement Administration	1	6	\$40	160	162	1%
Homeland Security, Law Enforcement, Firefighting and Related Protective Services, Other	6	73	\$12	1,221	1,231	1%
Early Childhood Education and Teaching	30	32	\$16	872	876	0%
General Studies	40	0	\$0	0	0	0%
Liberal Arts and Sciences, General Studies and Humanities, Other	37	0	\$0	0	0	0%
Automobile/Automotive Mechanics Technology/Technician	4	42	\$16	1,158	1,149	(1%)
Real Estate	17	23	\$23	655	648	(1%)
Interior Design	24	3	\$20	91	88	(3%)
Woodworking, General	22	1	\$16	29	27	(8%)

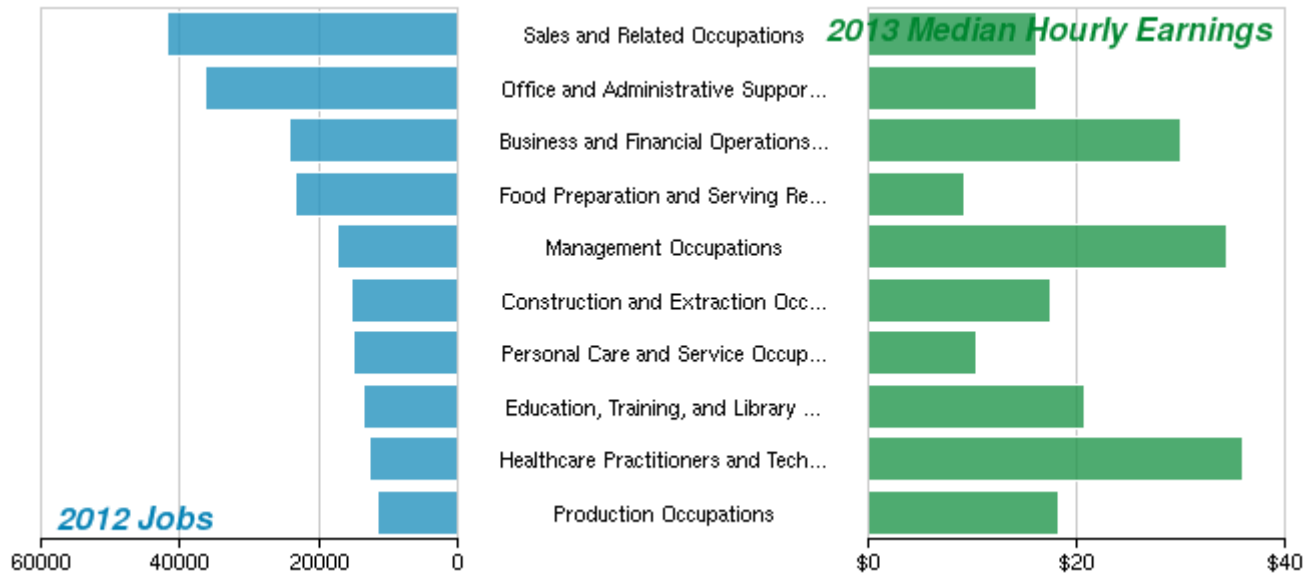
The following EMSI, Highest Ranked Occupation Report supports the fact that all programs in the health care professions will experience growth in the labor market needs between the years 2013 – 2015.

Highest Ranked Occupations Report

Region Info - Red Rocks Community College SA

County Areas	Clear Creek, CO (8019), Gilpin, CO (8047), Jefferson, CO (8059), Park, CO (8093)

Largest Occupations



SOC Code	Description	2012 Jobs	2015 Jobs	Change	% Change	2013 Median Hourly Earnings
41-0000	Sales and Related Occupations	41,808	44,136	2,328	6%	\$16.15
43-0000	Office and Administrative Support Occupations	36,243	37,798	1,555	4%	\$16.06
13-0000	Business and Financial Operations Occupations	24,341	26,462	2,121	9%	\$29.93
35-0000	Food Preparation and Serving Related Occupations	23,253	24,782	1,529	7%	\$9.29
11-0000	Management Occupations	17,188	18,183	995	6%	\$34.42
47-0000	Construction and Extraction Occupations	15,229	15,604	375	2%	\$17.44
39-0000	Personal Care and Service Occupations	15,127	16,402	1,275	8%	\$10.42
25-0000	Education, Training, and Library Occupations	13,419	14,061	642	5%	\$20.78
29-0000	Healthcare Practitioners and Technical Occupations	12,571	14,116	1,545	12%	\$35.95
51-0000	Production Occupations	11,439	11,847	408	4%	\$18.32

Source: EMSI Complete Employment - 2013.2

The EMSI/RRCC Career and Tech Program information is presented for the following Clusters identified above:

- Health Sciences
- Finance (Accounting)
- Business Management and Administration
- Science, Technology, Engineering, and Math
- Law, Public Safety, Corrections and Security
- Arts, A/V Technology, and Communications
- Information Technology

Health Sciences

The Health Sciences Spring 2012 headcount and FTE enrollment supports the EMSI health professions labor market forecast. EMSI labor market data indicates that all programs within the health professions are potential growth areas for RRCC. The RRCC enrollment in health professions is shown below for the Spring 2012 semester.

RRCC Enrollment and FTE for Spring 2012 – Health Sciences
Source: RRCC Institutional Effectiveness webpage – FTE Reports 2012

Program	Headcount	FTE
Dental Assisting	72	4.4
Diagnostic Medical Sonography	204	18.1
Holistic Health Professional	418	14.6
Health Professional	588	34.3
Health and Wellness	318	22.5
Medical Office Technology	245	26.6
Nurse Assistant	154	12.8
Nursing	35	6.1
Physician Assistant	404	26.9
Radiologic Technology	330	35.4
Total Spring 2012 Enrollment	2768	201.7

One occupation area of growth for the health professions area is the EMSI Occupation Report for the Home Health Aide as referenced in the economic summary report above. EMSI reports indicate that this program will experience a 26.2% job demand increase between the years 2012 – 2015 for the RRCC service area. The EMSI Home Health Aide occupation report is provided here in full. The educational attainment for the occupation is a high school diploma or some college with no degree. This program area would lend itself well to developing an RRCC Certificate in Home Health Aide as there is currently no educational program available for students within the College service area. The area median earnings per hour of \$11.47 may be attractive to the student population with expected job placement upon completion of the program.

Occupation Report

Report Info

Dataset Version	2013.2 Class of Worker
Class of Worker Categories	QCEW Employees
Timeframe	2012 - 2015
Region Name	Red Rocks Community College SA
Counties	Clear Creek, CO (8019)
	Gilpin, CO (8047)
	Jefferson, CO (8059)
	Park, CO (8093)

Home Health Aides

SOC 31-1011: Provide routine individualized healthcare such as changing bandages and dressing wounds, and applying topical medications to the elderly, convalescents, or persons with disabilities at the patient's home or in a care facility. Monitor or report changes in health status. Home Health Aides may also provide personal care such as bathing, dressing, and grooming of patient.

Related O*NET Occupations:

Home Health Aides (31-1011.00)

Job Distribution

Overview

Annual Openings Estimate (2013)	226
Related Completions (2011)	0

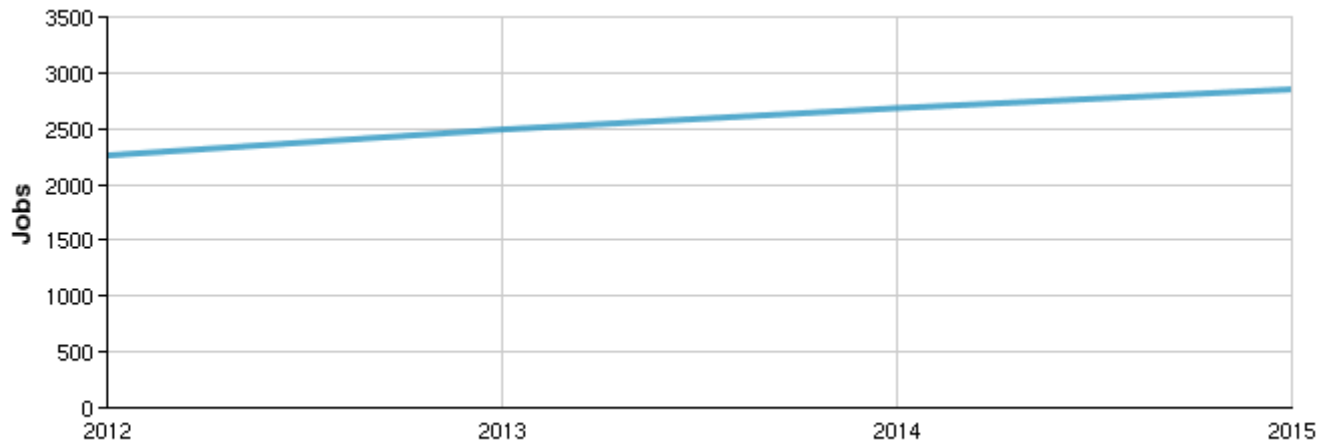
Gender		
Male	11%	<div style="width: 11%;"></div>
Female	89%	<div style="width: 89%;"></div>

Age		
14-18	1%	<div style="width: 1%;"></div>
19-24	12%	<div style="width: 12%;"></div>
25-44	44%	<div style="width: 44%;"></div>
45-64	39%	<div style="width: 39%;"></div>
65+	4%	<div style="width: 4%;"></div>

2,493 Jobs (2013)	26.2% % Change (2012-2015)	\$11.47/hr Median Earnings
National Location Quotient: 1.41	Nation: 17.5%	Nation: \$9.91/hr

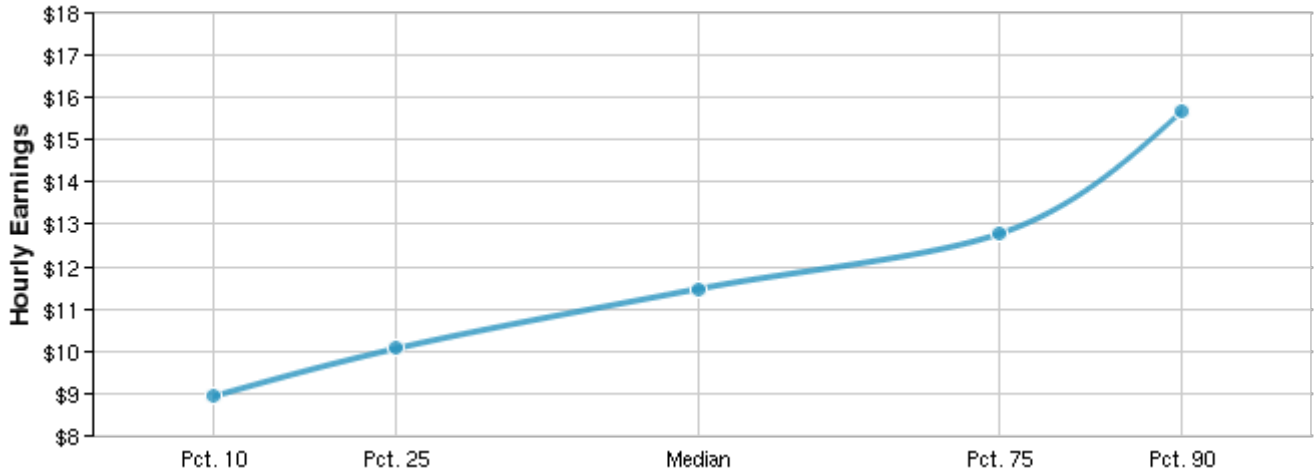
Red Rocks Community College SA | Growth for Home Health Aides (31-1011)

2,261 2012 Jobs	2,852 2015 Jobs	592 Change (2012-2015)	26.2% % Change (2012-2015)
----------------------------------	----------------------------------	-----------------------------------------	---------------------------------------------



Red Rocks Community College SA | Percentile Earnings for Home Health Aides (31-1011)

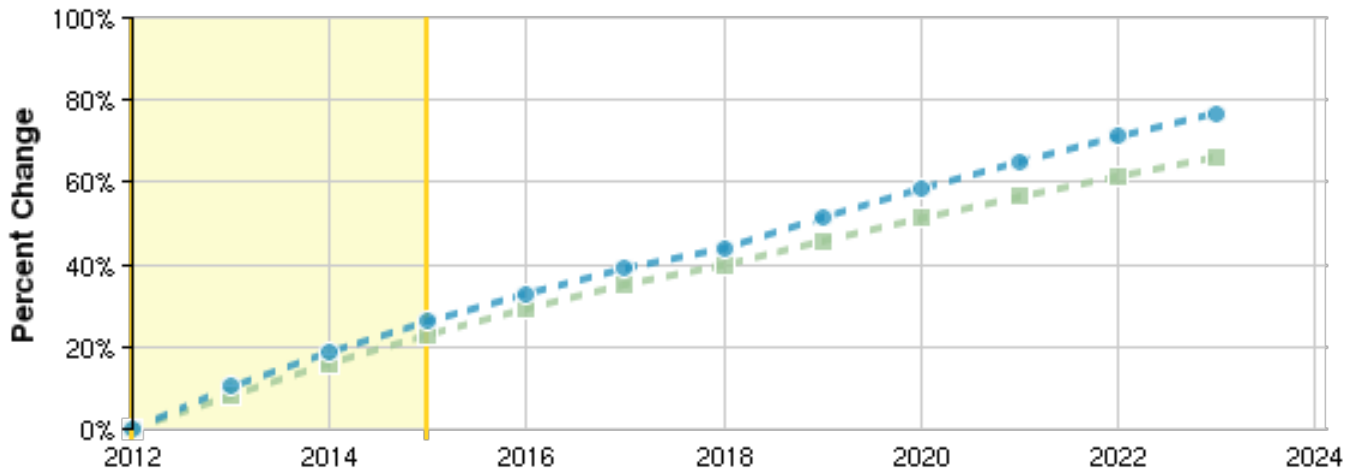
\$8.94/hr 10th Percentile Earnings	\$11.47/hr Median Earnings	\$15.66/hr 90th Percentile Earnings
----------------------------------------------	--------------------------------------	-----------------------------------------------



Educational Attainment (National)

Doctoral or professional degree	1%	
Master's degree	1%	
Bachelor's degree	6%	■
Associate's degree	7%	■
Some college, no degree	28%	■
High school diploma or equivalent	40%	■
Less than high school diploma	16%	■

Regional Trends



Region	2012 Jobs	2015 Jobs	% Change
Red Rocks Community College SA	2,261	2,852	26.2%
Colorado (CO)	14,698	18,069	22.9%

Educational Programs

Program	1 Programs (2011)		0 Completions (2011)		
	2007	2008	2009	2010	2011
Home Health Aide/Home Attendant (51.2602)	0	0	0	0	0

Inverse Staffing Patterns

Industry	Occupation Jobs in Industry (2013)	% of Occupation in Industry (2013)	% of Total Jobs in Industry (2013)
Services for the Elderly and Persons with Disabilities (624120)	973	39.0%	21.9%
Home Health Care Services (621610)	794	31.8%	35.4%
Continuing Care Retirement Communities (623311)	217	8.7%	21.2%
Homes for the Elderly (623312)	160	6.4%	21.2%
Nursing Care Facilities (623110)	81	3.2%	2.9%

Finance (Accounting) and Business Management

RRCC Enrollment and FTE for Spring 2012 – Finance (Accounting) and Business Management

Source: RRCC Institutional Effectiveness webpage – FTE 2012 Report

Prefix	Program	Headcount	FTE
ACC	Accounting	428	52.70
BUS	Business Technology	64	3.90
BUS	Business	580	58.10
ECO	Economics	386	38.60
MAN	Management	152	13.30
MAR	Marketing	84	8.40
SBA	Small Business Management	0	0.00
Total Spring 2012 Enrollment		1694	175.00

The Accounting and Business Management Spring 2012 headcount and FTE enrollment supports the EMSI industry and occupation data for this area. EMSI labor market data for two areas are provided here to disclose areas of program recruiting/retention and transfer growth.

The first EMSI Occupation Report shown is for Bookkeeping, Accounting, and Auditing Clerks indicating a steady pattern of annual job placement of 73 openings in this program. The 2010-2011 VE-135 Follow-up survey for this program area provides that there were 10 graduates for this period. With 39% of the workforce in this area having some college/but not degree, there is opportunity for RRCC to recruit, advise, retain, graduate, and place students. The area median earnings per hour of \$16.03 may be attractive to the student population in this program area. As RRCC has the only formal education and training program for bookkeepers and accounting clerks, this is an open area for enrollment growth.

Occupation Report

Report Info

Dataset Version	2012.4
Timeframe	2011 - 2012
Region Name	Red Rocks Community College SA
Counties	Clear Creek, CO (8019)
	Gilpin, CO (8047)
	Jefferson, CO (8059)
	Park, CO (8093)

Bookkeeping, Accounting, and Auditing Clerks

SOC 43-3031: Compute, classify, and record numerical data to keep financial records complete. Perform any combination of routine calculating, posting, and verifying duties to obtain primary financial data for use in maintaining accounting records. This occupation may also check the accuracy of figures, calculations, and postings pertaining to business transactions recorded by other workers. Excludes "Payroll and Timekeeping Clerks" (43-3051).






Related O*NET Occupations:

Bookkeeping, Accounting, and Auditing Clerks (43-3031.00)

Job Distribution

Overview

Annual Openings Estimate (2012)	73
Related Completions (2011)	14
Current Job Postings	22

Gender		
Male	12%	
Female	88%	
Age		
14-18	0%	
19-24	3%	
25-44	37%	

45-64	52%	<div style="width: 52%; height: 10px; background-color: #0070C0;"></div>
65+	8%	<div style="width: 8%; height: 10px; background-color: #0070C0;"></div>

3,738 Jobs (2012) National Location Quotient: 1.07	2.1% % Change (2011-2012) Nation: 1.5%	\$16.03/hr Median Earnings Nation: \$16.69/hr
------------------------------------------------------------------------	------------------------------------------------------------	-------------------------------------------------------------------

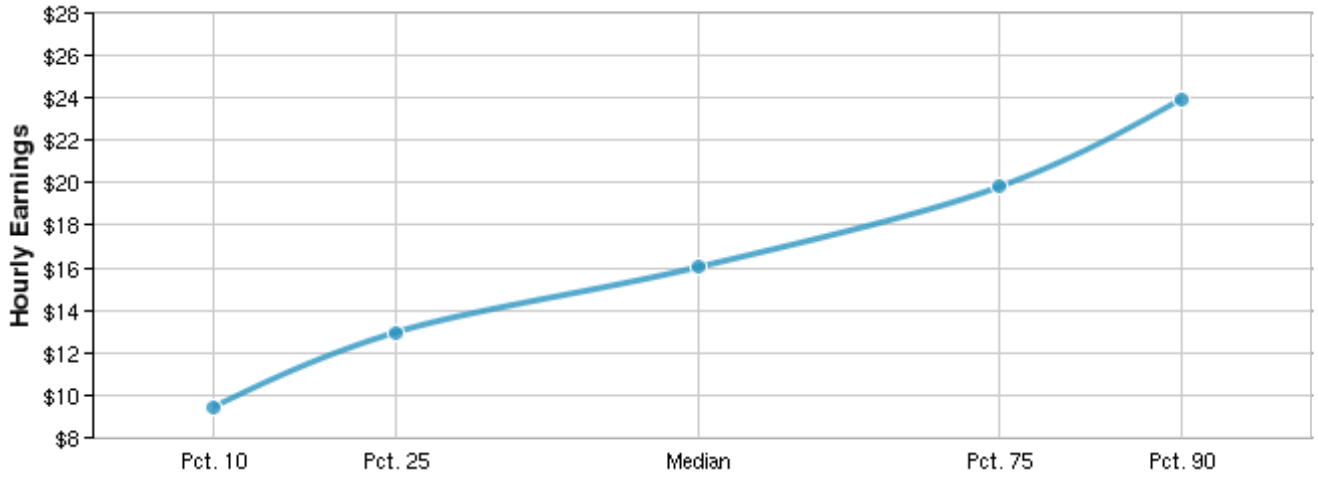
Red Rocks Community College SA | Growth for Target Occupation Bookkeeping, Accounting, and Auditing Clerks (43-3031)

3,660 2011 Jobs	3,738 2012 Jobs	78 Change (2011-2012)	2.1% % Change (2011-2012)
----------------------------------	----------------------------------	----------------------------------------	--------------------------------------------



Red Rocks Community College SA | Percentile Earnings for Bookkeeping, Accounting, and Auditing Clerks (43-3031)

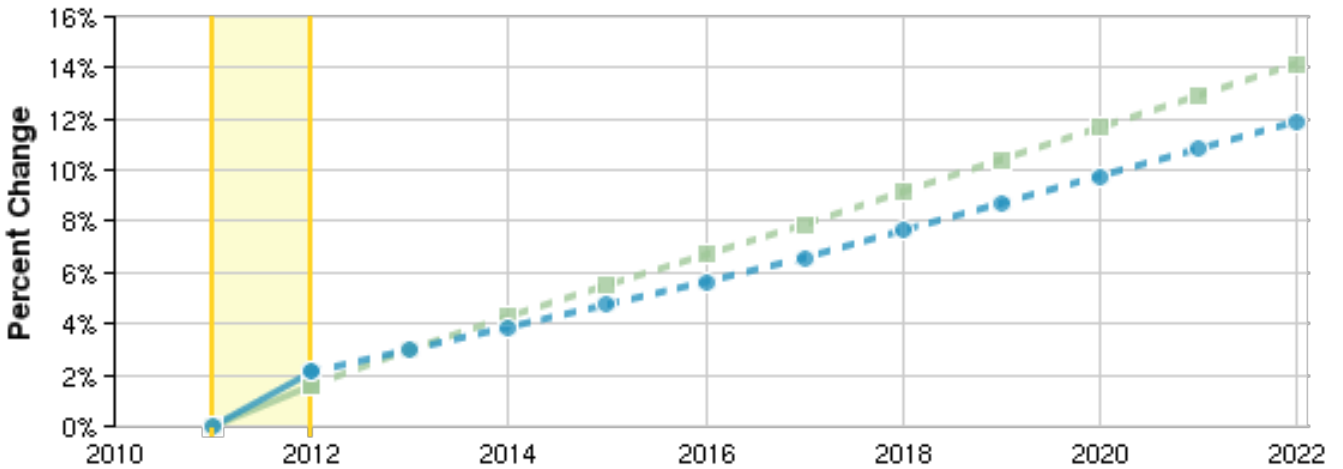
\$9.47/hr 10th Percentile Earnings	\$16.03/hr Median Earnings	\$23.94/hr 90th Percentile Earnings
-----------------------------------------------------	---------------------------------------------	------------------------------------------------------



Educational Attainment (National)

Doctoral or professional degree	0%	
Master's degree	2%	
Bachelor's degree	13%	■
Associate's degree	10%	■
Some college, no degree	39%	■
High school diploma or equivalent	33%	■
Less than high school diploma	3%	

Regional Trends



Region	2011 Jobs	2012 Jobs	% Change
Red Rocks Community College SA	3,660	3,738	2.1%
Colorado (CO)	41,897	42,564	1.6%

Educational Programs

Program	1 Programs (2011)		14 Completions (2011)		
	2007	2008	2009	2010	2011
Accounting Technology/Technician and Bookkeeping (52.0302)	5	7	12	8	14

Inverse Staffing Patterns

Industry	Occupation Jobs in Industry (2012)	% of Occupation in Industry (2012)	% of Total Jobs in Industry (2012)
Other Accounting Services (541219)	255	6.8%	14.5%
Local Government, Excluding Education and Hospitals (903999)	139	3.7%	1.4%
Corporate, Subsidiary, and Regional Managing Offices (551114)	106	2.8%	3.8%
Religious Organizations (813110)	99	2.7%	3.1%
Offices of Certified Public Accountants (541211)	69	1.8%	11.6%

The next EMSI Business report provided here for reference is the Business Management program area, Social and Community Managers. 37% of this Occupation requires a Bachelor's Degree. With 18.4% increase in jobs in the RRCC service area between the 3 year timeframe 2012 – 2015, there is opportunity to promote the Business Management guaranteed transfer program. There are 2 formal education programs in the RRCC service area. The area median earnings for this occupation are \$29.67/hour. The 2010 -2011 VE-135 Report provided there were 21 graduates from the Business Program with 50% working in an occupation related position. This is an open growth area for RRCC.

Occupation Report

Report Info

Dataset Version	2013.2 Class of Worker
Class of Worker Categories	QCEW Employees
Timeframe	2012 - 2015
Region Name	Red Rocks Community College SA
Counties	Clear Creek, CO (8019)
	Gilpin, CO (8047)
	Jefferson, CO (8059)
	Park, CO (8093)








Social and Community Service Managers

SOC 11-9151: Plan, direct, or coordinate the activities of a social service program or community outreach organization. Oversee the program or organization's budget and policies regarding participant involvement, program requirements, and benefits. Work may involve directing social workers, counselors, or probation officers.

Related O*NET Occupations:

Social and Community Service Managers (11-9151.00)

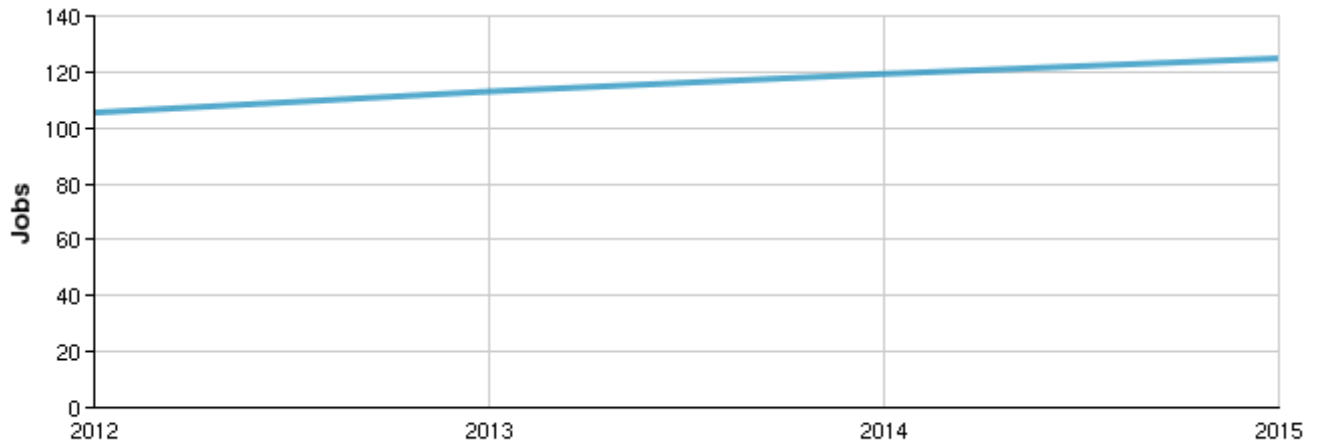
Overview

Annual Openings Estimate (2013)	9
Related Completions (2011)	121
Current Job Postings	11
Gender	
Male	35% 
Female	65% 
Age	
14-18	0% 
19-24	4% 
25-44	43% 
45-64	48% 
65+	6% 

113 Jobs (2013) National Location Quotient: 0.57	18.4% % Change (2012-2015) Nation: 6.2%	\$29.67/hr Median Earnings Nation: \$28.20/hr
----------------------------------------------------------------------	-------------------------------------------------------------	-------------------------------------------------------------------

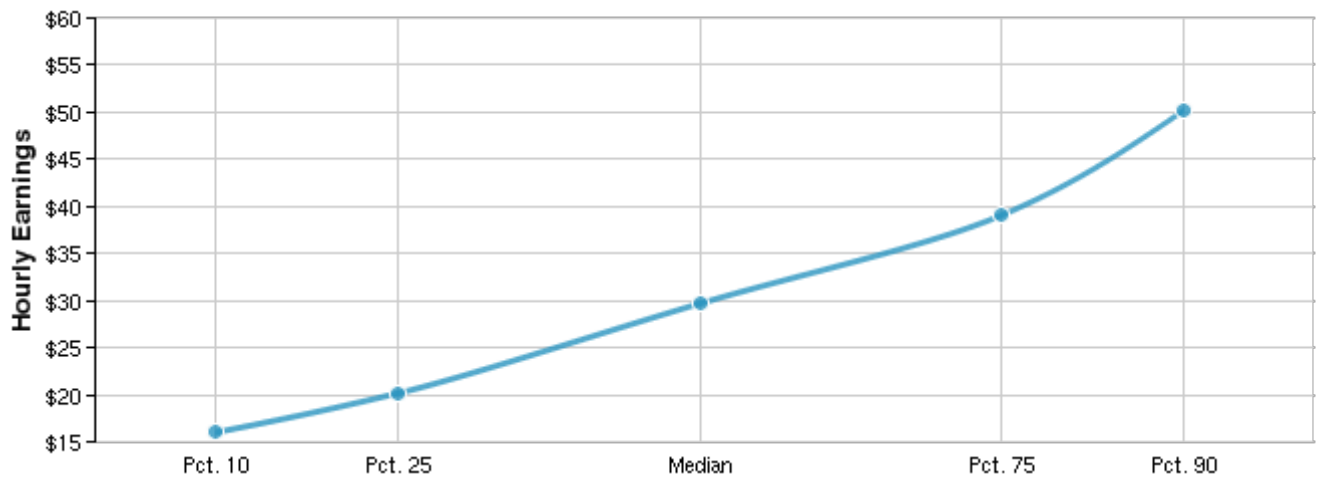
Red Rocks Community College SA | Growth for Social and Community Service Managers (11-9151)

105 2012 Jobs	125 2015 Jobs	19 Change (2012-2015)	18.4% % Change (2012-2015)
--------------------------------	--------------------------------	----------------------------------------	---------------------------------------------



Red Rocks Community College SA | Percentile Earnings for Social and Community Service Managers (11-9151)

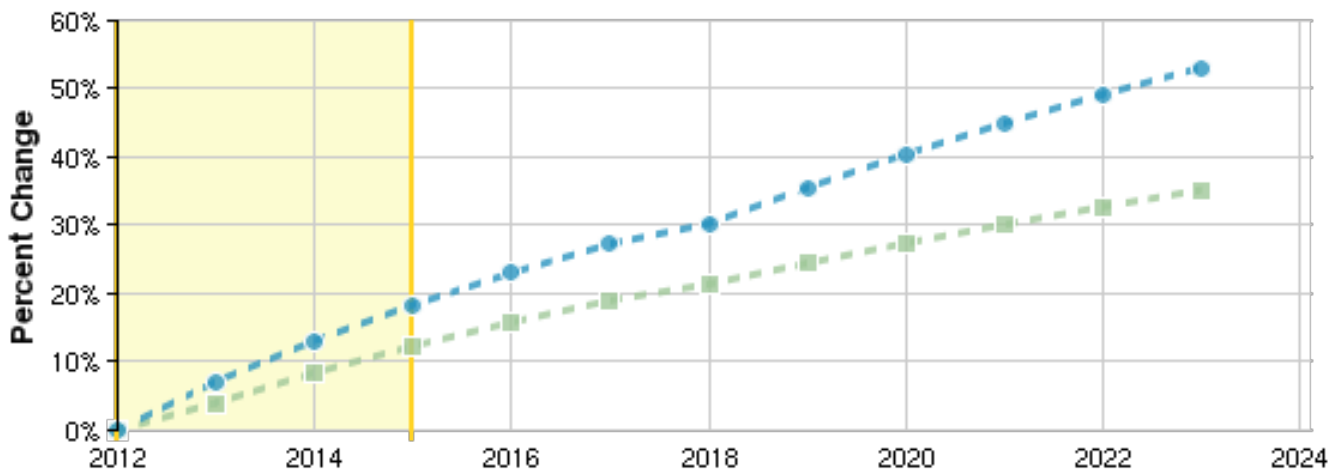
\$16.00/hr 10th Percentile Earnings	\$29.67/hr Median Earnings	\$50.13/hr 90th Percentile Earnings
------------------------------------------------------	---------------------------------------------	------------------------------------------------------



Educational Attainment (National)

Doctoral or professional degree	5%	■
Master's degree	26%	■
Bachelor's degree	37%	■
Associate's degree	7%	■
Some college, no degree	15%	■
High school diploma or equivalent	9%	■
Less than high school diploma	2%	■

Regional Trends



Region	2012 Jobs	2015 Jobs	% Change
Red Rocks Community College SA	105	125	18.4%
Colorado (CO)	1,193	1,340	12.3%

Educational Programs

Program	2011		2011			
	Programs	Completions	2007	2008	2009	2010
Business Administration and Management, General (52.0201)	2	121	45	41	81	124
Entrepreneurship/Entrepreneurial	0	0	0	0	0	0

Program	2007	2008	2009	2010	2011
Studies (52.0701)					
Inverse Staffing Patterns					
Industry			Occupation Jobs in Industry (2013)	% of Occupation in Industry (2013)	% of Total Jobs in Industry (2013)
Services for the Elderly and Persons with Disabilities (624120)			29	25.8%	0.7%
Local Government, Excluding Education and Hospitals (903999)			15	13.0%	0.1%
Other Individual and Family Services (624190)			<10	8.0%	2.4%
Vocational Rehabilitation Services (624310)			<10	6.0%	1.2%
Residential Mental Health and Substance Abuse Facilities (623220)			<10	4.6%	1.1%

Science, Technology, Engineering, and Math

RRCC Enrollment and FTE for Spring 2012 – Computer Technology Source

RRCC Institutional Effectiveness webpage – FTE 2012 Report

Prefix	Program	Headcount	FTE
CAD	Computer Aided Drafting	188	22.10
CIS	Computer Information System	481	45.10
CNG	Computer Network Tech	245	29.20
CSC	Computer Science	270	30.40
CWB	Computer Web-base	98	9.40
MGD	Multimedia Graphic Design	832	83.20
	Total Spring 2012 Enrollment	2114	219.40

RRCC Enrollment and FTE for Spring 2012 - Engineering

Prefix	Program	Headcount	FTE
AEC	Arch. Engineering/Const Mgmt	24	2.40
EGT	Engineering Graphic Tech	28	5.60
ENV	Environmental Science	0	0.00
ENY	Energy Technology	203	20.30
	Industrial Maintenance		
IMA	Technology	28	2.80
NRE	Natural Resources	0	0.00
Total Spring 2012 Enrollment		283	31.10

The EMSI Report extract for the Computer and Mathematical Occupations class follows. The labor market data indicates a 7.5% increase in jobs during the 2012-2015 periods with an hourly salary rate of \$37.55.

Occupation Report



Report Info

Dataset Version	2013.2 Class of Worker
Class of Worker Categories	QCEW Employees
Timeframe	2012 - 2015
Region Name	Red Rocks Community College SA
Counties	Clear Creek, CO (8019)
	Gilpin, CO (8047)
	Jefferson, CO (8059)
	Park, CO (8093)

Computer and Mathematical Occupations

SOC 15-0000 Job Distribution

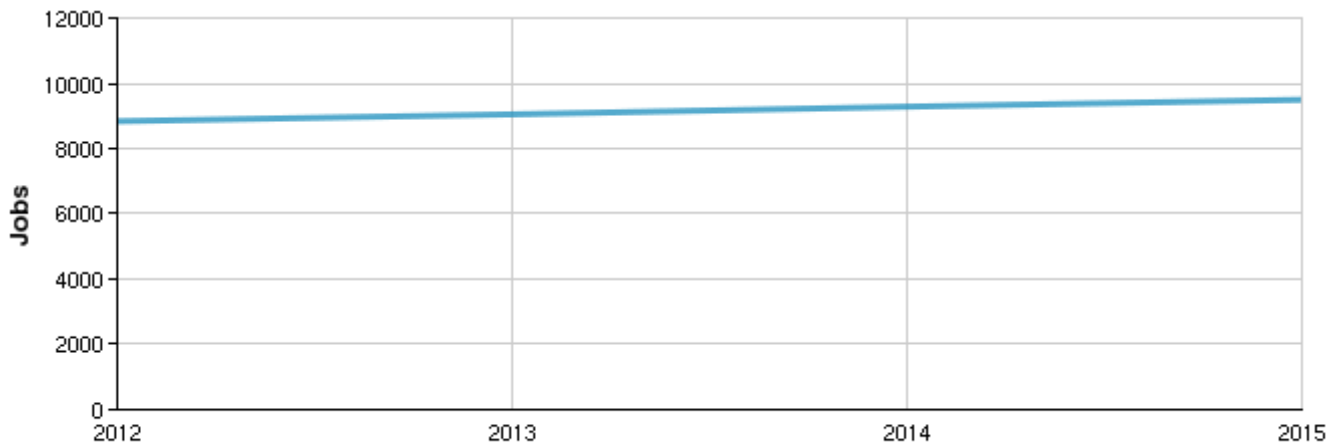
Overview

Annual Openings Estimate (2013)	395
Related Completions (2011)	120
Current Job Postings	Only Available for 5-Digit
Gender	
Male	70% 
Female	30% 

Age		
14-18	0%	
19-24	5%	■
25-44	56%	■
45-64	38%	■
65+	2%	
9,049 Jobs (2013)	7.5% % Change (2012-2015)	\$35.55/hr Median Earnings
National Location Quotient: 1.46	Nation: 7.1%	Nation: \$36.37/hr

Red Rocks Community College SA | Growth

8,836 2012 Jobs	9,496 2015 Jobs	660 Change (2012-2015)	7.5% % Change (2012-2015)
----------------------------------	----------------------------------	-----------------------------------------	--------------------------------------------

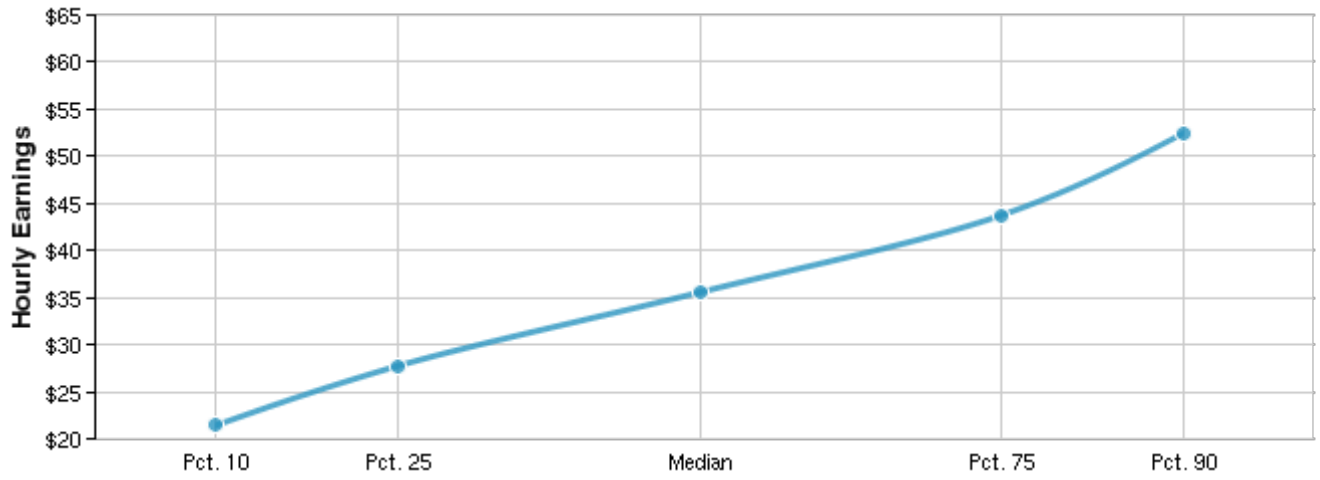


Occupation	2012 Jobs	2015 Jobs	Change	% Change
Computer Systems Analysts (15-1121)	991	1,077	86	9%
Software Developers, Applications (15-1132)	1,987	2,128	141	7%
Statisticians (15-2041)	33	37	4	12%
Computer and Information Research Scientists (15-1111)	33	37	4	12%
Software Developers, Systems Software (15-1133)	1,295	1,420	125	10%
Computer Support	1,453	1,544	91	6%

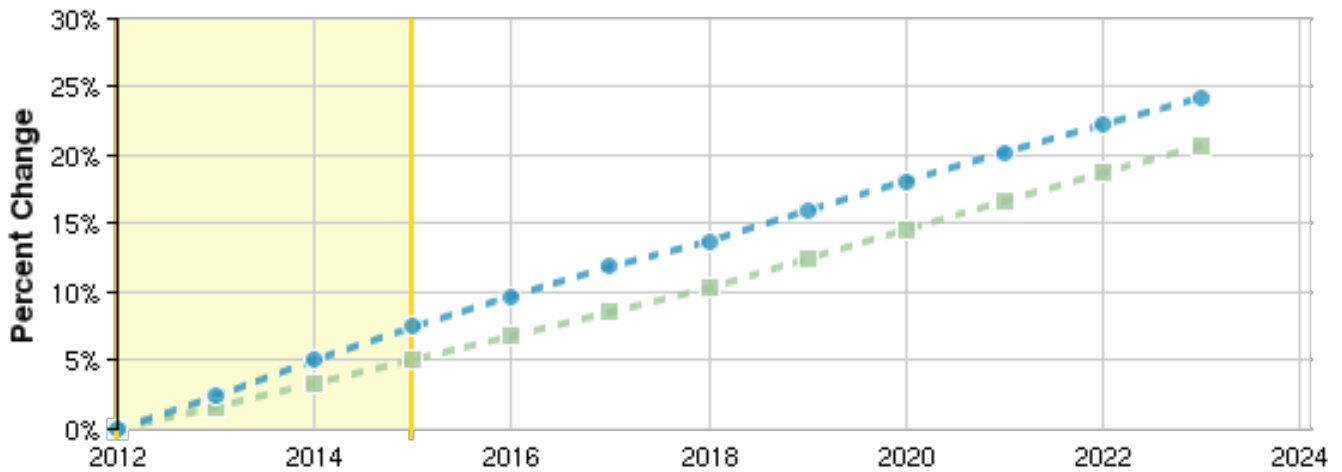
Occupation	2012 Jobs	2015 Jobs	Change	% Change
Specialists (15-1159)				
Operations Research Analysts (15-2031)	144	152	8	6%
Database Administrators (15-1141)	268	294	26	10%
Mathematicians (15-2021)	10	11	1	10%
Computer Programmers (15-1131)	484	515	31	6%
Network and Computer Systems Administrators (15-1142)	842	925	83	10%
Information Security Analysts, Web Developers, and Computer Network Architects (15-1179)	477	524	47	10%
Computer Occupations, All Other (15-1799)	783	797	14	2%
Actuaries (15-2011)	30	31	1	3%
Mathematical Technicians (15-2091)	2	2	0	0%
Mathematical Science Occupations, All Other (15-2099)	3	3	0	0%

Red Rocks Community College SA | Percentile Earnings for Computer and Mathematical Occupations (15-0000)

\$21.44/hr	\$35.55/hr	\$52.42/hr
10th Percentile Earnings	Median Earnings	90th Percentile Earnings



Regional Trends



Region	2012 Jobs	2015 Jobs	% Change
Red Rocks Community College SA	8,836	9,496	7.5%
Colorado (CO)	90,598	95,199	5.1%

Educational Programs

	14 Programs (2011)		120 Completions (2011)		
Program	2007	2008	2009	2010	2011
Mathematics, General (27.0101)	52	64	65	64	60
Management Information Systems, General (52.1201)	13	22	22	27	23
Computer Graphics (11.0803)	2	13	18	17	8
Web Page, Digital/Multimedia and Information Resources Design (11.0801)	1	0	0	4	8
Web/Multimedia Management and Webmaster (11.1004)	0	0	4	6	7

Inverse Staffing Patterns

Industry	Occupation Jobs in Industry (2013)	% of Occupation in Industry (2013)	% of Total Jobs in Industry (2013)
Computer Systems Design Services (541512)	1,530	16.9%	60.9%
Custom Computer Programming Services (541511)	1,001	11.1%	60.9%
Guided Missile and Space Vehicle Manufacturing (336414)	570	6.3%	11.1%
Data Processing, Hosting, and Related Services (518210)	556	6.1%	45.7%
Federal Government, Civilian, Excluding Postal Service (901199)	476	5.3%	5.8%

Academic Programs

The primary objective of the environmental scan is to provide direction for a comprehensive Academic Master Plan for the next three year time period. This section of the report transitions from the literature review and research from EMSI to the programs and student enrollment for the completed 2011 – 2012 academic year. The RRCC Catalog showcases _____ Programs where students have the opportunity to study. Within the Programs, RRCC tracks enrollment in 103 course prefixes ranging from AAA, Advancing Academic Achievement to WQM, Water Quality Management. In the 2011-2012 completed academic year, students enrolled in **64,134 courses totaling 6,532 FTE**. The following tables present the 2011 – 2012 student enrollment and FTE by:

- Table of all prefixes AAA through WQM
- Table of prefixes sorted by RRCC Programs that were compared to EMSI labor market trends. Program prefixes were combined to reflect enrollment and FTE for specific programs.

The following is a summary of the 2011 – 2012 academic year enrollment and FTE by course prefix.

	2011-2012 Total	
	Enrollment	FTE
AAA - Advancing Academic Achievement	241	25.7
ACC - Accounting	978	120.11
ACT - Auto Collision Technology	266	26.04
AEC - Arch Eng/Construction Mgmt	39	3.9
ANT - Anthropology	453	45.3
ARM - Army ROTC	7	0.57
ART - Art	1797	179.56
ASE - Auto Service Technology	376	28.9
ASL - American Sign Language	73	12.17
AST - Astronomy	366	42.8
AUT - Auto Motorsports Technology	59	5.27
BIO - Biology	2273	329.38
BTE - Business Technology	135	6.69
BUS - Business	1498	149.87
CAD - Computer Assisted Drafting	407	47.5
CAR - Carpentry	190	7.57
CHE - Chemistry	761	126.58
CIS - Computer Information System	1323	122.01
CMD - Communication Disorders	126	11.33
CNG - Computer & Networking Tech	473	56.46
COM - Communication	1653	163.04
CON - Construction Technology	202	21.87

	Enrollment	FTE
COS - Cosmetology	985	51.86
CRJ - Criminal Justice	379	37.53
CSC - Computer Science	560	62.3
CUA - Culinary Arts	476	35.8
CWB - Computer Web-Based	212	20.43
DAN - Dance	309	14.5
DEA - Dental Assisting	152	9.52
DMS - Diagnostic Medical Sonography	415	41.72
DPM - Diesel Power Mechanics	6	0.6
ECE - Early Childhood Education	976	96.27
ECO - Economics	1015	101.5
EDU - Education	390	28.92
EGT - Engineering Graphics Tech	49	9.8
EIC - Electricity Ind/Commercial	662	82.74
EMP - Emergency Mgmt & Planning	144	14.4
EMS - Emergency Medical Service	1213	131.46
ENG - English	5386	535.86
ENT - Engineering Technology	34	3.4
ENV - Environmental Science	92	12.27
ENY - Energy Technology	484	46.79
ESL - English as a Second Language	137	26.46
EST - Esthetician	252	18.57
FIW - Fine Woodworking	794	120.47
FRE-French	81	13.17
FST - Fire Science Technology	1223	136.07
GEO - Geography	504	52.06
GER - German	45	7.5
GEY - Geology	539	54.98
GIS - Geography Information Systems	64	6.4
HEM - Heavy Equipment Mechanics	68	8.16
HHP - Holistic Health Professional	868	31.39
HIS - History	1890	189
HPR - Health Professional	1176	64.06
HUM - Humanities	645	62.46
HVA - Heating & Air Conditioning	487	59
HWE - Health & Wellness	813	50.2
IMA - Industrial Maint. Technology	57	5.7
IND - Interior Design	31	3.93
ITA - Italian	34	3.4
JOU - Journalism	72	7.2

	Enrollment	FTE
JPN - Japanese	46	7.07
LEA - Law Enforcement Academy	418	74.2
LIT - Literature	488	48.8
MAC - Machining	225	22.5
MAN - Management	341	29.03
MAR - Marketing	180	18
MAT - Math	6969	830.27
MET - Meteorology	17	2.27
MGD - Multimedia Graphic Design	1480	148.1
MIL - Millwright	17	2.27
MOT - Medical Office Technology	493	53.97
MUS - Music	849	74.53
NAT - Nail Technician	105	10.3
NUA - Nursing Assistant	422	35.16
NUR - Nursing	83	13.67
OSH - Occupational Safety Technician	238	8.74
OUT - Outdoor Studies	14	0.93
PAP - Physician Assistant	1156	78.33
PED - Physical Education	1106	51.3
PER - Physical Education & Rec	148	10.2
PHI - Philosophy	2297	229.7
PHO - Photography	371	28.17
PHY - Physics	607	95.58
PLU - Plumbing	48	6.4
POS - Political Science	427	42.63
PRA - Park Ranger	73	7.3
PRO - Process Technology	82	9.76
PSY - Psychology	2872	274.83
REA - Reading	630	61.34
REE - Real Estate	16	3.2
RTE - Radiologic Technology	653	69.72
RUS - Russian	26	4.32
SBM - Small Business Management	466	15.54
SCI - Science	71	9.45
SOC - Sociology	1188	118.8
SPA - Spanish	543	76.11
SVT - Sport Vehicle Technology	111	6.73
TEC - Technical	4	0.4
THE - Theater	372	35.94
WEL - Welding	151	18.34

	Enrollment	FTE
WQM - Water Quality Management	916	107.17

Environmental Scan Survey

The survey component of the environmental scan was carried out over a six week period (March to May, 2013). The purpose of the survey was to gather information from a diverse a sample as possible of both external and internal stakeholders. The questions were designed to obtain information and opinions that would help define and direct priorities for academic programs and services. The surveys were distributed to the following stakeholder groups:

External Stakeholders

- 4 year Education partners
- Business and Industry partners including current Career and Technical Program Advisory Committee members
- Government, Civic, and Cultural Community partners
- RRCC Employment Taskforce members
- RRCC Foundation members
- Community members and potential new students

Internal Stakeholders

- Current students (Phi Theta Kappa Honor Society members and Associated Students Government members)
- All college faculty and staff

Summary of Surveys distributed:

Stakeholder Group	Sent	Bounced	Opted Out	Responses	Response Percentage
Business, Government, Civic, etc.	479	20	5	65	14%
4 yr. partners	10	1	0	5	56%
Students (PTK & ASG)	507	0	3	40	8%
Staff	internal distribution list	n/a	n/a	43	
Community	advertisement/web link	n/a	n/a	0	

The surveys questions for each group are reproduced below. The survey responses for each stakeholder group may be accessed in the appendix to the report and are summarized here. The data has been cleansed. All unique identifiers have been removed.

The summary table is presented by stakeholder group category including the common themes from responses identified as strengths (S), weaknesses (W), opportunities (O), or threats (T). The common themes are linked to the RRCC Strategic Plan, CCCS Strategic Plan, AQIP Category, and any potential

action items. For reference in reading the summary table, extracts from the strategic plans and AQIP Categories are reproduced here.

The RRCC Strategic Plan, Strategic Initiatives are:

1. Increase student success by smoothing transitions between school, college, and career
2. Widen campus diversity and global education through co-curriculum and support services
3. Develop innovative student support based on enhanced understanding of student needs
4. Advance sustainability education in STEM disciplines through stakeholder partnerships
5. Expand workforce development through advanced and “green” technology education
6. Conduct facility master planning that supports accessible courses and programs
7. Promote internal efficiencies through communication and professional development

The Colorado Community College System Goals are:

Student Access

Goal: All Coloradans shall have access to comprehensive community college educational programs.

Student Success

Goal 1: The demands of Colorado businesses and communities shall be met through the development of a highly skilled workforce.

Goal 2: Colorado students shall have seamless opportunities to transition from high school into college and from two-year institutions into four-year institutions.

Goal 3: Colorado students shall have the opportunity to succeed through high quality, cutting-edge instruction and educational services.

Operational Excellence

Goal: The financial stability of the system’s institutions and the physical safety of its students shall be ensured.

The AQIP Categories are:

1. Helping Students Learn
2. Accomplishing Other Distinctive Objectives
3. Understanding Students’ and other Stakeholders’ Needs
4. Valuing People
5. Leading and Communicating
6. Supporting Institutional Operations
7. Measuring Effectiveness
8. Planning Continuous Improvement
9. Building Collaborative Relationships

Survey Summary

Survey Stakeholder Group	Common Themes	S	W	O	T	RRCC Strategic Plan	CCCS Strategic Plan	AQIP Category	Potential Action Item
Business, Industry, Govt., Civic, & Cultural Partners	Program growth – CTE	X		X				1	*
	Employment Readiness	X		X		1	SS3	1	*
	Access	X				1	SA1	3	
	Program alignment to industry	X		X		1	SS1	1	
	Quality & Excellence	X		X			OE	5	*
	Programs – Health Professions	X		X		1	SS3	1	*
	Partnerships	X					SS3	9	*
	Community Engagement	X		X					
	High School Connections	X				1	SS2	1,3	*
	Technology	X		X			SS3	1	
	Continuing Education & Life Enrichment	X				2	SS1	2,3	
	Flexible Course Schedule	X				2	SS3	1, 3	
	Online Courses	X				2	SS3	1, 3	
	Communication	X				2		5	
	Workforce Development					5	SS1	2	
	Programs - Theater					1	SS3	1	
4 year Partners	Transfer-Process	X				1	SS2	1	
	Transfer-Student Readiness	X				1, 3	SS2	1	
	Programs: Pre-Engineering	X				4	SS3	1	
	Access	X				1	SA1	3	

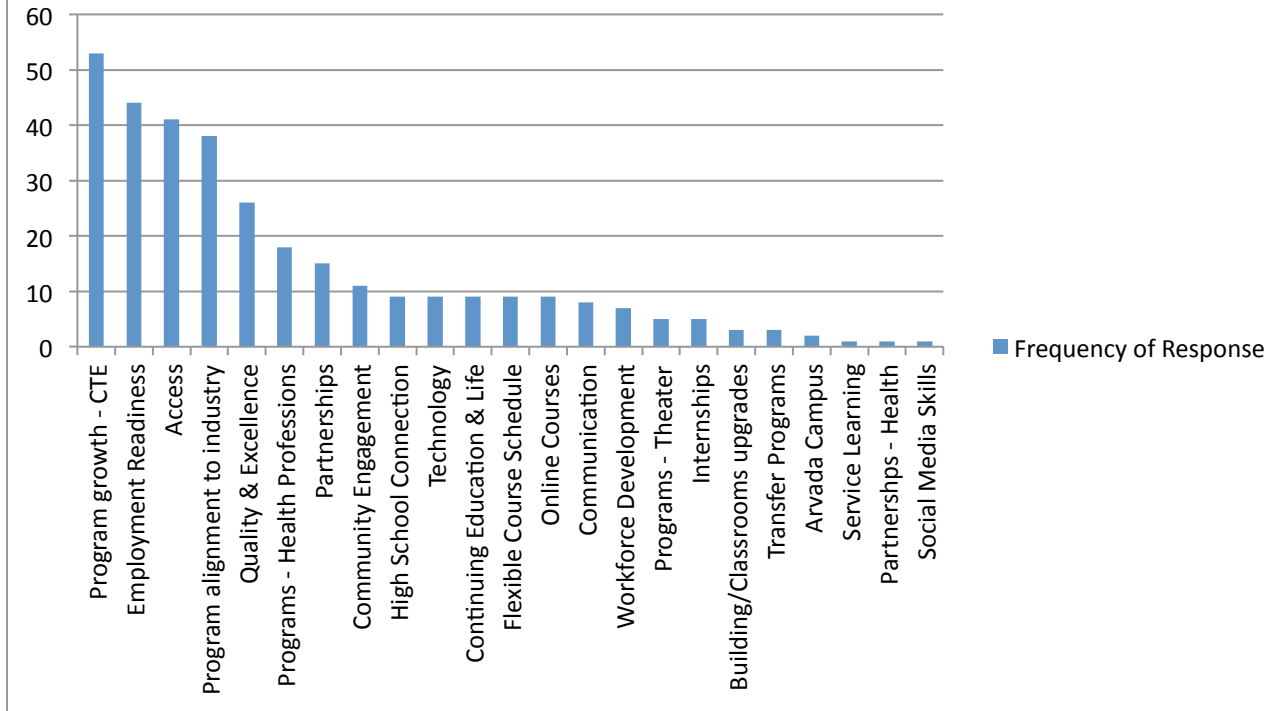
	Advisors/Advising	X						1	
	Communication				7			5	
	Partnerships-Health Programs			X			SS3	9	*
Students									
Staff									

Survey Questions – Business, Industry, Government, & Civic Organizations

1. What do you see as the most important issues that Red Rocks Community College (RRCC) should address in the next three years?
2. What value does Red Rocks Community College give to your business or organization?
3. What do you believe are Red Rocks Community College greatest assets or strengths?
4. What do you see as distinctive or unique about Red Rocks Community College?
5. How can Red Rocks Community College improve to better serve your business or organization?
6. How can Red Rocks Community College build a greater partnership with your organization?
7. What emerging academic/career programs would benefit your organization?
8. Does your organization currently support an Internship Program for RRCC students? If not, are you willing to establish an Internship Program? Would you like to receive information about the Internship Program for RRCC students?
9. Does your organization currently support a Service Learning Program for RRCC students? If not, are you willing to establish a Service Learning Program? Would you like to receive information about supporting a Service Learning Program for RRCC students?
10. Do you have recommendations on how RRCC can help your organization meet its workforce needs over the next three years?
11. Are there trends being changed in the next three years in your organization that may impact RRCC student graduates seeking employment? If so what are they?
12. What efforts are under way in your organization to build a workforce that is trained for employment in the next three years? (i.e. Creative Industry Sector, Energy Sector, Health Care Sector, Industrial Manufacturing, Public Safety, Service, and Technology.)

Common response themes were identified and compiled to present the survey results in summary. The Business and Industry survey results themes and frequency of responses by theme are as follows:

Business, Industry, Government, Civic, & Cultural Organizations Survey Results Themes and Frequency of Responses



The Business and Industry survey results provide direction from community stakeholders of the priority importance for RRCC to develop an Academic Master Plan for CTE Programs. According to survey results, the Academic Master Plan should include areas of employment readiness and program alignment to industry standards.

Survey Questions – 4yr Partners (Colleges and Universities)

13. What do you see as the most important issues that Red Rocks Community College (RRCC) should address in the next three years?
14. What value does Red Rocks Community College give to your business or organization?
15. What do you believe are Red Rocks Community College greatest assets or strengths?
16. What do you see as distinctive or unique about Red Rocks Community College?
17. How can Red Rocks Community College improve to better serve your business or organization?
18. How can Red Rocks Community College build a greater partnership with your organization?
19. Do you have transfer issues or concerns with RRCC? If so, please elaborate.
20. Are you satisfied with the gtPathways guaranteed transfer policy? If not, what recommendations to you have for improvement?

21. Are you satisfied with the elective course credits transferred to your college? If not, what recommendations do you have for improvement?
22. Are there any collaborative strategies you would suggest that would strengthen our partnership with you? Please elaborate.
23. Are there new initiatives or programs available for RRCC transfer students? If so, please elaborate.
24. Are you satisfied with the quality of communication between our colleges? If not, please elaborate.
25. Are RRCC students as academically prepared for your classes as native students? If not, do you have recommendations for improvement?
26. Please add any additional comments.

Survey Questions for Students

1. What do you see as the most important issues that Red Rocks Community College (RRCC) should address in the next three years?
2. What value does Red Rocks Community College give to you?
3. What do you believe are Red Rocks Community College greatest assets or strengths?
4. What do you see as distinctive or unique about Red Rocks Community College?
5. How can Red Rocks Community College improve to better serve you?
6. What emerging academic/career programs would benefit you?
7. What can RRCC do to improve academic/career programs?
8. Does your degree path currently offer an Internship Program? If not, are you interested in an Internship Program?
9. Does your degree path currently support a Service Learning Program? If not, are you interested in a Service Learning Program?

Internal Survey

1. What do you see as the most important instructional issues that Red Rocks Community College (RRCC) should address in the next three years?
2. What do you believe are Red Rocks Community College's greatest assets or strengths as related to instruction?
3. What do you see as distinctive or unique about Red Rocks Community College?
4. How can Red Rocks Community College improve to better serve your program/department?
5. What emerging academic/career programs would benefit your program/department?
6. Are there trends being changed in the next three years in your program/department that may impact RRCC student graduates seeking employment? If so what are they? What are the strengths or your program/department?
7. What are the challenges/weaknesses of your program/department?
8. How are soft skill development attributes integrated into your program/department?

Recommendations

As the result of the analysis of the internal and external data collection the following recommendations are made leading to the development of a comprehensive Academic Master Plan as well as the integration of specific activities into standard RRCC processes.

The recommendations are summarized for consideration.

1. Academic Master Plan: The literature review of the labor market for the period 2012 – 2015 provided direction to the career and technical programs where growth in job opportunities is anticipated. It is recommended this information be considered when developing a comprehensive academic master plan during 2013. The career cluster analysis provided by the Economic Modeling Specialists, Inc. (EMSI) directs the college to strengthen programs in the Human Services, Health Science, Finance/Accounting, Business Management, Agriculture/Natural Resources, and Science, Technology, Engineering, and Math clusters.
2. The use of the EMSI labor market data analysis should be integrated into the periodic (3 year) process of academic program review.
3. RRCC Demographic Analysis: The detailed analysis of the demographics of the RRCC service area provides direction for the College to make modifications in outreach and enrollment to attract high school graduates and students of Hispanic ethnicity. There is an immediate opportunity for RRCC to reach out to outreach to the Hispanic community as current enrollment does not mirror the community population
4. Review of the annual Denver Economic Development Corporation, *Toward a More Competitive*
5. Survey Results:

Summary and Conclusion

The primary conclusion of the environmental scan was

Appendices

Appendix 1: Key Terms

Appendix 2: RRCC Strategic Plan

http://www.rrcc.edu/strategic_planning/index.html

Appendix 3: Colorado Community College System Strategic Plan

<http://www.cccs.edu/Docs/About/StrategicPlan.pdf>

Appendix 4: Department of Higher Education Strategic Plan

<http://highered.colorado.gov/Publications/General/StrategicPlanning/default.html>

Appendix 5: Current Academic Master Plan

http://www.rrcc.edu/strategic_planning/pdfs/RRCCAcademicMasterPlan.pdf

Appendix 6: Assessment of Student Learning

<http://www.rrcc.edu/accreditation/assessment.html>

Appendix 7: Career and Technical Program Trends and Analysis

Appendix 8: Environmental Scan Survey

Appendix 9: EMSI Analysis

Individual Career Cluster Reports, Occupation Reports, and overall Labor Market Reports for current RRCC Programs as well as opportunity programs are included in this appendix.

Appendix 10: Toward a More Competitive Colorado, 8th edition, 2012 - 2013