

2018 National Community College Benchmarking Project: Parkland College Data Compared to Selected Peer Groups

KPC	KPI	Key Performance Indicators	Baseline Comparison			NCCBP Peer Group Comparison						
			Parkland 2013 Value	Parkland 2018 Value	2018 - 2013 % of Baseline	2018 Benchmark Value	Parkland 2018 % Rank	2018 Peer Group Total N	2018 Parkland Rank	Peer Group	Benchmark	Meets Overall Benchmark?
KPC	KPI #	Student Counts & Demographics										
KPC1	1	Full-time Credit Headcount (Fall 2018)	3,150	2,874	91.2%	3,250	NA	NA	NA	None	Greater than 5 year average	No
KPC1	2	Part-time Credit Headcount (Fall 2018)	5,287	4,200	79.4%	4,701	NA	NA	NA	None	Greater than 5 year average	No
KPC1	3	Credit Student Penetration Rate (Market Share)	8.2%	4.5%	54.8%	4.7%	63.1%	18	7	Illinois	75th % rank or higher	Moderate
KPC1	4	Non-credit Student Penetration Rate (Market Share)	1.2%	0.9%	78.2%	2.0%	45.0%	19	11	Illinois	75th % rank or higher	No
KPC1	5	% High School Concurrent Enrollment Headcount (Fall 2017)	5.8%	12.9%	222.4%	18.0%	60.0%	19	8	Illinois	75th % rank or higher	Moderate
KPC1	6	% High School Graduates Enrolling	26.5%	29.9%	112.9%	30.0%	72.2%	17	5	Illinois	75th % rank or higher	Moderate
KPC1	7	Non-credit Headcount (Fall 2018)	1,297	2,517	194.1%	1,628	NA	NA	NA	None	Greater than five year average	Yes
KPC1	8	% HS Student Concurrent Enrollment Credit Hours (Fall 2017)	2.4%	5.8%	241.7%	14.9%	28.0%	219	NA	NCCBP	75th % rank or higher	No
KPC1	9	% Developmental Credit Hours (Fall 2017)	13.0%	11.6%	89.2%	6.9%	65.0%	19	5	Illinois	25th % rank or lower	No
KPC1	10	% Minority Credit Students	24.2%	31.3%	129.5%	22.8%	NA	NA	NA	None	> or = % of 505 minority population	Yes
KPC1	11	% Minority Employees	13.7%	13.1%	95.7%	31.3%	NA	NA	NA	None	> or = % minority student population	No
KPC	KPI #	Completion Retention, Transfer, and Success										
KPC2	1	% Enrollee Success (College -Level)	76.2%	76.7%	100.6%	83.3%	41.6%	11	7	IPEDS	75th % rank or higher	No
KPC2	2	% Completed in 3 Years: Full-time, First-time	17.0%	28.0%	164.5%	43.9%	40.0%	9	6	IPEDS	75th % rank or higher	No
KPC2	3	% Completed in 3 Years: Part-time, First-time	4.6%	13.2%	286.3%	20.9%	40.0%	9	6	IPEDS	75th % rank or higher	No
KPC2	4	% Transferred in 3 Years: Full-time, First-time	17.5%	15.2%	86.9%	15.3%	72.7%	10	3	IPEDS	75th % rank or higher	Moderate
KPC2	5	% Transferred in 3 Years: : Part-time, First-time	5.2%	3.7%	71.6%	8.3%	20.0%	9	8	IPEDS	75th % rank or higher	No
KPC2	6	% Completed or Transfer in 3 Years: Full-time, First-time	34.5%	43.2%	125.2%	52.1%	40.0%	9	6	IPEDS	75th % rank or higher	No
KPC2	7	% Completed or Transfer in 3 Years: Part-time, First-time	9.8%	16.9%	172.7%	25.5%	30.0%	9	7	IPEDS	75th % rank or higher	No
KPC2	8	Fall-fall persistence Rate	37.2%	44.4%	119.4%	47.7%	50.0%	11	6	IPEDS	75th % rank or higher	Moderate
KPC2	9	Next-term Persistence Rate	56.2%	68.8%	122.4%	71.9%	58.3%	11	5	IPEDS	75th % rank or higher	Moderate
KPC2	10	Enrollee Success Rate (All Credit Courses)	75.1%	76.0%	101.1%	80.8%	45.4%	10	6	IPEDS	75th % rank or higher	No
KPC2	11	Developmental Math Enrollee Success Rate	53.7%	62.1%	115.6%	69.7%	50.0%	11	6	IPEDS	75th % rank or higher	Moderate
KPC2	12	Developmental Writing Enrollee Success Rate	61.4%	56.8%	92.5%	84.9%	10.0%	9	9	IPEDS	75th % rank or higher	No
KPC2	13	Developmental Reading Enrollee Success Rate	57.0%	59.1%	103.6%	76.8%	30.0%	9	7	IPEDS	75th % rank or higher	No
KPC2	14	First College Level Math Enrollee Success Rate	64.0%	57.0%	89.0%	79.8%	18.1%	10	9	IPEDS	75th % rank or higher	No
KPC2	15	First College Level Writing Enrollee Success Rate	77.5%	73.3%	94.6%	82.8%	36.6%	10	7	IPEDS	75th % rank or higher	No
KPC2	16	ENG 101 (Comp I) Enrollee Success Rate	76.0%	74.7%	98.3%	79.7%	41.6%	11	7	IPEDS	75th % rank or higher	No
KPC2	17	ENG 102 (Comp II) Enrollee Success Rate	71.9%	70.0%	97.3%	70.7%	62.5%	7	3	IPEDS	75th % rank or higher	Moderate
KPC2	18	MAT 124 (Algebra) Enrollment Success Rate	35.5%	38.3%	107.9%	79.6%	10.0%	9	9	IPEDS	75th % rank or higher	No
KPC2	19	COM 103 (Speech) Enrollee Success Rate	77.1%	72.0%	93.4%	84.6%	18.1%	10	9	IPEDS	75th % rank or higher	No

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			Parkland 2013 Value	Parkland 2018 Value	2018 - 2013 % of Baseline	2018 Benchmark Value	Parkland 2018 % Rank	2018 Peer Group Total N	2018 Parkland Rank	Peer Group	Benchmark	Meets Overall Benchmark?
KPC	KPI #	Student Satisfaction and Engagement										
KPC3	1	CCSSE: Active & Collaborative Learning (Spring 2018)	49.1	51.4	104.7%	50.2	93.7%	15	6	Illinois [#]	75th % rank or higher	Yes
KPC3	2	CCSSE: Student Effort (Spring 2018)	48.5	42.1	86.8%	48.3	12.5%	15	14	Illinois [#]	75th % rank or higher	No
KPC3	3	CCSSE: Academic Challenge (Spring 2018)	49.0	53.8	109.8%	50.1	93.7%	15	1	Illinois [#]	75th % rank or higher	Yes
KPC3	4	CCSSE: Student-Faculty Interaction (Spring 2018)	55.7	54.3	97.5%	50.9	93.7%	15	1	Illinois [#]	75th % rank or higher	Yes
KPC3	5	CCSSE: Support for Learners (Spring 2018)	53.3	50.9	95.5%	50.9	75.0%	15	4	Illinois [#]	75th % rank or higher	Yes
KPC3	6	Employed in Related Field	74.7%	71.9%	96.2%	73.9%	69.0%	143	NA	NCCBP #	75th % rank or higher	Moderate
KPC3	7	Pursuing Education	24.4%	19.0%	77.8%	37.5%	39.0%	139	NA	NCCBP #	75th % rank or higher	No
KPC	KPI #	Faculty and Staff Ratios										
KPC4	1	Average Credit Section Size	16.5	15.6	94.7%	15-18	30.0%	9	7	IPEDS	25th - 75th % rank range	Yes
KPC4	2	Student/Faculty Ratio	14.5	14.5	100.3%	12 - 17	40.0%	9	6	IPEDS	25th - 75th % rank range	Yes
KPC4	3	% Sections by Full-time Faculty	57.7%	66.5%	115.2%	55% - 65%	60.0%	9	4	IPEDS	60% + / - 5%	Yes
KPC4	4	% Sections by Part-time Faculty	42.3%	33.5%	79.2%	35% - 45%	40.0%	9	6	IPEDS	40% + / - 5%	Yes
KPC4	6	Career Services	5,797	7,119	122.8%	1,707 - 6,067	80.0%	9	2	IPEDS	25th - 50th % rank range	No
KPC4	7	Counseling and Advising	828	548	66.2%	325 - 687	40.0%	9	6	IPEDS	25th - 50th % rank range	Yes
KPC4	8	Recruitment, Admissions, Registration	682	509	74.6%	258 - 872	60.0%	9	4	IPEDS	25th - 50th % rank range	Moderate
KPC4	9	Financial Aid	1,656	890	53.7%	860 - 1,117	33.3%	8	6	IPEDS	25th - 50th % rank range	Moderate
KPC4	10	Student Activities	5,797	3,560	61.4%	1,977 - 5767	40.0%	9	6	IPEDS	25th - 50th % rank range	Yes
KPC4	11	Testing & Assessment Services	2,898	1,424	49.1%	1,428 - 5,604	22.2%	8	7	IPEDS	25th - 50th % rank range	Moderate
KPC	KPI #	Distance Learning Metrics										
KPC5	1	DL % of Total Credit Sections	11.0%	13.1%	119.1%	18.1%	63.6%	10	4	IPEDS	75th % rank or higher	Moderate
KPC5	2	% Enrollee Success	70.1%	67.0%	95.6%	71.5%	50.0%	9	5	IPEDS	75th % rank or higher	Moderate
KPC	KPI #	Cost and Budget										
KPC6	1	Cost per Credit Hour	\$161	\$181	112.3%	\$173 - \$211	44.4%	8	5	IPEDS	50th % rank + / - 10%	Yes
KPC6	2	Cost per FTE Student	\$4,836	\$5,422	112.1%	\$5,170 - \$6,315	44.4%	6	5	IPEDS	50th % rank + / - 10%	Yes
KPC6	3	% Funds From Local Sources (FY2018)	35.0%	39.0%	111.4%	33%	NA	NA	NA	None	33% of revenue from local sources	Moderate
KPC6	4	% Funds From State (FY2018)	12.0%	9.0%	75.0%	33%	NA	NA	NA	None	33% of revenue from state sources	No
KPC6	5	% Funds From Tuition and Fees (FY2018)	50.0%	52.0%	104.0%	33%	NA	NA	NA	None	33% of revenue from tuition/fees	No
KPC6	6	Expenditures per FTE Employee (Professional Development)	\$255	\$592	232.0%	\$422 - \$516	57.1%	6	3	IPEDS	50th % rank + / - 10%	Yes

Source: 2013 and 2018 National Community College Benchmarking Project, Peer Group Reports

* The IPEDS Peer Group is created by the National Center for Education Statistics. Peer institutions are selected based on various characteristics including large, public, 2-year colleges with an enrollment and budget of similar size. The entire group consists of 29 institutions total. Data includes only those participating in the 2018 NCCBP.

** The Illinois Peer Group consists of all the Illinois community colleges participating in the 2018 NCCBP. [#] Peer group was changed from IPEDS to Illinois / NCCBP due the counts being too low (< 5) for peer comparison.

(T) = Parkland is tied in the same rank as another institution.

Note: The 2017- 2018 % of Baseline column focuses on the difference (baseline) between the 2018 and 2013 values. The "baseline" value is from 2013; the first (Base) year Parkland participated in NCCBP.

A value of 100% means the current year (2018) is the same as baseline year (2013). If the value is greater than 100%, the current year exceeded baseline year.

The 2018 - 2013 % of Baseline color coding: **Green** = Movement in a positive direction ; **Yellow** = Attention may be needed; and **Red**= Area of needed improvement.

The Meets Overall Benchmark color coding: **Green** = Met or exceeded the expected benchmark; **Yellow** = Did not meet benchmark and attention may be needed; and **Red**= Did not meet the expected benchmark. Area of needed improvement.

2018 National Community College Benchmarking Project Peer Groups

IPEDS Peer Group	2018 NCCBP?
Central Community College (Grand Island, NE)	Yes
Elgin Community College (Elgin, IL)	Yes
Fox Valley Technical College (Appleton, WI)	Yes
Gateway Community College (Phoenix, AZ)	Yes
Lincoln Land Community College (Springfield, IL)	Yes
Moraine Park Technical College (Fond du Lac, WI)	Yes
Northcentral Technical College (Wausau, WI)	Yes
Parkland College	Yes
Rio Salado College (Tempe, AZ)	Yes
Southeast Community College Area (Lincoln, NE)	Yes
Southwestern Illinois College (Belleville, IL)	Yes
St. Phillip's College (San Antonio, TX)	Yes
Waukesha County Technical College (Pewaukee, WI)	Yes
Western Iowa Technical Community College (Sioux City, IA)	Yes
Arapahoe Community College (Littleton, CO)	No
Bates Technical College (Tacoma, WA)	No
City Colleges of Chicago- Malcolm X College (Chicago, IL)	No
City Colleges of Chicago- Richard J Daley College (Chicago, IL)	No
Cochise County Community College District (Douglas, AZ)	No
College of Lake County (Grayslake, IL)	No
Gateway Technical College (Kenosha, WI)	No
John Logan College (Carterville, IL)	No
Lake Land College (Mattoon, IL)	No
Merritt College (Oakland, CA)	No
Northeast Iowa Community College (Calmar, IA)	No
Prairie State College (Chicago Heights, IL)	No
South Louisiana Community College (Lafayette, LA)	No
Walla Walla Community College (Walla Walla, WA)	No
Wichita State Univ- Campus of Applied Science and Tech (Wichita, KS)	No
<i>N = 14 out of 29 possible or 48% of peer group participated in the NCCBP.</i>	

ICCB Peer Group	2018 NCCBP?
Black Hawk College	Yes
Heartland Community College	Yes
Illinois Central College	Yes
Lincoln Land Community College	Yes
Parkland College	Yes
Richland Community College	Yes
Southwestern Community College	Yes
Rock Valley College	No
<i>N = 7 out of 8 possible or 88% of peer group participated in the NCCBP.</i>	

Illinois Community Colleges Peer Group	2018 NCCBP?
Black Hawk College	Yes
College of DuPage	Yes
Elgin Community College	Yes
Heartland Community College	Yes
Highland Community College	Yes
Illinois Central College	Yes
Illinois Valley Community College	Yes
Kankakee Community College	Yes
Kaskaskia College	Yes
Kishwaukee College	Yes
Lincoln Land Community College	Yes
McHenry County College	Yes
Moraine Valley Community College	Yes
Parkland College	Yes
Richland Community College	Yes
Sauk Valley Community College	Yes
Southwestern Illinois College	Yes
Triton College	Yes
Waubonsee Community College	Yes
William Rainey Harper College	Yes
<i>N = 20 out of 48 possible or 42% of peer group participated in the NCCBP.</i>	

2018 Key Performance Indicator Definitions as per 2018 NCCBP Submission

Key Performance Category 1: Student Counts and Demographics:

- **KPC1-1: Full-Time Credit Headcount:** 10th day headcount of all full-time students enrolled for a credit class. Credit courses include transfer, developmental, adult basic education, ESL, and career/technical education courses. Credit courses include those eligible for Title IV Federal financial aid. IFSI students are excluded.
- **KPC1-2: Part-Time Credit Headcount:** 10th day headcount of all part-time students enrolled for a credit class. Credit courses include transfer, developmental, adult basic education, ESL, and career/technical education courses. Credit courses include those eligible for Title IV Federal financial aid. IFSI students are excluded.
- **KPC1-3: Credit Student Market Penetration Rate:** The ratio of total credit students as a percent of District 505 service area population estimate (US Census Bureau). Credit courses include transfer, developmental, adult basic education, ESL, and career/technical education courses. Credit courses include those eligible for Title IV Federal financial aid. IFSI students are excluded.
- **KPC1-4: Non-Credit Student Market Penetration Rate:** The ratio of total non-credit students as a percent of District 505 service area population estimate (US Census Bureau). Non-credit courses include community education and Business Training non-credit workshops.
- **KPC1-5: % High School Concurrent Enrollment Headcount:** Percentage of high school students currently attending a District 505 high school *and* receiving Parkland College credit (dual credit).
- **KPC1-6: % High School Graduates Enrolling:** Percentage of District 505 high school students enrolling in the fall semester subsequent to the latest high school graduation.
- **KPC1 -7: Non-Credit Headcount:** Total students taking non-credit courses at Parkland College.). Non-credit courses include community education and Business Training non-credit workshops.
- **KPC1-8: % HS Student Concurrent Enrollment Credit Hours:** Percentage of *credit hours* of high school students currently attending a high school *and* receiving Parkland College credit (dual credit).
- **KPC1-9: % Developmental Credit Hours:** Total attempted developmental education course credit hours as a percent of total attempted credit hours. IFSI students are excluded.
- **KPC1-10: % Minority Credit Students:** Total minority credit students as a percentage of Parkland's credit student population. IFSI students are excluded.
- **KPC1-11: % Minority Employees:** Total percentage of minority employees of Parkland's employees. Excludes student workers and PT-hourly (19 hours per week). Includes part-time faculty and professional support staff

Key Performance Category 2: Completion, Retention, Transfer, and Success:

- **KP2-1: % Enrollee Success (College -Level):** Total credit students successfully completing college-level courses with a grade of C or better as percentage of all credit students enrolled in the course. Includes withdrawals and incompletes in total enrollment number.
- **KPC2-2: % Completed in 3 Years: Full-time, First-time:** Percentage of full-time, first-time credential seeking students receiving a credential (degrees and certificates) within 3 years. Data based on 10th day census of a Fall cohort.

- **KPC2-3: % Completed in 3 Years: Part-time, First-time:** Percentage of part-time, first-time credential seeking students receiving a credential (degrees and certificates) within 3 years. Data based on 10th day census of a Fall cohort.
- **KPC2-4: % Transferred in 3 Years: Full-time, First-time:** Percentage of full-time, first-time credential seeking students transferring in 3 years or less. Includes lateral (2-year institutions) and vertical (4-year institutions) transfers. Transfer rates excludes students who completed their credential.
- **KPC2-5: % Transferred in 3 Years: Part-time, First-time:** Percentage of part-time, first-time credential seeking students transferring in 3 years or less. Includes lateral (2-year institutions) and vertical (4 year institutions) transfers. IFSI students are excluded. Transfer rates excludes students who completed their credential.
- **KPC2-6: % Completed or Transfer in 3 Years: Full-time, First-time:** Percentage of full-time, first-time credential seeking students completing (degrees and certificates) or transferring in 3 years or less. Includes lateral (2-year institutions) and vertical (4 year institutions) transfers.
- **KPC2-7: % Completed or Transfer in 3 Years: Part-time, First-time:** Percentage of part-time, first-time credential seeking students completing (degrees and certificates) or transferring in 3 years or less. Includes lateral (2-year institutions) and vertical (4 year institutions) transfers.
- **KPC2-8: Fall-to-Fall Persistence Rate:** Percentage of students who enrolled in previous fall and then enrolled in the next fall term (one year later). Includes all course enrollees which counts UIUC concurrently enrolled students. Excludes students who graduated the previous fall term and IFSI students.
- **KPC2-9: Next-Term Persistence Rate:** Percentage of students who enrolled in previous fall and then enrolled in the subsequent spring term. Includes all course enrollees which counts UIUC concurrently enrolled students. Excludes students who graduated the previous fall term and IFSI students.
- **KPC2-10: Enrollee Success Rate (All Credit Courses):** Total students successfully completing (all) credit courses with a C or better as percentage of all students enrolling in the course. Includes withdrawals and incompletes in total enrollment headcount.
- **KPC2-11: Developmental Math Enrollee Success Rate:** Total students successfully completing mathematics developmental courses with a C or better as percentage of all students enrolling in the course. Includes withdrawals and incompletes in total enrollment headcount.
- **KPC2-12: Developmental Writing Enrollee Success Rate:** Total students successfully completing writing developmental courses with a C or better as percentage of all students enrolling in the course. Includes withdrawals and incompletes in total enrollment headcount.
- **KPC2-13: Developmental Reading Enrollee Success Rate:** Total students successfully completing reading developmental courses with a C or better as percentage of all students enrolling in the course. Includes withdrawals and incompletes in total enrollment headcount.
- **KPC2-14: First College Level Math Enrollee Success Rate:** Total students successfully completing first-level college-level mathematics courses (college algebra) with a C or better after having successfully completed the highest level developmental mathematics as percentage of all students enrolling in the course. Includes withdrawals and incompletes in total enrollment headcount.
- **KPC2-15: First College Level Writing Enrollee Success Rate:** Total students successfully completing first-level college-level writing courses (ENG 101) with a C or better after having successfully completed the highest level developmental writing as percentage of all students enrolling in the course. Includes withdrawals and incompletes in total enrollment

headcount.

- **KPC2-16: ENG 101 (Comp I) Enrollee Success Rate:** Total students successfully completing Comp I (ENG 101) courses with a C or better as percentage of all students enrolling in the course. Includes withdrawals and incompletes in total enrollment headcount.
- **KPC2-17: ENG 102 (Comp II) Enrollee Success Rate:** Total students successfully completing Comp II (ENG 102) courses with a C or better as percentage of all students enrolling in the course. Includes withdrawals and incompletes in total enrollment headcount.
- **KPC2-18: MAT 124 (Algebra) Enrollee Success Rate:** Total students successfully completing algebra courses with a C or better as percentage of all students enrolling in the course. Includes withdrawals and incompletes in total enrollment headcount.
- **KPC2-19: COM 103 (Speech) Enrollee Success Rate:** Total students successfully completing speech courses with a C or better as percentage of all students enrolling in the course. Includes withdrawals and incompletes in total enrollment headcount.

Key Performance Category 3: Student Satisfaction and Engagement:

- **KPC3-1 - 5: Community College Survey of Student Engagement (CCSSE) Measures: (KPC3-1) Active & Collaborative Learning; (KPC3-2) Student Effort; (KPC3-3) Academic Challenge; (KPC3-4) Student-Faculty Interaction; and (KPC3-5) Support for Learners:** Parkland's mean scores of the latest CCSSE survey compared to national benchmarked mean scores.
- **KPC3-6: Employed in Related Field:** Percent of Parkland graduates responding to the graduate follow-up survey indicating they are employed in a related field of their credential (degrees and certificates).
- **KPC3-7: Pursuing Education:** Percent of Parkland graduates responding to the graduate follow-up survey indicating they are pursuing further education beyond Parkland their Parkland credential (degrees and certificates).

Key Performance Category 4: Faculty and Staff Ratios

- **KPC4-1: Average Credit Section Size:** Average number of credit students per section. Calculation based on sections with at least 6 students enrolled. Credit course sections include those eligible for Title IV Federal financial aid. IFSI sections are excluded.
- **KPC4-2: Student/Faculty Ratio:** Total students per faculty ratio. Includes full-time and part-time faculty. IFSI students are excluded.
- **KPC4-3: % Sections by Full-time Faculty:** Ratio of total sections taught by full-time faculty. IFSI sections are excluded.
- **KPC4-4: % Sections by Part-time Faculty:** Ratio of total sections taught by part-time faculty. IFSI sections are excluded.
- **KPC4-6-11: Student Services Ratios: (KPC4-6) Career Services, (KPC4-7) Counseling and Advising; (KPC4-8) Recruitment, Admissions, Registration; (KPC4-9) Financial Aid; (KPC4-10) Student Activities; (KPC4-11) Testing & Assessment Services:** Ratio of one FTE per total credit students served within one fiscal year.

Key Performance Category 5: Distance Learning Metrics:

- **KPC5-1: DL % of Total Credit Sections:** Total on-line/distance learning sections as a percentage of total sections taught. Calculation based on sections with at least 6 students enrolled. IFSI sections are excluded.
- **KPC5-2: % Enrollee Success:** Total students successfully completing online/distance courses with a C or better as percentage of all students enrolling in online/distance courses. Includes withdrawals and incompletes in total enrolling. IFSI students are excluded.

Key Performance Category 6: Cost and Budget:

- **KPC6-1 Cost per Credit Hour:** Total direct credit instructional cost including: include salaries, benefits, supplies, travel, and equipment for all full- and part-time faculty and other instructional administration and support personnel, including but not limited to librarians, lab assistants, and tutors. *Metric does not refer to tuition and fees.*
- **KPC6-2 Cost per FTE Student:** Total direct credit instructional cost per FTE student.
- **KPC 6-3-5: (KPC6-3) % Funds From Local Sources; (KPC6-4) Tuition/Fees; and (KPC6-5) State Sources:** Percent of total revenue from the three main sources. Local sources are District 505 property taxes. State sources include ICCB operating and apportionment dollars. Excludes Federal and special state grants such as Title III funding.
- **KPC 6-6: Expenditures per FTE Employee:** Centrally budgeted faculty/staff development/training expenditures per FTE. Does not include tuition reimbursement. Includes CETL, travel, and conferences. Does not include employee tuition waivers.