Political Trends
JCCC Strategic Planning White Paper
Fall 2016

Trend #1 Positive Perception and Strong Support in Johnson County for Public Education
Despite public educational institutions being forced to be more accountable and affordable against dwindling resources, local support and public perception is expected to remain positive.

Trend #2 Funding for Higher Education
Public funding through taxes, earmarks and other government support will continue to decrease while expectations for accountability will rise.

Trend #3 National Student Debt Crisis
Student loan debt now tops U.S. credit card debt.

Trend #4 Affordability of Community Colleges
As tuition costs for higher education continue to rise, community colleges will become more attractive to prospective students.

Trend #5 Public Interest in Environmental Sustainability
JCCC programs, process and purchasing patterns should reflect our community's concern for the environment.

Trend #6 National Legislative Precedent for Changes in Remedial Education Requirements
States such as Florida have removed statutes requiring remedial education for students; similar legislation in Kansas would impact students' success and teaching strategies at JCCC.

Trend #7 Modification of Transfer and Articulation Modalities
Recent legislation in other states has required seamless credit transfers between institutions.

Trend #8 Financial Aid Connecting to Employment Opportunities
JCCC will need to continue aligning recruitment, curriculum, and facilities to industries with growing job opportunities.

Trend #9 Expected Implementation of the Affordable Health Care Act
This legislation may significantly impact JCCC's budget and staffing models. (It should be noted that this trend will be difficult to predict due to proposed changes by the incoming administration.)

Trend #_1_	Positive perception and strong support in Johnson County for public education is seen as a founding tenant of our community
Direction of Change for the next 3-5 years	Positive. Despite public educational institutions being forced to be more accountable and affordable against dwindling resources, local support and public perception is expected to remain positive.
Probability of change for the next 3-5 years	Change is unlikely. Positive perceptions of the K-12 and community college systems have been in place for approximately 50 years.
Opportunity or Threat	Opportunity. Leveraging this positive perception and desire to support the college must be maximized in these challenging economic times.
Support Rationale	In February 2012, the Overland Park Chamber Foundation completed a community scan of Johnson County voters and businesses that indicated significant support for Johnson County Community College. The goal was to determine if changing demographics and growth in Johnson County have changed our community's long-standing quality of life priorities, including public education. It has been nearly 30 years since the community engaged in a broad, scientific survey of businesses and residents to seek their opinions about what is most important to them. The community has seen significant growth and changes in those two decades. The survey was conducted by Neil Newhouse, Public Opinion Strategies and utilized a double sample of registered voters through phone interviews, followed by an online survey of business representatives of the chambers of commerce for Overland Park, Shawnee, Leawood, Northeast Johnson, De Soto and Spring Hill. 93% of the responders had a favorable perception of JCCC. The Overland Park Chamber of Commerce indicated the education will remain one of the top priorities during the 2016 legislative session. JCCC should continue to enjoy strong support from the community as it continues to provide substantial benefit to the taxpayers, students, and the community as documented through the recent EMSI study 'Demonstrating the Economic Value of Johnson County Community College'. (EMSI, Aug. 2015.)
Sources	http://www.opchamber.org/general.asp?id=191 http://opchamber.org/clientuploads/legislative_agendas/2016%20State%20Agenda_web.pdf EMSI (August 2015). Demonstrating the Economic Value of Johnson County Community College.

Trend #_2__	Funding for Higher Education
Direction of Change for the next 3-5 years	Negative trend in that the appetite for government funding is expected to decrease at all levels for higher education. The increased diversity in the core values of political parties/elected leaders will continue to impact this trend.
Probability of change for the next 3-5 years	Likely change in terms of reduction of support. Funding will remain static or be reduced. Public will continue to elect officials who are in favor of limited or reduced government support for higher education.
Opportunity or Threat	Threat. Revenue generation of this magnitude to replace lost funding will be extremely difficult. It's expected that programs will continue to be evaluated for cost effectiveness and tuition will continue to increase.
Support Rationale	Kansas Board of Regents believe the scrutiny has never been more intense than it is now. The state is facing the prospect of being required to spend hundreds of millions more on K-12, thereby forcing cuts elsewhere while income taxes are reduced. State funding for Kansas colleges and universities was cut by 3 percent over two years, this year and next. The state is spending $751 million on higher education this year, down $77 million from 2008, when the recession hit the state budget. Every state except North Dakota and Wyoming spent less per student on higher education in 2013 than it did in 2008, according to the Center on Budget and Policy Priorities. Likewise, as state spending dropped, average tuition nationwide increased by 27 percent between 2007 and 2013. The Kansas Legislature continues to make significant cuts to the entire higher education system within the state. Most recently, an additional 4% cut was announced for the 2017 Fiscal year. (Board of Regents News Lease, May 2016.) Furthermore, the House Budget Committee has worked to cut funding for Pell Grants by proposing policies that remove mandatory funding for PELL and instead have all PELL funding tied to discretionary funds (Center on Budget and Policy Priorities, 2015). However, the Obama administration has demonstrated a greater support for funding for higher education, particularly by making several key funding proposals in the fiscal year 2017 budget. This includes making PELL Grant funds available year-round to full-time students who have exhausted their awards (summer funds from PELL are currently only available to students who have not exhausted their awards) and awarding bonus funding for students on track to complete college on time. (It should be noted that these are proposals and are likely to change with the change in administration). (US Department of Education).

Sources	http://www.kansascity.com/2013/11/03/4596566/kansas-higher-education-funding.html#storylink=cpy http://www.kansasregents.org/about/news-releases/2016-news-releases/631-additional-funding-cuts-in-kansas-impact-higher-education House Budget Committee Plan Cuts Pell Grants Deeply Reducing Access to Higher Education (Oct. 2015). Center on Budget and Policy Priorities: http://www.cbpp.org/research/house-budget-committee-plan-cuts-pell-grants-deeply-reducing-access-to-higher-education College Affordability and Completion: Ensuring a Pathway to Opportunity. US Department of Education: http://www.ed.gov/college

Trend #_3_	Student loan debt now tops U.S. credit card debt, and rates are only expected to rise. While students become more motivated to take on less debt, there also will be growing resistance to raising tuition.
Direction of Change for the next 3-5 years	As student debt continues to rise, the resistance to raising tuition also will get stronger over the next 3-5 years.
Probability of change for the next 3-5 years	Fairly likely. It's a combination of public knowledge of the student debt issue, the increased call for lawmakers and policy-makers to do something about it, and actual policy changes that make it harder for students to get a loan.
Opportunity or Threat	Both. It's a threat to available resources but an opportunity in that programs viewed as high value will be more attractive than in the past to students and parents.
Support Rationale	The student debt crisis has put the spotlight on the rising cost of higher education. As a result, public is aware that tuition has risen considerably faster than inflation. The results are 1) a public sensitive to tuition hikes and 2) cries for the government to intervene and control the cost of higher education. Couple this heightened awareness of the rising cost of education with a slow economic recovery, and the public will not be sympathetic to requests for tuition hikes. It is unlikely that our elected trustees will support any significant increase to tuition rates. The country may already be seeing the start of this trend as the overall cost of tuition and fees at public universities increased less than 3% this academic year (2013), the smallest rise in three decades.

	Policy changes have been made to slow student loans. Pell grants have been shortened from 9 years to 6 years and subsidized Federal loans are less plentiful than they once were. Private student loans are even less prevalent. Most significant to the future is that we should expect Federal subsidized loans to decrease because a policy change now ties those interest rates to the rate on a 10-year treasury note. Additional policy changes to make college more affordable include (US Department of Education): • Expanding loan repayment options • Raising the maximum Pell Grant award • Establishing the American Opportunity Tax Credit The current trend over the last two years is less borrowing for college. With more news about the student debt crisis, the public call to do something about it, and changes already enacted, it's likely there will be even less borrowing to go to school. The student loan crisis shows little signs of easing as default rates jumped significantly in 2015. (Nasiriour, S., 2015.) College Affordability and Completion: Ensuring a Pathway to Opportunity. US Department of Education: http://www.ed.gov/college
Sources	http://ideas.time.com/2011/10/27/why-college-tuition-should-be-regulated/ http://www.texastribune.org/2012/11/19/if-theres-way-theres-will-regulate-tuition/ U.S. News and World Report, Education, Student Loan Ranger: *Declining Investment in Higher Education Hurts Students,* Apr 18, 2012 The New York Times, Education, *Annual Rise in Cost in Public College Slows,* Oct 23, 2013 College Board PowerPoint Presentation, *2013* http://trends.collegeboard.org/student-aid/figures-tables/loans http://nypost.com/2013/06/29/student-loan-doomsday-looms-2/ US News and World Report, Look Out for These Federal Aid Changes in 2012, Jan 12, 2012 CollegeBoard Advocacy and Policy Center, *Trends in Higher Education* US News and World Report, *Student Loan Ranger,* Aug 14, 2013

	USA Today, *Student loan rates will feed federal profits,* Aug 26, 2013 Nasiripour, S. (August 2015). Student Loan Delinquencies Jump As Crisis Spreads. Huffington Post http://www.huffingtonpost.com/entry/student-loan-delinquencies-jump-as-crisis-spreads_us_55ccf2ffe4b064d5910ae016

Trend #_4_	Community college tuition is increasing due to budget issues, campus cut-backs, and federal and state educational funding decreasing or remaining static. However, community college tuition rates are still seen as attractive and offer a realistic and competitive alternative for students comparing these tuition rates to those at a four-year institution.
Direction of Change for the next 3-5 years	Community college tuition is likely to increase incrementally, including the tuition rate to attend JCCC, which has increased two to three dollars per year over the past three years for county residents. Enrollment is likely to remain stable due to the overall cost-effective benefits for students at a community college versus the rising tuition costs at four-year schools.
Probability of change for the next 3-5 years	Likely. Community college tuition will likely increase. It is also likely that community colleges remain a stable alternative to a four-year institution, especially given JCCC is the largest community college in Kansas.
Opportunity or Threat	Both. This is an opportunity to be competitive because most colleges' tuition rates will likely increase. This is a threat because tuition increases can deter student enrollment or eliminate student enrollment for those who decide to stay in the work force instead.
Support Rationale	With increases in federal and state budgetary cuts to educational institutions in Kansas, in combination with economic changes in communities and through student loan rates, tuition and fees are likely to increase and/or remain fairly consistent. Community college budgets are likely to be consistently maintained and also potentially challenged by changes in taxation, community willingness to continue supporting community colleges, and by students' abilities to secure finding and/or loans for future enrollment. Multiple studies show students (approximately 68%) choose community colleges due to their reasonable costs, and add that, to remain consistent, tuition increases must not increase beyond family income within our communities. The average in-district tuition and fees in 2015-2016 for public two-year colleges in Kansas was $2,793. This is exceptionally low compared to other states, with only six states having lower average in-district tuition and fees (JCCC Board of Trustees Budget Workshop, 2016) The JCCC in-district tuition and fees was $2,730, just below the KS state average. Also for

	2015-2016, Butler Community College had an in-district rate of $3,235. Metropolitan Community College's in-district tuition and fees was $2,880. JCCC had an in-state rate of $3,180 and Kansas City Kansas Community College had an in-state rate of $3,240. (National Center for Education Statistics)
Sources	Braveman, Dean. "Affordability and Accessibility in Higher Education." *Huffington Post* 30 Oct. 2013. Web. Census Bureau: Median Income for 4-Person Families. "Affordability and Transfer: Critical to Increasing Baccalaureate Degree Completion." *Higher Education.org* June 2011. Web. Center for College Affordability. "25 Ways to Reduce the Cost of College." *CenterforCollegeAffordability.org* 2010. Web. Community Colleges in Kansas. "The 2013 Directory of Kansas Community Colleges and Costs." *Collegecalc.org* 2012-2013. Web. Hicken, Melanie. "Public College Tuition Spiked 8.3% Last Year." *Money.Cnn.com* 6 Mar. 2013. Johnson County Community College Board of Trustees Budget Workshop, Fiscal Year 2016-2017. (April 2016) http://www.jccc.edu/about/leadership-governance/reports/files/budget/budget-workshop-2016-17.pdf National Center for Education Statistics. College Navigator: http://nces.ed.gov/collegenavigator/?q=johnson+county+community&s=all&id=155210

Trend #_5__	Public Interest in Environmental Sustainability Members of the community are interested in funding sustainable programs, and staff, faculty, and students are seeking community colleges that offer programs focused on sustainability initiatives.
Direction of Change for the next 3-5 years	Sustainability will continue to be an increasingly popular initiative on campuses and in communities. Funding campus programs for sustainability will prove to be increasingly challenging.
Probability of change for the next 3-5 years	Likely. Sustainability programs will likely be downsized or cut due to budgetary restrictions and lack of consistent funding, not including federal grants. If community college budgets continue to be strained, it is likely that sustainability efforts will also be strained.
Opportunity or Threat	Opportunity. Sustainability initiatives in communities bring community members and community colleges together to enact positive exchanges and collaboration. Sustainability

	programs on campuses draw interest from students along with prospective faculty, administrative, and staff hires.
Support Rationale	Sustainability and the environment matter to 54% of Johnson County residents with 41% of residents projecting that the environment should be one of the top strategic county priorities in the next 10-20 years (ETC Institute). Despite public funding decreasing in Kansas to support, promote, or implement sustainability efforts (Randall), it is clear that Johnson County residents, among many counties' residents, believe in supporting these efforts. In the past 5 years, sustainability programs have gained momentum and popularity. Frequently, community colleges initiate campus and public gardens, programming, community events, coursework, and student involvement initiatives on and off campus to attract positive attention to these colleges; this promotes colleges, communities, and even employment opportunities. Commitment to sustainable programs continues to be a trend. This is evident through the increase in the 'rate of institutions with at least one office, center or institute with "sustainability" in its name , increasing from 71 percent in 2012 to 76 percent in 2015, indicating that sustainability is a growing priority in higher education. Furthermore, funding for sustainability through student sustainability fees or green funds increased from 4 percent in 2012 to 9 percent in 2015, which is indicative of growing student interest in addressing sustainability challenges'. AASHE, 2105. Local cities continue to make sustainability a priority. For example, the city of Olathe continues to include efforts to protect the environment and reduce inefficient use of resources within their planning process. (http://www.planolathe.org/element/environmental-sustainability-resources) Furthermore, funds are available through a variety of federal government programs including: the Department of Energy, the Environmental Protection Agency, the National Science Foundation, and the US Department of Agriculture. (US Small Business Administration.)
Sources	Committee of Energy and Environment. "House Bill No. 2366." *Kansas State Legislature: kslegislature.org* 2013. Web. ETC Institute Direction Finder. "Johnson County 2011 Community Survey." *ETC Institute* May 2011. Lee, Christopher A. "States of Sustainability: A Review of State Projects Funded by the National Digital Information Infrastructure and Preservation Program." Chapel Hill, NC: University of North Carolina, 2012. Randall, Tom. "Kansas' Self-Destruct Button: A Bill to Outlaw Sustainability." *Bloomberg.com* 9 Apr. 2013. 2015 Salaries & Status of Sustainability Staff in Higher Education report. Association for the Advancement of Sustainability in Higher Education (AASHE). 2015.

	http://www.aashe.org/highlights/press-releases/latest-aashe-publication-highlights-continued-growth-campus-sustainability https://www.sba.gov/managing-business/running-business/green-business-guide/environmental-grants-loans http://www.planolathe.org/element/environmental-sustainability-resources

Trend #_6_	National Legislative Precedent for Changes in Remedial Education Requirements
Direction of Change for the next 3-5 years	Increasing pressure from private foundations and precedents set by other states will be directed at limiting remedial education or at making it optional. Cost-benefit analyses of remedial education will continue to show great cost and limited or questionable benefit.
Probability of change for the next 3-5 years	Somewhat likely. Remedial education falls outside of progress toward the college degree and may be perceived as low priority. Accountability for completion is likely to be seen as a higher priority.
Opportunity or Threat	Threat, especially for some poor and minority students who may have had less than ideal K – 12 experiences, but also for all underprepared students. For community colleges, a threat to remedial education may signal a lower success rate as students who do not have the necessary skills drop out.
Support Rationale	Remedial education, a frequent topic of debate in community colleges, has received new attention from associations funded by private foundations: Complete College America (Bill and Melinda Gates Foundation funding) and Achieving the Dream (Lumina Foundation) have been vocal about the low succe rates of students in remedial education sequences and supportive of new modalities for remedial education (such as co-requisites, and mainstreaming remedial students while providing them remedial help). A law signed by the Connecticut governor in May, 2012 (and one for which Complete College Ameri supplied research and testimony) requires public colleges to limit the remedial education requirements they impose on students to one semester and to provi more help to students in entry-level, for-credit courses instead. The benefits of remedial education are difficult to measure or to prove. The cos however, are not. Legislators in some states have honed in on the low success rates and the extended time to completion remedial education necessitates. Bu the new – and oftentimes more expensive—modalities for remediation do not always get the same attention. This has led to some drastic changes in remedia education requirements: both in the courses themselves and the assessment

	tests that send students into those courses. In Connecticut and North Carolina, for example, it was a legislative mandate that established common placement c scores. Florida no longer requires remedial education, or assessment of college readiness, for new high school graduates entering community colleges. Community colleges may counsel these students to take assessment tests or remedial courses, but can no longer require them to do so. Similar legislation in Kansas would impact student's success and teaching strategies at JCCC. In Kansas, a new statute prevents state universities from using state General Fund money for remedial courses after August 2015, unless the remedial course is being provided to students in the military, students over age 21, or international students who need remedial English. Reforms to remedial education is still a growing trend. For these initiatives to be successful, more research may be needed as well as support and funding from legislators. (Smith, 2015)
Sources	Bailey, Thomas (2009, February). Rethinking developmental education in community college.*CCRC Brief*, 40. New York, NY: Community College Research Center. Retrieved from:http://files.eric.ed.gov/fulltext/ED504329.pdf Collins, M. (2008, July). It's not about the cut score: Redesigning placement assessment policy to improve student success. An Achieving the Dream Policy Brief. Boston, MA: Jobs for the Future. Retrieved from: http://jff.org/sites/default/files/cutscoreforWeb_0.pdf Hughes, K. &Scott-Clayton, J. (2011, February). Assessing Developmental Assessment in Community Colleges. CCRC working paper. New York, NY Community College Research Center. Retrieved from: academiccommons.columbia.edu/download/fedora-content/download/ac:146650/CONTENT/332-856.pdf Florida Senate (2013, March 11) Bill analysis and fiscal impact statement. The Professional Staff of the Committee on Education Retrieved from : http://www.flsenate.gov/Session/Bill/2013/1720/Analyses/XplODnrpJUUk6sCBXPEd9sZRaBY=%7C14/Public/Bills/1700-1799/1720/Analysis/2013s1720.pre.ed.PDF Smith, A. (2015). New Guide to Remediation: National organizations and states partner to develop a set of principles to guide reform efforts on remedial education. Inside Higher Ed. https://www.insidehighered.com/news/2015/11/11/groups-release-principles-improving-remedial-education

Trend #_7_	Modification of Transfer and Articulation Modalities
Direction of Change for the next 3-5 years	In the last decade there has been a marked national increase in the adoption of articulation and transfer policies – including those voted into legislation and those negotiated between institutions. With efforts to increase credential completion rates, and to lower the cost of higher education, and the increase in students transferring from every type of institution to every type of institution (and requesting acceptance of new types of credit – such as prior learning credit, or credit for MOOCs), states wanting to see more success will continue to move in the direction of states such as California, which has recently passed legislation for more seamless transfer.
Probability of change for the next 3-5 years	Fairly likely. The imperatives of completion and cost control will make solutions that appear cost-neutral, such as transfer guarantee, seem more advantageous.
Opportunity or Threat	Both. An opportunity for students because of increased power to count all of their courses toward a degree. But a threat should the mandate come from legislators who do not understand the variation within courses and programs, even those with similar stated outcomes.
Support Rationale	*Completion rates:* The numbers support the importance of transfer in completion rates: 28% of bachelor's degree earners started at a community college and 47% took at least one course at a community college. What is more, "...community college transfer students are even more successful when the receiving institutions focus on transfer student success. Research has shown that 82% earned a bachelor's degree in the period observed when a 4-year receiving institution accepted all of a community college student's credits, and 42% earned that degree when the institution accepted only some of their credits." (Mullin, 2012) *Cost:* In a recent study, an estimated $22 billion was saved by students in cohorts beginning school between 2003 and 2011 who started at a community college and transferred to a 4-year institution. (Mullin, 2012) *Swirling:* Of students who transfer, large numbers transfer from community colleges. But large numbers of students from 4-year institutions *and* community colleges also transfer *into* community colleges. (Hossler, 2012) As "swirling" (earning credits from multiple institutions and in multiple ways) becomes more common, transfer also becomes more essential to student completion rates. *Growth in policies:* There has been marked growth in all seven elements of statewide articulation and transfer policy: state legislative policies; cooperative agreements between institutions; creation of capacity to collect and report transfer data; incentives and rewards for students who transfer, such as offering financial aid, offering guaranteed transfer or priority admission; creation and maintenance of statewide articulation guides to

	increase information available to students; a common core among institutions; and common course numbering. (Smith, 2010) *California (example):* In California the Associate of Arts Degree for Transfer program, started in the fall of 2011, mandates that community college students who complete an associate degree designated for transfer be guaranteed admission to the California State University system with junior status and that they be given priority consideration when applying to their local California State University campus and to a particular program that is similar to the student's community college major. The Kansas Board of Regents continues to approve courses for seamless transfer between KS colleges and universities. There are over 60 courses approved for this transfer initiative. (Kansas Board of Regents, Oct. 2016).
Sources	Mullin, C. M. (2012, October). Transfer: An indispensable part of the community college mission (Policy Brief 2012-03PBL).Washington, DC: American Association of Community Colleges. Smith, M. (2010, December). Transfer and articulation policies [State notes]. Denver, CO: Education Commission of the States. Southeastern Oklaho State University. n.d. Graduate and university studies. Retrieved from http://www.ecs.org/clearinghouse/90/70/9070.pdf Hossler, D., Shapiro, D., Dundar, A., Ziskin, M., Chen, J., Zerquera, D., & Torres, V. (2012, February). Transfer & mobility: A national view of pre-degree student movement in postsecondary institutions [Signature Report 2]. Reston, VA: National Student Clearinghouse Research Center and the Project on Academic Success at Indiana University. Retrieved from : http://www.studentclearinghouse.info/signature/2/NSC_Signature_Report_2.pdf California Community Colleges Chancellor's Office website.(2013) Associates degree for transfer: a degree with a guarantee. Accessed at: http://californiacommunitycolleges.cccco.edu/Students/AssociateDegreeforTransfer.aspx http://kansasregents.org/transfer_articulation. October 2016.

Trend #_8_	Student financial aid will become more connected to degrees that lead to gainful employment.
Direction of Change for the next 3-5 years	Financial aid will tend to flow towards students pursuing degrees that lead to gainful employment.
Probability of change for the next 3-5 years	Somewhat likely. Department of Education established Gainful Employment Policy in 2012. In 2013, the Department of Education established a committee to establish regulations/proposed policies to create standards for programs that prepare students for gainful employment. The final regulations were published in 2014. http://www.ed.gov/news/press-releases/obama-administration-announces-final-rules-protect-students-poor-performing-care
Opportunity or Threat	Opportunity: Students pursuing STEM areas of study could have easy access to financial aid. Additionally, this is not viewed as a threat because our programs are not relatively high cost, and, therefore, it's unlikely that gainful employment rules would impact us significantly. The current regulation tends to target the more expensive for-profit schools, many of which are no longer eligible for financial aid. This has resulted in the shuttering of many pro-profit institutions.
Support Rationale	The student debt crisis is creating interest in legislation or policy that would protect students from taking on large amounts of student debt to earn degrees that make it difficult, if not prohibitive, to pay off their loans. The Department of Education established a regulation to do just that. Additionally, as the nation becomes increasingly aware of our shortage of skilled workers in Science, Technology, Engineering, and Math; it becomes more likely that we could see legislation or policy intended to motivate students to pursue degrees in STEM. One obvious tactic would be link financial aid to STEM areas of study. Between demands for gainful employment policy to address part of the student debt crisis and the shortage of STEM skilled workers in the U.S., it is fairly likely that we will see policies aimed to connect financial aid to degrees that lead to gainful employment - which would include STEM degrees. The current administration has continued to enact federal regulations and guidelines to protect students from low-performing schools and predatory career colleges. However, it is yet to be seen how the Trump administration would support those policies. The new administration could decide to reduce or eliminate Gainful Employment policies. Trump has indicated support for student loans based on graduates' incomes. There has also been increased

	support among both parties for risk-sharing proposals concerning student loan defaults; these policies would put greater responsibility on colleges and universities when their graduates can't repay their loans. (Kreighbaum, A., and Lederman, D. November 2016.) Trump insiders have indicated plans to limit government's role in higher education. There is also a possibility of the Trump administration removing the federal government from the lending process by handing it over to banks. (Douglas-Gabriel, D. November 2016.)
Sources	Progressive Policy Institute, *Gainful Employment: The Real Issue*, Oct, 25, 2010 New America Foundation: Higher Ed Watch, *Improving Gainful Employment*, July 1 2012 http://www2.ed.gov/policy/highered/reg/hearulemaking/2012/gainfulemployment.html Tuition.IO, Student Loans Made Simple, *Tuition Trend Alert: Who You Switch Majors to Cut College Costs?*, Feb 28, 2013 The Council on Law in Higher Education, Higher Education Funding in President Obama's FY2011 Budget, Feb 4, 2010 http://www.ed.gov/category/keyword/Gainful-Employment Kreighbaum, A., and Lederman, D. (November 2016). How Obama-Trump Transition Could Affect Higher Ed. Inside Higher Ed https://www.insidehighered.com/news/2016/11/10/trumps-higher-ed-priorities-undoing-many-president-obamas Douglas-Gabriel, D. (November 2016). Trump's Win Leaves Obama's Higher Education Reforms in Doubt. Washington Post. https://www.washingtonpost.com/news/grade-point/wp/2016/11/09/trump-win-leaves-obamas-higher-education-reforms-in-doubt/ http://www.ed.gov/news/press-releases/obama-administration-announces-final-rules-protect-students-poor-performing-care

Trend #_9__	Expected Implementation of the Affordable Health Care Act The ACA's employer mandate requires that companies with 50 or more employees offer health insurance to 30-hour + workers or pay a penalty. This legislation my significantly impact JCCC's budget and staffing models.
Direction of Change for the next 3-5 years	Both. Negative trend in that the cost will force reductions. Positive in that it may improve the health and well-being of part-time employees and/or attract higher quality part-time applicants.
Probability of change for the next 3-5 years	Employer mandate expected to go into effect in 2015 per federal law. The ACA's employer mandate requires that companies with 50 or more employees offer health insurance to their 30+ hour workers or pay a penalty. Compliance necessitates companies and insurers reporting employee coverage in considerable detail, and it is worth taking time to set up systems for doing so.
Opportunity or Threat	Overall, this change is a threat. While it will be positive for the individuals working at the institution, evaluating and budgeting for the cost will likely negatively impact other areas.
Support Rationale	McKinsey and Company, in a 2011 survey, predicted that 2014 would signal the beginning of the largest shift in employer-provided health benefits in the post-World War II era as thousands of people switch to purchasing insurance through state-run exchanges. According to McKinsey's analysis, 30 percent of employers representing a variety of industries say they will definitely or probably stop offering employer-sponsored insurance after 2014. Among employers with a high awareness of health-care reform, this proportion increased to more than 50 percent. Rising health-care expenses are one of the largest drivers of increasing benefit costs. Among higher education institutions alone, the College and University Professional Association for Human Resources (CUPA-HR) found that the median annual cost of providing health insurance to employees in 2012 increased by 6.7 percent for employee-only coverage and by 6 percent for employee and family coverage over the previous year. While most colleges and universities will probably choose to continue offering insurance plans to remain competitive in the job market, there are signs that institutions are beginning to make adjustments to deal with the oncoming financial impact of reform. A recent article in the *Chronicle of Higher Education* described how some institutions plan to cut back adjunct professors' hours to avoid the new requirement to provide health insurance for employees working 30 hours or more per week. An article in the *Los Angeles Times* referred to this trend as "the new math of workplace benefits," and noted that other institutions will adapt by hiring more part-time faculty and staff to avoid the expense of full-time benefit requirements. Due to current political circumstances, this trend will be difficult to forecast over the next few months. On numerous occasions, Present Elect Trump indicated a desire to repeal and replace the ACA. However, most recently,

	Present Elect Trump indicated he may keep several provisions of the ACA. Furthermore, there may be certain provisions of the ACA that cannot be eliminated without a supermajority within the Senate (60 supporting votes) which would be difficult to secure. Among those provisions are: 'reforms to the Medicare program, a provision that requires insurers to cover young adults on their parents' policies, and requirements that health insurers sell policies to anyone regardless of their health history. ' (Sanger-Katz, M. 2016.)
Sources	http://agb.org/trusteeship/2013/7/higher-education-age-obamacare Sanger-Katz, M. (2016) The Future of the Obamacare Looks Bleak. The New York Times - http://www.msn.com/en-us/money/healthcare/the-future-of-obamacare-looks-bleak/ar-AAk5UGt?li=BBnbfcL