



NORTH COUNTY HIGHER EDUCATION ALLIANCE

CSU San Marcos • MiraCosta College • Palomar College

Annual Report to the Presidents

2016-2017 Academic Year

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Introduction:

The 2016/2017 academic year was a productive and active year for the North County Higher Education Alliance (NCHEA). We continued the strong tradition of collaborative work among MiraCosta College, Palomar College and California State University San Marcos. Our major achievements of the year included Senior Leadership and Department Chair Retreats that focused on successful transfer, the 5th Annual Tri-campus teaching event for faculty, a new faculty meet and greet, and major funding for grants that fostered better conversations among colleagues.

NCHEA's Mission:

As a higher education consortium, the North County Higher Education Alliance (NCHEA) works to improve educational opportunities for North County citizens through collaboration between California State University San Marcos, MiraCosta College, and Palomar College. NCHEA promotes working relationships and active communication among faculty, staff and students at the three institutions and focuses on student learning and the seamless transfer of students from lower to upper division programs.

In 1990, the founders of NCHEA adopted the following objectives:

- to facilitate regular meetings of service providers and department members among the three institutions;
- to publicize events;
- to develop inter-institutional grant proposals and projects;
- to give staff and student recognition;
- to increase rates of persistence and transfer among North County students;
- to cooperate with the area K-12 districts on regional educational issues;
- to dream big dreams.

Major Goals and Accomplishments AY 2016-2017:

Each year, we outline a number of goals and objectives that the Board would like to accomplish for the year. For 2016/2017, we focused on several key initiatives:

- Create opportunities for colleagues to come together to discuss successful transfer through mechanisms such as Associate Degree for Transfer (ADTs) and MOUs
- Continue the NCHEA Tri-campus Teaching Event to bring faculty together to share best practices in Teaching
- Continue to promote *Conversations with Colleague's* grants and provide major grants for faculty, staff and student projects that bring together colleagues from all three campuses.
- Explore ways to bring new faculty together and learn about NCHEA activities
- Continue to spearhead projects and build creative and supportive cross-campus networks.

Summary of Senior Leadership Retreat, January 2017

The January 2017 retreat focused on transfer patterns and mechanisms to support successful transfer, such as ADTs and MOUs. The three Presidents, deans, administrators and NCHEA Board members had a rich conversation at the retreat and identified some opportunities, challenges and next steps.

Five departments currently have complete ADTs (6 are pending). See Appendix for complete list of departments. While a major advantage of ADTs is that they help students to graduate in a timely manner (60 units), it is clear they work best for students who know major early on and are ready to “hit the ground” running. Counselors at Palomar and MiraCosta are trying to shift the perception of ADTs and encourage students to consider ADTs.

Some challenges discussed were that different CSUs have different requirements (so one size does not fit all), many students face other challenges before thinking about transfer (e.g., understanding college culture, personal development, choosing a major and transfer institution) and that we need other mechanisms to facilitate transfer besides ADTs.

Possible Next Steps for Campuses:

- Create common marketing for ADTs across all three campuses
- Continue to map ADTs/create other options
- Review data on transfer student success
- Create a complete schedule from CC to CSUSM- so students would know their path
- Start advising in last semester of CC before coming to CSUSM (ASC coaches)
- Continue to create stronger cross department connections. For example, encourage events that bring together faculty in the same disciplines, librarians, transfer and enrollment staff, etc.

Summary of Department Chair Retreat, February 2017

We had almost 40 department chairs come together to focus on discipline specific issues. Department chairs from (1) Sciences and Math, (2) Social sciences (Psych, Counseling, Economics, and Political science), (3) World Languages and Literature and Writing, (4) American Indian Studies and Communication, and (5) Business, Health and Education attended and discussed:

- Curriculum/assignment alignment across campuses (attempt to ensure students are prepared)
- Possible strategies to help students complete the ADT's or other transfer pathways.
- Next steps of creating conversations among faculty- apply for *Conversations with Colleagues grants*.

Attendance Overview for Major Events

	Senior Leadership Retreat	Dept. Chair retreat	Tri campus Teaching
Palomar:	12	12	25
MiraCosta:	6	4	10
CSUSM:	17	23	32

Possible Next Steps for the NCHEA Board:

- Need to further discuss role of NCHEA in creating cross campus discussions?
 - How can we best facilitate these discussions?
 - What discussions need to be facilitated by other units (e.g., who should be taking the lead to move forward ADTs?)
- Have the counselor liaisons from each department/discipline from all three colleges meet to discuss the department/discipline transfer challenges/successes.
- Build in follow up with transfer students
- Support departments in holding regular meetings to discuss curriculum and transfer
- Provide lists of leadership on each of the campuses (each year)
- Continue with leadership retreat every other year but have more targeted meetings on alternate year (for example, dept. chair retreat this year)
- Explore common branding/dialogue around ADTs

Appendices:

A. Members of NCHEA Board of Directors, 2016-2017

CSU San Marcos	
Elisa Grant-Vallone, Director, 2016/17	NCHEA & Faculty Center Director
Kamel Haddad	Vice Provost
Sonia Perez	Coordinator & Budget Manager
Scott Hagg	Assoc. VP, Enrollment Management Services
Maureen Fitzpatrick	Faculty Representative
Suzanne Hizer	Faculty Representative
Louis Adamsel	Student Member
MiraCosta College	
Stephen Deineh	Past Director
Kelly Hagen	Professional Development Coordinator
Mary Benard	VP of Instructional Services
Jane Mushinsky	Faculty Representative
Alketa Wojcik	VP of Student Services
Palomar College	
Kelly Falcone	Professional Development Coordinator
Dan Sourbeer	Interim VP of Instruction
Adrian Gonzales	VP of Student Services
Elvia Nuñez-Riebel	Transfer Center Director
Phil de Barros	Faculty Representative

B. Summary of Grants awarded AY 2016-2017

The following criteria were used when evaluating grant applications:

- alignment with NCHEA's mission
- inclusion of at least one person from each NCHEA campus
- appropriateness and justification of the costs
- soundness of project plan, including clearly defined objectives and outcomes
- evidence of ability to execute the proposed plan
- evidence that the work will be shared with appropriate groups
- evidence that the proposal has the support of affected department(s)
- evidence of efforts to pursue extramural funding where appropriate to the project

A total of \$27,951 was awarded as follows:

Name of Project	Main Purpose and Accomplishments	Amount Awarded
MIS Student Outreach Collaboration	Events that focused on technology advancements in MIS including, but not limited to: The Internet of Things, Cloud Computing, Big Data, Data Analysis, Cyber Security, and Database and Project Management. The goal is to create a community of learners in the greater North County area interested in the field of MIS.	\$1000
75 th Remembrance of Japanese Internment	Included three components to make up the 75 th Remembrance of Japanese Internment; showing of the documentary A Bitter Legacy followed by a Q&A, then a panel discussion, and finally a month long exhibit entitled "Uncommon Ground: Behind the Barb Wire" all on MiraCosta campus.	\$2000
Psychology Methods and Statistics Symposium	A four hour retreat that focused on discussion about methods and stats curriculum among psych faculty that includes lunch and parking.	\$1345
State of American Indian & Alaska Native Education Center	For the review of the recent State of American Indian & Alaska Native Education in California reports and to strategize on collaborative methods to share resources and data to increase enrollment and retention in these institutions	\$500
21 st Century Careers in the Arts and the Evolving Creative Economy	Brought together faculty to hear keynote speaker and then focus group for 120 people. Main focus of discussions on successful pathways.	\$3000
2017 and 2018 Pathways to Teaching Career Workshops	To provide information and tips to everyone in attendance from either both community colleges or CSUSM who are thinking of pursuing a teaching career.	\$1218
Virtual Dementia Tour:	A virtual experience for students that offers empathy training to better understand people with	\$2505

Empathy Training	dementia.	
Undocu-Research: A Project by, for, and about Undocumented Students	To expand understandings of the needs of undocumented high school students.	\$2838
2018 CSUSM Transfer Day	To allow transfer students from Palomar and MiraCosta to have a smoother transition to CSUSM	\$1150
Addressing Textbook Affordability	To discuss and review textbook prices and how to go about reducing costs for students.	\$3000
Engineering Curriculum Articulation Retreat	To develop academic maps for the software and electrical engineering programs.	\$2395
Project LIKE Service Learning Collaborative	The goal of the LIKE program is to improve literacy in students from economically disadvantaged backgrounds.	\$3000
Annual World Languages Symposium (5 th , 6 th , 7 th)	The goal of this is to foster collaboration and improved communication among faculty.	\$1000
The First Navajo Woman Surgeon: Dr. Lori Arviso Alvord Speaking Event	Dr. Lori Arviso Alvord has been invited to campus speak about her book and her life. Will bring together students and faculty in a variety of disciplines including Public Health, Nursing and Native American Studies.	\$3000
Coalition of Dreamers	Furthering to address critical needs for undocumented students in a changed national and state political climate, a three campus coalition intends to promote research, implement promising practices for student success, with the goal of establishing a Dream Center at each respective campus.	\$3000

Budget: NCHEA has an annual operating budget of \$30,000. This is the sum of the \$10,000 annual membership fees from each of the three NCHEA member institutions.

In June 2016, NCHEA had a balance of \$35,225.97 and received \$30,000 membership fees in July. Due to a lack of grant submissions over the past few years, we had built up a reserve of funds, but the Board made the strategic decision to advertise and promote grants and received more high quality grants this year.

NCHEA Budget Chart 1:

NCHEA Budget AY 2016-2017 (As of 5/30/17)		
Balance from Prior Year 2015-16 (\$35,225.97) and Membership Allocation 2016/17 from CSUSM, Palomar & MiraCosta (\$30,000)		\$65,225.97
Collaboration Grants Fall 2016 (some in process and others paid)		
MIS Student Outreach Collaboration (closed)	\$355	
75 th Remembrance of Japanese Internment	2,000	
Psychology Symposium for Methods and Statistics (closed)	800	
State of American Indian & Alaska Native Education Center	500	
21 st Century Careers in the Arts and the Evolving Creative Economy	1,902	
2017 and 2018 Pathways to Teaching Career Workshops	1,218	
Collaboration Grants Spring 2017 (in process)		
Virtual Dementia Tour: Empathy Training	2,505	
Undocu-Research: A Project by, for, and about Undocumented Students	2,838	
2018 CSUSM Transfer Day	1,150	
Addressing Textbook Affordability	3,000	
Engineering Curriculum Articulation Retreat	2,395	
Project LIKE Service Learning Collaborative	3,000	
Annual World Languages Symposium (5 th , 6 th , 7 th)	1,000	

The First Navajo Woman Surgeon: Dr. Lori Arviso Alvord Speaking Event	3,000	
Coalition of Dreamers	3,000	
Collaboration Grants Total		(28,663)
3 Conversations with Colleges Grants		(265.91)
Events (New Faculty Meet & Greet on 9/22/17, Senior Leadership Event 1/12/17, Tri-Campus Event 2/2-3/17, and Department Chairs event)		(5,757.39)
Last Academic Year Grants and supplies		(21,055.47)
NCHEA Director Summer 2016 (Elisa Grant Vallone 50/50), UARSC Admin Fees, Bridges Program and NCHEA Student Stipends (Louis Adamsel and Yumary Vazquez, Fall 2016)		(6,655.82)
Total 2016-2017 NCHEA Expenses		(\$62,397.59)
Balance for AY 2017-2018		\$2,828.38

BYLAWS:

NORTH COUNTY HIGHER EDUCATION ALLIANCE BYLAWS

Article 1: Name

The alliance shall be known as the North County Higher Education Alliance (NCHEA).

Article 2: Mission Statement

As a higher education consortium, the North County Higher Education Alliance (NCHEA) works to improve educational opportunities for North County citizens through collaboration between California State University, San Marcos, MiraCosta College, and Palomar College. NCHEA promotes working relationships and active communication among faculty, staff and students at the three institutions and focuses on student learning and the seamless transfer of students from lower to upper division programs.

Article 3: Membership

Section 1: Current Members

The members of NCHEA include the public institutions of higher education in North County, San Diego: California State University San Marcos, MiraCosta College, and Palomar College.

Section 2: Admission of New Members

New members of NCHEA may be admitted to membership upon the unanimous approval of existing members. Membership shall be limited to educational institutions exempt from federal income tax under Section 501 (8) (3), or its equivalent, of the Internal Revenue Code of 1954, and fully complying with the provisions of Title VI of the Civil Rights Act of 1964.

Section 3: Termination of Membership

A member institution may terminate its membership in the alliance upon prior written notice thereof to all of the other member institutions. Termination of such membership shall be effective as of the date determined by the Board, but not to exceed three (3) months after such notice. During the period following such notice, but prior to the effective date of termination, the representatives of such member institution on the Board may attend all meetings of the committee but shall not be authorized to vote on any matters presented for decision.

Article 4: Board

Section 1: Membership

Membership shall consist of the Director, Director-Elect, immediate Past Director, and, in addition, representatives from each member institution to include: three faculty members (one of whom is the Professional Development Coordinator); the Chief Student Services Officer or

designee; and the Academic Officer or designee. Faculty representatives shall serve for a two-year term. The member representatives shall be selected by means determined by the individual member institutions. Board membership shall include the University Transfer Center Directors of NCHEA's community college member institutions. Board membership shall also include two CSUSM students who are transfers from another member institution.

Section 2: Meetings

a. The Board shall meet monthly during the academic year. The meetings shall be held on the day, hour and place as determined by the Board Director. Special meetings of the Board may be held at any time or place designated by the Director, or upon the written request of at least one-third (1/3) of the committee's voting members. Notice of each meeting, semi-annual or special, shall be sent to the committee's members not less than seven (7) days preceding the meeting. In the event of notice of a special meeting, the notice shall indicate briefly the agenda of that meeting. The committee members may waive notice of any meeting.

b. Representatives from all of the member institutions and no fewer than six (6) Board members shall constitute a quorum. The affirmative vote of at least one half (3) the members present shall be necessary for the lawful conduct of business. A committee member may vote in person or by proxy executed in writing by the member. The proxy will be valid for all items and issues at a specific meeting. No proxy shall be valid after the specific meeting or purpose for which it was granted. A committee member may designate in writing to the Board Director a representative to attend a meeting in that member's place. This representative may enter into any and all discussions and vote in proxy for the absent member at that specific meeting.

b. The Board may from time to time establish additional committees to carry out the work of NCHEA.

d. Presidents shall be invited to meet at least annually with the Board.

Article 5: Powers and Duties of Officers

Section 1: Director of the Board

The Director of the Board shall preside at all meetings and shall do and perform such other duties as from time to time may be assigned to him or her by the Board.

The office of Board Director shall rotate among the member institutions in alphabetical order of the institutions' names. The Board representatives of each institution in conjunction with the institution's president shall determine the manner in which they select the member who is to serve as Director. The term of office shall be two (2) years and begins on July 1 and ends on June 30. In the event that the Board Director must resign before the end of his/her term, the hosting institution shall continue to be responsible for hosting NCHEA through the completion of the 2-year term, and must select a replacement Director.

The Director shall be responsible for the general, day-to-day management of the affairs of NCHEA. On behalf of NCHEA, he or she may encourage, solicit and accept gifts of both real, intangible, and personal property and money, collect revenues and make such expenditures as may be delegated to him or her by the Board.

Section 2: Director-Elect of the Board

The Director-Elect shall be selected one year before the end of the existing Director's term of office and shall preside at all meetings of the Board in the absence of the Director and shall do and perform such other duties as from time to time may be assigned to him or her by the Board. He or she also shall perform the duties of the Director when the Director is ill, incapacitated, or absent from the area.

The office of Board Director-Elect shall rotate among the member institutions in alphabetical order of the institutions' names and shall be appointed by the institution whose name follows in alphabetical order that of the current Director's institution. The term of office shall be one (1) year.

Section 3: Past Director of the Board

The Past Director shall be a voting member of the Board for one (1) year after his/her term of office as Director ends and will assist the Director as needed. During the year preceding the selection of the Director-Elect, the Past Director shall preside at all meetings of the Board in the absence of the Director and shall do and perform such other duties as from time to time may be assigned to him or her by the Board. He or she also shall perform the duties of the Director when the Director is ill, incapacitated, or absent from the area.

Article 6: Fiscal Matters**Section 1: Fiscal Year**

The fiscal year of the NCHEA shall begin on July 1 in each year.

Section 2: Fiscal Agent

The Fiscal Agent shall be the CSUSM Foundation. Each member institution shall contribute \$7,500.00 or more annually. The Fiscal Agent shall have the prerogative of depositing NCHEA monies in the bank accounts for purpose of invoicing, processing purchase orders, receiving and transferring funds, making payments, and performing such other functions as are deemed necessary by the Board Director. The approval of the Board Director or of a designated staff member of the hosting institution shall be required to authorize any disbursement of funds. An annual report of the NCHEA accounts will be made at the annual meeting with the Presidents.

Section 3: Overhead/Fees

NCHEA shall be authorized to collect overhead and charge fees for grants and contracts. Fees for seminars, workshops, conferences and other meetings may be charged to recover costs, defray overhead expenses and general revenue for the alliance.

Section 4: Budget Analyst

The hosting institution is responsible for selecting a staff member to support NCHEA. This individual must work closely with the Fiscal Agent (CSUSM Foundation), shall keep regular books of account and shall submit them, along with all other relevant records, to the Board for its examination and approval as often as it may require.

Section 5: Annual Dues

Annual dues are assessed at \$7500.00 per institution to underwrite the working expenses of NCHEA and are due and payable by October 1 upon submission of an invoice.

Section 6: Director's Compensation

During the fall and spring semesters, the hosting institution which appoints the Director will provide no less than 10 hours per week or 25% assigned time to the Director. During the summer NCHEA will compensate the director with a \$3000.00 stipend. At the discretion of the Director, all or a portion of such funds may be used to support professional development activities (instructional software, books, conference travel, etc.) rather than being taken as a stipend. However, total summer compensation shall not exceed \$3000. The Director may choose to share responsibilities and split that stipend with the Director-Elect the summer before the new Director's term.

To assist the Director in his/her leadership capacity, NCHEA will support up to \$1,200 of his/her travel to one professional conference each year that deals with higher education consortium leadership.

Section 7: Faculty Board Members' Compensation

Active faculty Board members (except compensated Professional Development Coordinators) may request up to \$500 annually to support their professional development activities (e.g., software, books, conference travel).

Section 8: Student Board Members' Compensation

Student Board members will receive \$250.00 per semester for such tasks as warranted necessary by the Board. At the discretion of the student Board member, and in consultation with the Board Director, all or a portion of such funds may be used to support educationally-related expenses (books, tuition, parking fees, etc.) rather than being taken as a stipend. However, total compensation to each student Board member shall not exceed \$250 per semester, unless specifically approved in advance by the Board as compensation for the completion of additional jobs.

Article 7: Joint Grant Proposals

The NCHEA Director shall act as a facilitator and coordinator for multi-campus grant proposals. The NCHEA Director shall also act as an initiator for consortium grants. NOTE: While NCHEA does not have authority to approve grant proposals for the campuses it may act as a co-sponsor or grant supporter. NCHEA does not have authority to commit funds nor in-kind expenditures from any account other than its own but may act in support of requests for joint funding.

1. Members of a grant proposal team wishing to develop a multi-campus proposal should contact their campus NCHEA representative, with copy to the NCHEA Director. The campus representative will then work through NCHEA, with the assistance of the Director, to identify the resources, policies, and procedures on the sister campuses that will help the preparers to complete the grant proposal; the NCHEA representative will also help the preparers to (a) notify affected members of the campuses and (b) obtain required signatures.

2. The NCHEA representative, Director, and other involved Board Members will complete these activities in a timely manner, sensitive to the typical urgency of the grant-writing process. (In

other words, this effort will not be bound by the typical NCHEA meeting schedule, but interaction will take place almost immediately via telephone and/or email.)

3. Joint grant proposals seeking the support and/or co-sponsorship of the Alliance must ensure that the Director and, when feasible, NCHEA Board Members have adequate materials and at least one week for review and recommendation. An NCHEA letter of support will be provided for inclusion in proposals which further the goals of the Alliance.

Article 8: Responsibilities of the Host Institution

The Director's institution shall be known as the "hosting institution" and shall provide support for NCHEA functions and members as follows:

1. Unless otherwise arranged, NCHEA board meetings shall be convened at a meeting facility provided by the hosting institution.
2. The hosting institution's Public Affairs Office shall take responsibility for publicizing information about NCHEA events and other newsworthy items to local news media. In addition, it shall act as liaison to the member institution's Public Affairs organizations as needed.
3. The hosting institution shall appoint a secretary to the Board who will keep minutes, send notices of Board meetings, maintain files of minutes and history, and help the Director with duties, such as general correspondence, annual reports, website creation and maintenance, and newsletters. This individual may also serve in the budget analyst role indicated in 6.4, or another staff member may be appointed.

DRAFTED 3/31/98 - Revised 11 /10/99 - Revised 3/20/00 - Revised 9/19/02 -
Revised 9/18/03 – Revised 8/22/06- Revised 4/16/09

Transfer Student Application/Admission/Enrollment Data:

California State University San Marcos
Enrollment Management Services

Transfer Student Data by SDICCCA Community Colleges
Spring Terms 2008 - 2012
As of 5/24/2012

Note: The % change for each CC reflects data comparison between spring 2011 and spring 2012

Community College	Applied				Admitted				Enrolled						
	2012	2011	2010	2009	2008	2012	2011	2010	2009	2008	2012	2011	2010	2009	2008
Cuyamaca % change	0 -100%	35	1	4	14	0 -100%	20	1	4	5	0 -100%	8	1	3	5
Grossmont % change	6 -93%	87	0	8	82	4	52	0	3	40	3 -86%	21	0	3	29
Imperial Valley % change	0 -100%	11	0	1	7	0 -100%	9	0	1	2	0 -100%	4	0	0	0
Mira Costa % change	19 -91%	210	1	18	145	18 -87%	134	1	11	89	14 -84%	85	0	9	71
Palomar % change	20 -95%	430	3	48	275	18 -94%	288	3	30	162	14 -93%	208	3	30	134
San Diego City % change	0 -100%	48	0	0	14	0 -100%	31	0	0	14	0 -100%	11	1	0	8
San Diego Mesa % change	3 -98%	140	0	6	138	1 -99%	82	0	1	58	1 -97%	38	0	1	40
San Diego Miramar % change	2 -98%	84	0	6	53	2 -96%	53	0	5	18	2 -93%	29	0	3	14
Southwestern % change	0 -100%	87	0	11	77	0 -100%	50	0	5	26	0 -100%	21	0	3	9
Total	50 -96%	1132	5	102	805	43 -94%	719	5	60	414	34 -92%	425	5	52	310
% change															

Transfer Student Application/Admission/Enrollment Data (continued):

California State University San Marcos
Enrollment Management Services

Transfer Student Data by SDICCCA Community Colleges
Fall Terms 2008 - 2012
As of 5/24/2012

Note: The % change for each CC reflects data comparison between fall 2011 and fall 2012

Community College	Applied				Admitted				Enrolled						
	2012	2011	2010	2009	2008	2012	2011	2010	2009	2008	2012	2011	2010	2009	2008
Cuyamaca	79	62	138	96	37	3	13	0	26	18	0	5	0	23	7
% change	27.4%					-76.9%									
Grossmont	269	197	471	398	179	17	47	21	106	91	0	15	14	92	48
% change	36.5%					-63.8%									
Imperial Valley	31	48	85	69	35	0	8	0	9	16	0	1	0	7	7
% change	-35.4%					-100.0%									
Mira Costa	941	692	767	589	401	714	426	539	265	302	0	282	398	253	197
% change	36.0%					67.6%									
Palomar	1463	1261	1384	1181	747	1148	786	924	527	568	0	544	721	516	391
% change	16.0%					46.1%									
San Diego City	157	95	178	120	51	3	14	4	19	47	0	4	3	16	26
% change	65.3%					-78.6%									
San Diego Mesa	483	297	583	407	175	17	53	10	109	158	0	15	5	103	95
% change	62.6%					-67.9%									
San Diego Miramar	181	165	287	250	124	9	43	4	89	81	0	17	4	79	47
% change	9.7%					-79.1%									
Southwestern	230	213	421	366	176	3	33	4	82	74	0	8	2	78	32
% change	8.0%					-90.9%									
Total	3834	3030	4314	3476	1925	1914	1423	1506	1232	1355	0	891	1147	1167	850
% change	26.5%					34.5%									