

Yuba College Master Plan Progress Report

MAAS

prepared by MAAS Companies, Inc.

February 9, 2022

Charge

- Assess the key YC institutional components – note changing trends from 2017 EMP
- Identify opportunities, challenges and possible impacts re: the external environment of YC
- Secure and incorporate stakeholder's input
- Determine the College's capacity for growth - apply growth to YC's future
- Establish measures for the success of students and the institution
- Produce a usable outcome: A new planning resource that will be facilitated by guideposts and milestones

Meeting Purpose

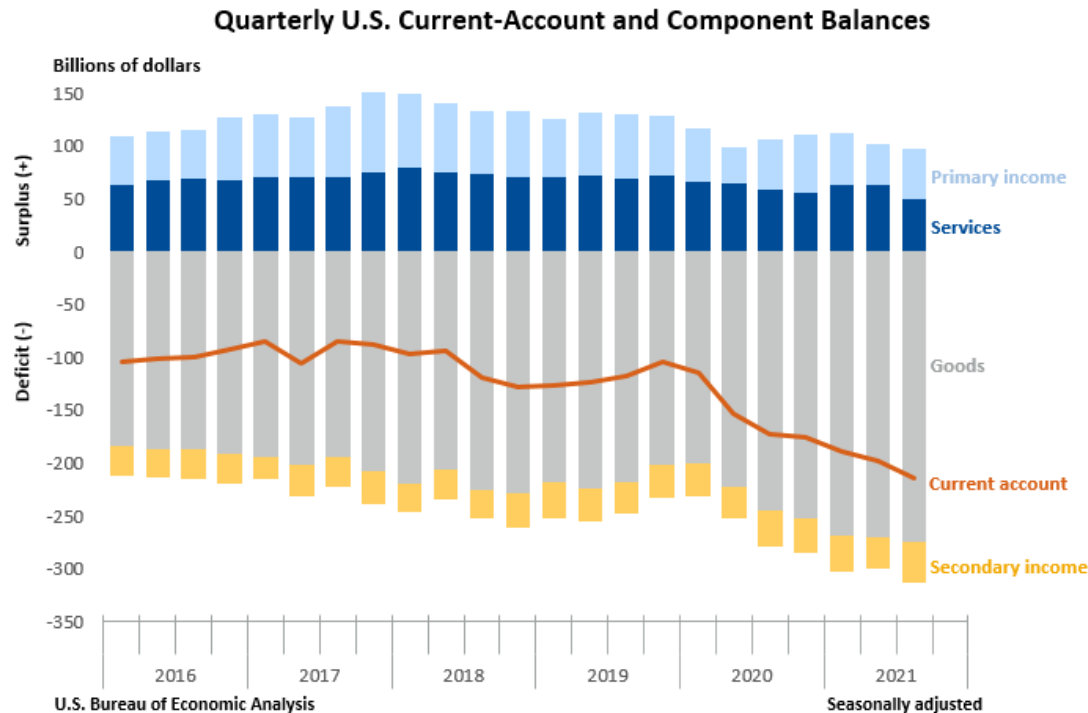
- Apprise the Steering Committee of the progress to date
- Provide a perspective on findings and trends that will have a bearing on planning for a new Master Plan
- Provide the Steering Committee with an opportunity for feedback and input with regard to the planning process

Trending in The External Environment of the College

Yuba College will be influenced by and subject to occurrences in its external environment. These include conditions, changes, decisions and even acts of God that occur nationally, within the State and within the effective service area of the College. Collectively, these occurrences will define change and help us paint a picture of what the College might expect in the future.

U.S. Economic Conditions

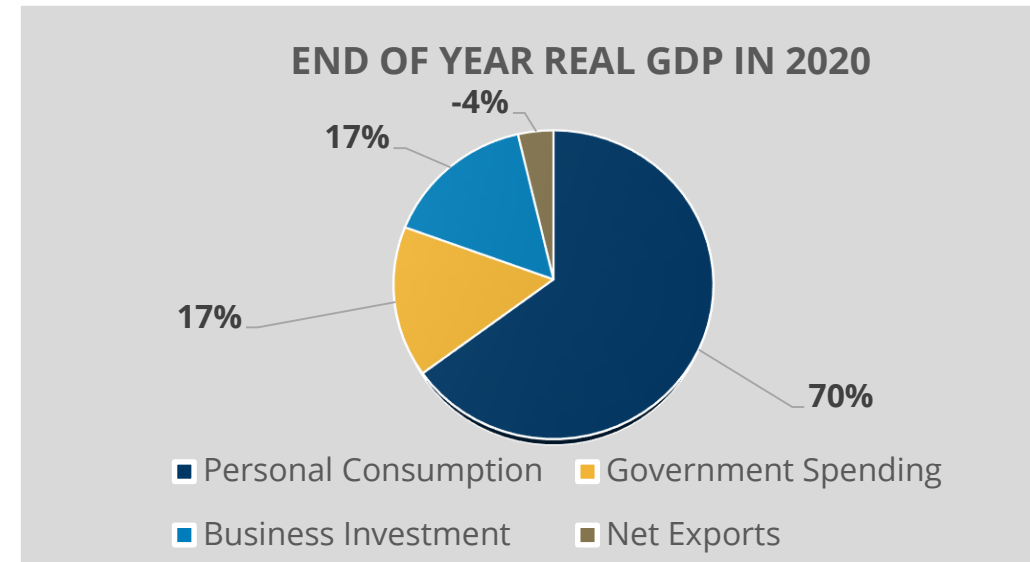
- Pandemic economy contracted by record 31.2% in April 2020 - Previous Record 10%
- Most affected were Americans at or near the poverty line
- Unemployment still not close to pre-pandemic levels
- Effects of the pandemic will forever change how we live our lives and how business is conducted



U.S. Economic Outlook Ahead

Trending Economic Drivers

- **Growth of GDP:** 5.6% for 2021 - Forecasted for 3.2% and 2.4% over next 2 years
- **Unemployment:** Retreating - 14.9% EOY 2020 to 5.9% EOY in 2021
- **Inflation:** 3.2% EOY 2021- Declining to 2.1% over next 2 years
- **Oil:** Prices for oil & gas projected to hold steady – Decreases by Q3 2022
- **Climate Change:** Expect that storms, floods, fires will be a part of our new reality – They will have a huge impact on the economy



Pertinent Legislation from Capitol Hill

Approved:

- American Rescue Program
- Bipartisan Infrastructure Program

Pending:

- Build Back Better Program

Key Legislation Targets

- Low- and middle-income families
- Impacts felt all the way to the YC service area



Implications for Yuba College

- Recovery of the economy projected to offset inflation over the next three years
- Passed and pending physical and human infrastructure legislation will create both relief and opportunities within YC service area
- Job opportunities across the Nation will be those that have recovered the fastest from the pandemic and jobs resulting from growth
- The current high cost of goods and services projected to moderate by middle of 2023
- Cost of borrowing money should remain relatively low (favorable to the borrower)

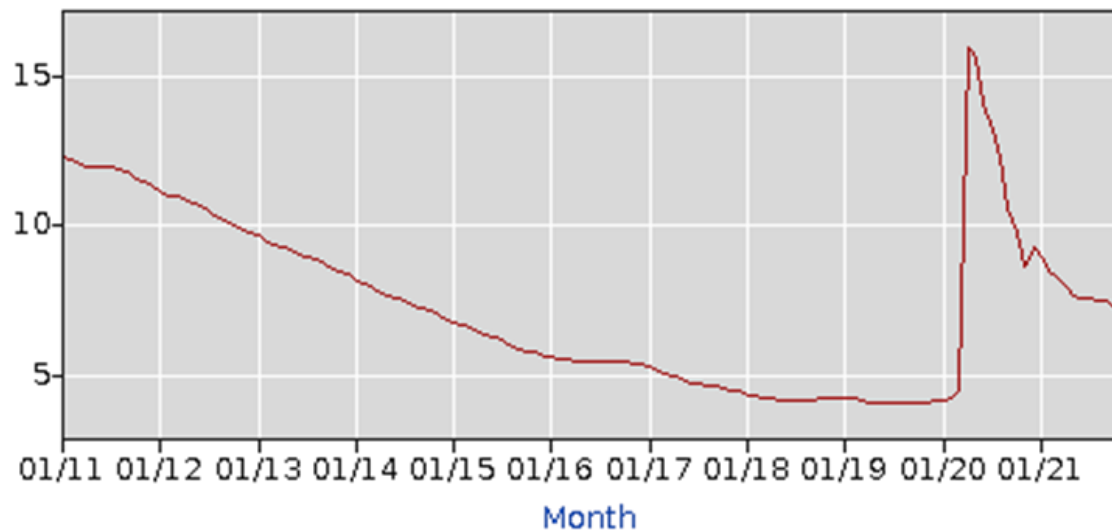
Trending in California

- COVID lingers on
- Inflation has reduced the “real income” of California families
- Less than one-third of families can afford to purchase a median-priced home
- Unemployment still not close to pre-pandemic levels
- California will recover because of its huge economic engine



California Economic Indicators

10-YEAR UNEMPLOYMENT RATE FOR CALIFORNIA



Economic Output Capacity:

- California will make full recovery from the pandemic - remain strong
- 5th largest economy in the world (larger than UK, France, Italy, India and Canada)

Unemployment/Labor Force

- EOY 2021: 93% of the civilian labor force was employed
- Unemployment trending down - still a ways to go

Key Industrial Sectors

- Recovery led by Trade, Transportation and Utilities, and Business and Information
- Construction and Manufacturing on the rise
- Leisure and Hospitality still depressed

California Economy Going Forward

MEDIAN SOLD PRICE OF EXISTING SINGLE-FAMILY HOME

	Nov-21	Oct-21	Nov-20	MTM % Change	YTY % Change
California Single-Family Home	\$782,480	\$798,440	\$698,890	-2.00%	11.96%
Los Angeles, Metro Area	\$720,000	\$725,000	\$630,000	-0.69%	14.29%
Central Coast	\$899,000	\$865,420	\$825,000	3.88%	8.97%
Central Valley	\$452,000	\$450,000	\$400,000	0.44%	13.00%
Far North	\$380,000	\$370,000	\$340,000	2.70%	11.76%
Inland Empire	\$529,000	\$525,000	\$450,000	0.76%	17.56%
San Francisco Bay Area	\$1,300,000	\$1,275,000	\$1,100,000	1.96%	18.18%
Southern California	\$750,000	\$750,000	\$657,820	0.00%	14.01%
California Condo/Townhouse	\$620,000	\$605,000	\$520,000	2.48%	19.23%

Source: California Association of Realtors, November 2021 Market Report

Personal Income

- 2021 average annual wage \$87.6K – Projected to reach \$100.8K by 2026
- Currently 14.9% of all working Californians earn less than \$25K per year

Inflation

- Interest on Fed debt will rise to \$5.2T (Fastest growing component of the Fed budget)
- Key inflation drivers in California: 1) Shortages of goods; 2) Median cost of a home

Housing

- CA housing shortage through EOY 2021
- End of Q3 2021, median-priced single home or condo required an annual income of \$148.4K

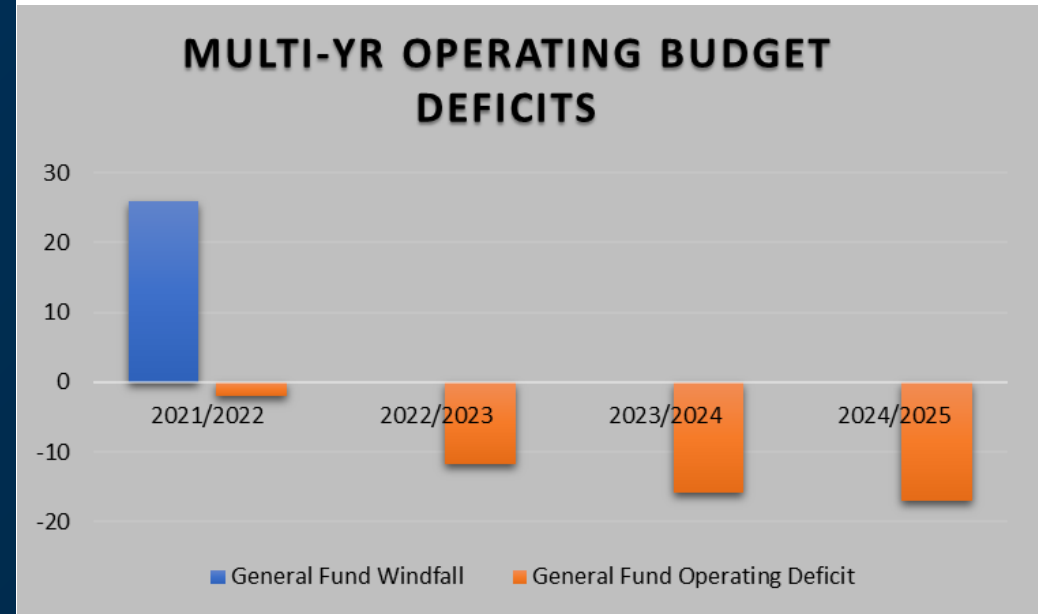
Findings from the State House

Revenue

- The Stock Market, the Technology sector and consumer spending buoyed the economy over past 2 years
- Tax collections have exceeded projections
- Recovery of the economy will be uneven

Education

- State committed to allocation of approximately 40% of its budget to K-14 education
- Main funding for CC's, Prop 98, projected to grow faster than CC programs
- State has one-time windfall of \$26B in 2021/2022 but project deficits in the next three years



Yuba College and Statewide Trends

- Eroding “Real Personal Income” will force families and individuals to make tough decisions about resource allocations and employment choices
- California industries with greatest employment over the next 3 years:
 - Construction
 - Information
 - Professional and Business Services
 - Trade/Transportation/Utilities
 - Leisure/Hospitality (once international travel ramps-up again)
- Financial footing for community colleges should be on secure ground for the future (Prop 98)
- Postsecondary Education Factoid: CSU’s and UC’s rank among top in the Nation for high Economic Mobility Rates (moving students from bottom 20% of household income to top 20% post-graduation)

Effective Service Area of Yuba College

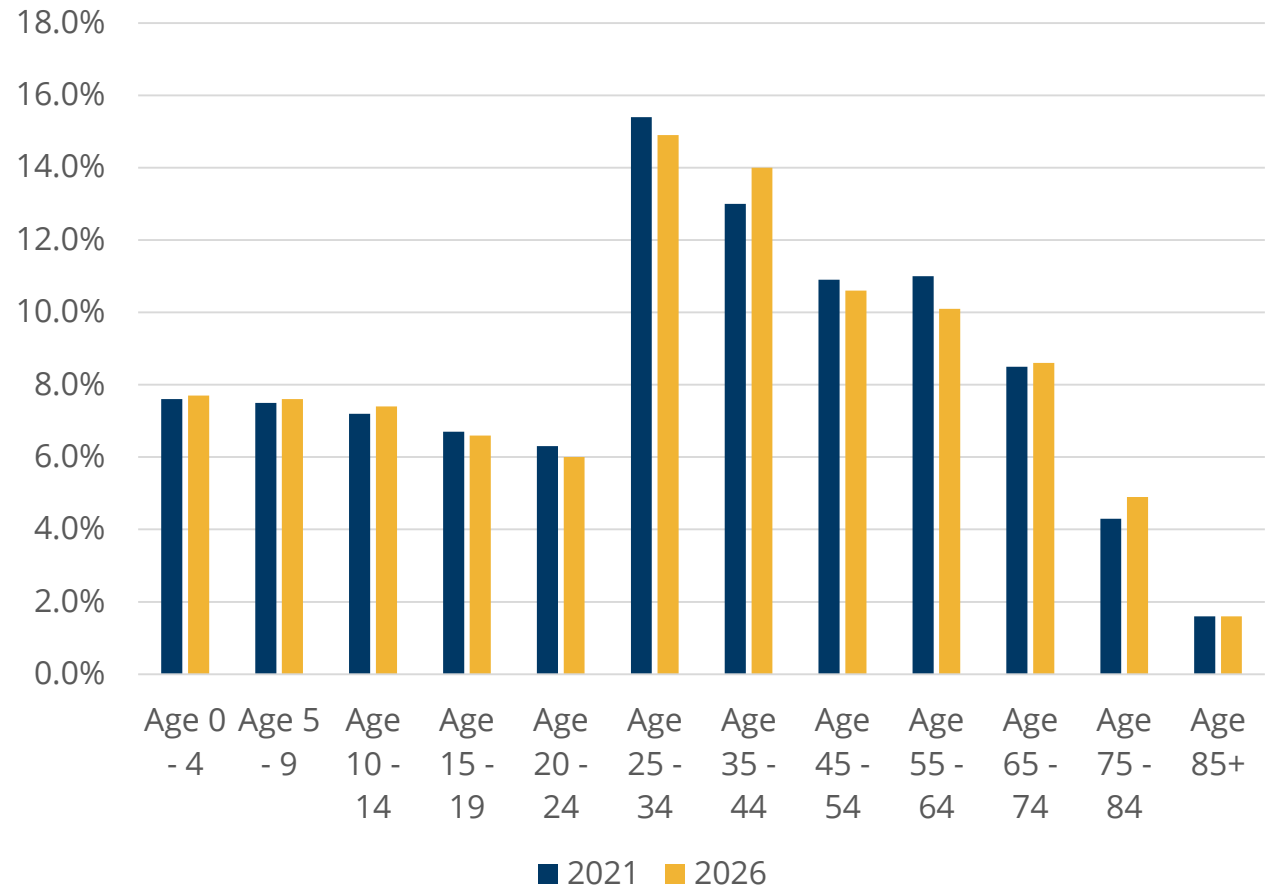
- Target Area
 - 8 Zip Codes account for more than 80% of YC student enrollment
- For 2019, student participation rates within the YC ESA were 47.1



ESA Population Trends

- ESA population is growing at 0.52% annually through 2026
- Most growth in the age ranges:
 - Ages 0-4
 - Ages 10-14
 - Ages 35-44
 - Ages 65-74
- 2017 EMP projected flat growth in K-12 ages

Population by Age Range





7A

Up and Coming Families

8 ZIP Codes
Geography: ZIP Code



TAPESTRY SEGMENTATION
esri.com/tapestry

DOMINANT TAPESTRY SEGMENT



8,247 households are *Up and Coming Families*
14.1% of households are in this segment

Up and Coming Families: *Sprouting Explorers* LifeMode

Up and Coming Families is a market in transition—residents are younger and more mobile than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. Their homes are new and their families are young...

[Learn more...](#)

ABOUT THIS SEGMENT



Young families still feathering the nest and establishing their style. Most households have 2 or more workers.



Careful shoppers, aware of prices, willing to shop around for the best deals and open to influence by other opinions.



Carry debt from credit card balances to student loans and mortgages, but also maintain retirement plans and make charitable contributions.



Find leisure in family activities, movies at home, trips to theme parks or the zoo, and sports from golfing, weight lifting, to taking a jog or run and drinking coffee.



Rely on the Internet for entertainment, information, shopping, and banking.

ABOUT THIS AREA

Household Type:
Single Family

Employment:
Prof; Svcs

Median Age:
34.5

Median Household Income:
\$58,980

Education:
29.1% have a college degree



KEY FACTS FOR THIS AREA

Click facts to 'Explore for more' details

176,039	58,446	2.99	81	108	80	\$317,685	0.51%
Population	Households	Avg Size Household	Wealth Index	Housing Affordability	Diversity Index	Median Home Value	Forecasted Annual Growth Rate

Dominant Tapestry Profile - Up and Coming Families

8 ZIP Codes
95692 (Wheatland) et al.
Geography: ZIP Code

Prepared by Esri





Key Demographic Indicators

8 ZIP Codes
Geography: ZIP Code



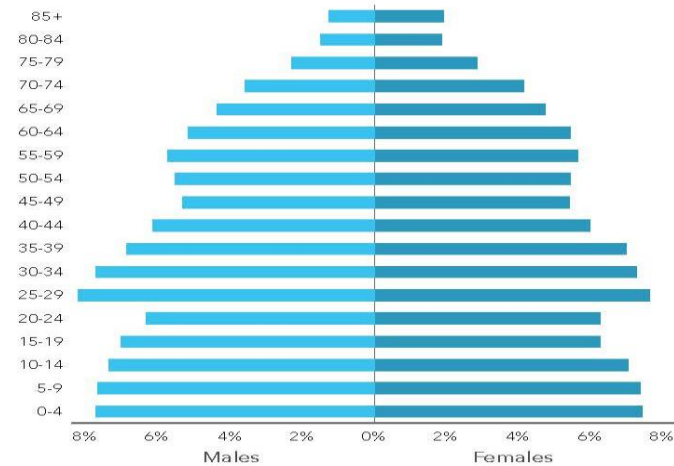
INCOME AND NET WORTH

Net worth measures total household assets (homes, vehicles, investments, etc.) less any debts, secured (e.g, mortgages) or unsecured (credit cards) for this area.



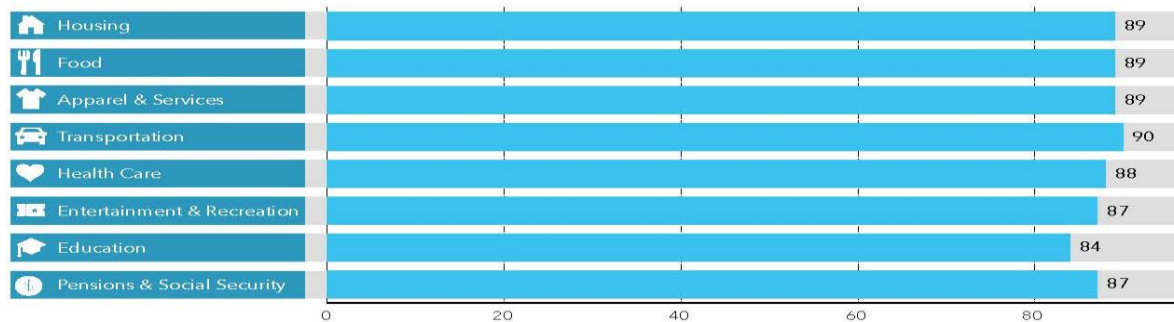
AGE BY SEX

Median Age: 34.5



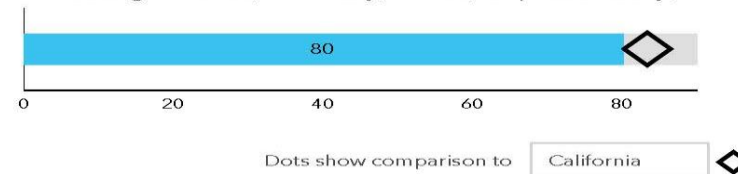
AVERAGE HOUSEHOLD BUDGET INDEX

The index compares the average amount spent in this market's household budgets for housing, food, apparel, etc., to the average amount spent by all US households. An index of 100 is average. An index of 120 shows that average spending by consumers in this market is 20 percent above the national average.



DIVERSITY

The Diversity Index summarizes racial and ethnic diversity. The index shows the likelihood that two persons, chosen at random from the same area, belong to different race or ethnic groups. The index ranges from 0 (no diversity) to 100 (complete diversity).



Source: This infographic contains data provided by Esri, Esri, Esri and Bureau of Labor Statistics, American Community Survey (ACS). The vintage of the data is 2021, 2026, 2021, 2015-2019.

Dominant Tapestry Profile - Up and Coming Families

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Key Demographic Indicators

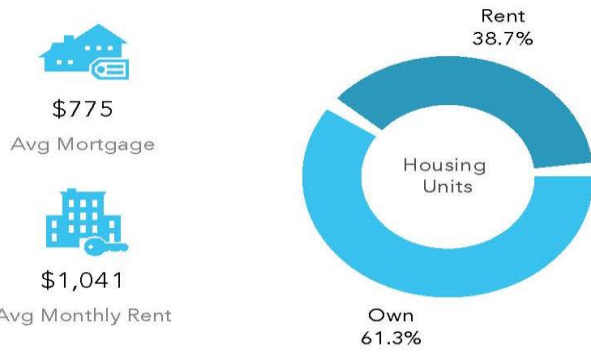
8 ZIP Codes

Geography: ZIP Code



HOUSING

Mortgage, rent and home value are estimated by Esri. Housing type is from the Census Bureau's American Community Survey (ACS).



Typical Household Type: Single Family

Median Home Value: \$317,685

ESRI INDEXES

Esri developed these indexes to display average household wealth and housing affordability for the market relative to US standards.



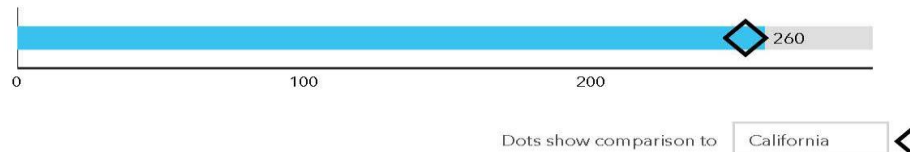
LANGUAGE

American Community Survey (ACS) population by language estimates are based on a rolling sample survey spanning a 60-month period (2015-2019).

Population by Language	Age 5-17	18-64	Age 65+	Total
English Only	22,784	65,762	17,364	105,910
Spanish	8,097	23,668	2,516	34,281
Spanish & English Well	7,546	16,440	1,242	25,228
Spanish & English Not Well	542	5,273	775	6,590
Indo-European	2,381	9,298	2,424	14,103
Indo-European & English Well	2,295	6,875	913	10,083
Indo-European & English Not Well	45	1,647	738	2,430
Asian-Pacific Island	804	3,610	429	4,843
Asian-Pacific Isl & English Well	776	3,146	268	4,190
Asian-Pacific Isl & English Not Well	28	399	110	537
Other Language	0	134	61	195
Other Language & English Well	0	126	61	187
Other Language & English Not Well	0	0	0	0

POPULATION DENSITY

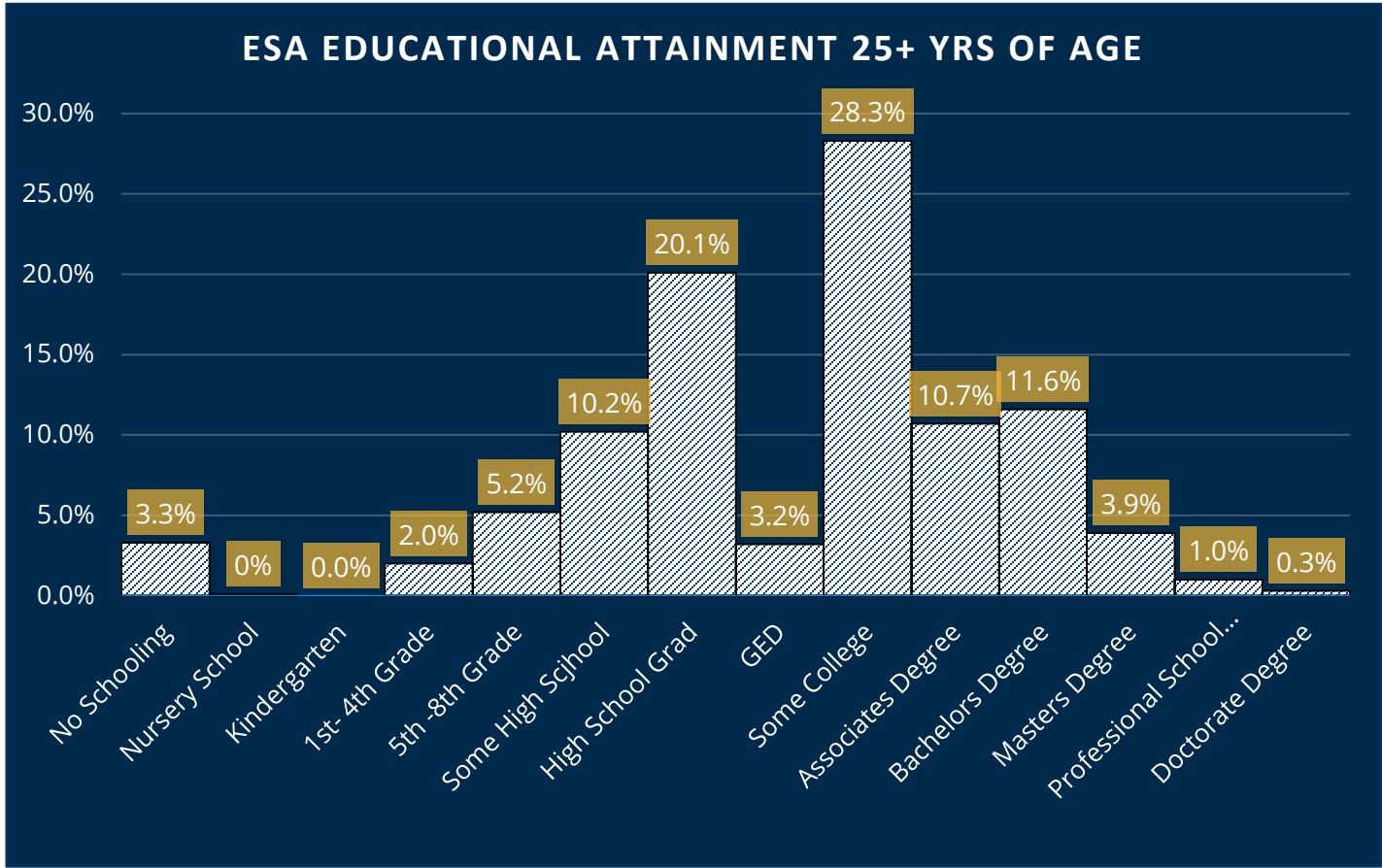
Average density (population per sq. mile) is displayed relative to the US or State average.



Source: This infographic contains data provided by Esri, Esri, Esri and Bureau of Labor Statistics, American Community Survey (ACS). The vintage of the data is 2021, 2026, 2021, 2015-2019.

ESA Educational Attainment

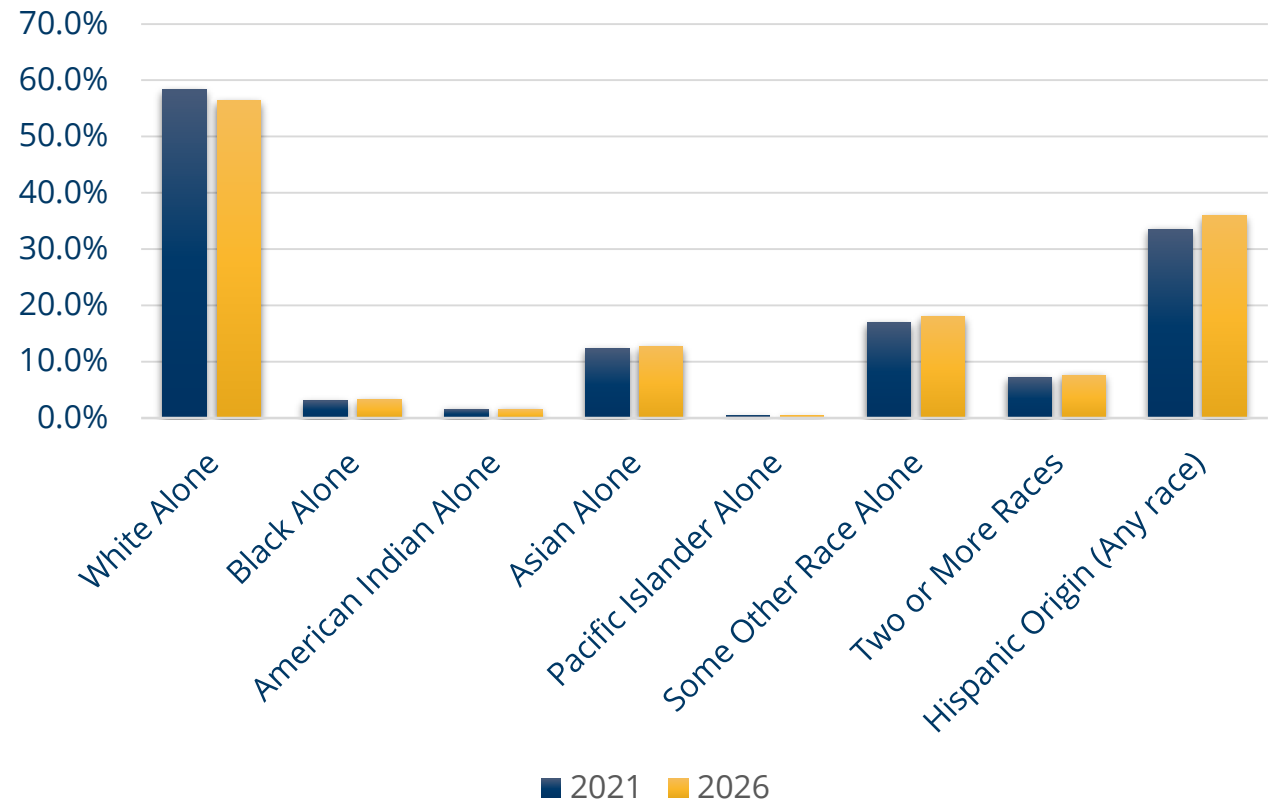
- Almost 50% of population in the ESA 25+ years are H.S grads or have some college education
- An older student target for YC?



ESA Race and Ethnicity

- All races, except White Alone and American Indian, are increasing in the ESA.

Effective Service Area Race and Ethnicity



Connectivity Capacity

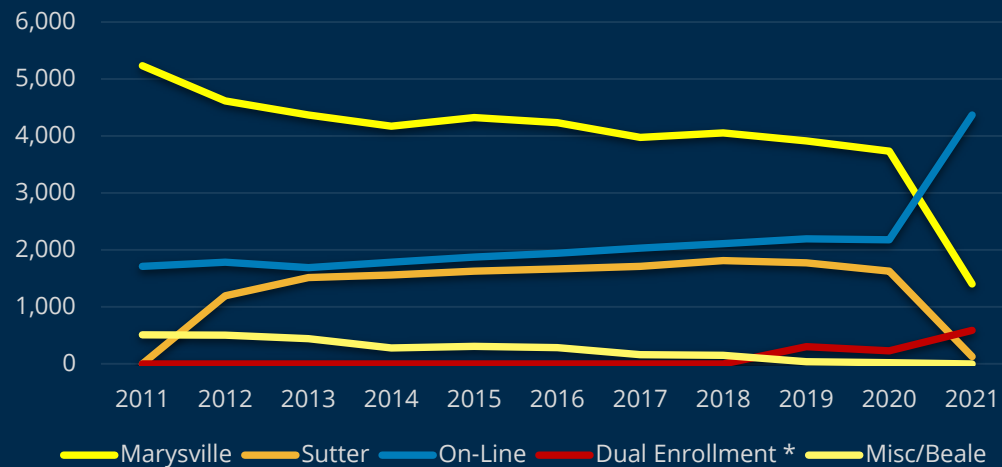
- **Support for On-Line Learning**
 - 91% of households have internet access
 - 24% of households have wireless routers at home
 - 56% of households own a laptop
 - 35% own a desktop computer
 - 26% of households own word processing software

Internal Environment Trends

A review of the internal environment of YC, exclusive of the program of instruction and student support services, reveals slowly declining trends in several of the key areas used as measures in the last (2017) Educational Master Plan. Selected areas will be called-out as they relate to or stand to have an impact on the future plans of the College.

Student Enrollment

10-Yr. Headcount Trend Lines by Location

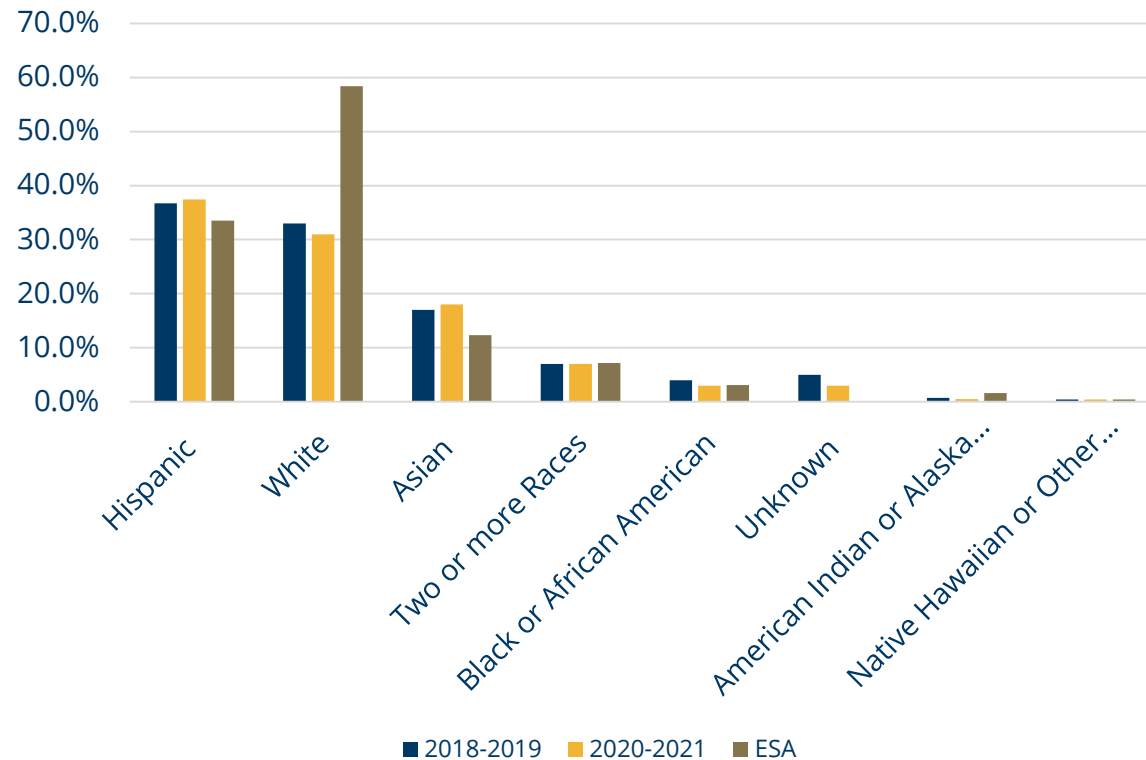


Student Enrollment

- Access/Student Enrollment Keys for YC's Future
 - Headcount steady decline at Marysville; On-Line steady incline
 - Sutter "high water mark" 1,813 headcount with 357 FTES in 2018 – Fall 2021, 7 course offerings and 570.6 contact hours – Underutilized?
 - Aged facilities at Marysville Campus a concern as it relates to student appeal

Race/Ethnicity On Campus

TRENDS FOR RACE/ETHNICITY



White

- In 2021, 58.4% of the ESA was represented by the White race/ethnic segment
- The College student body was comprised of 33% in 2018/2019 and 31% in 2020/2021
- The White race/ethnic segment has been on a slow, declining trend – it is significantly underrepresented at the College

Hispanic and Asian

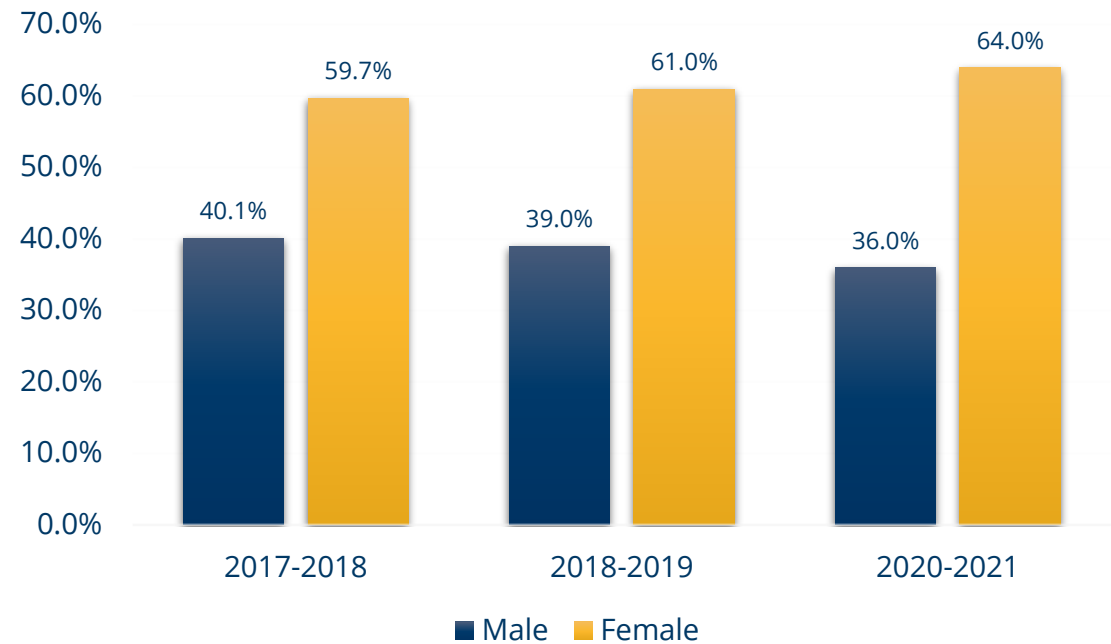
- In comparison to ESA data, both the Hispanic and Asian race/ethnicity segments are overrepresented at YC
- Both race/ethnicity segments are slowly increasing on an annual basis

Student Gender Trends

Student Body Composition

- There has been a significant decline in male students as a percentage share of the student body
- The loss of male students signals a potential red flag for the College in terms of its image and future appeal to students

Student Gender



Yuba College's Program of Instruction

Yuba College's "product to sell" is largely based on its program of instruction – course offerings that make possible the student's goal of completing his/her educational mission. Following are some findings on the program of instruction and how it has fared since the last EMP, including navigating through the pandemic period.

Program of Instruction Findings/Perspectives

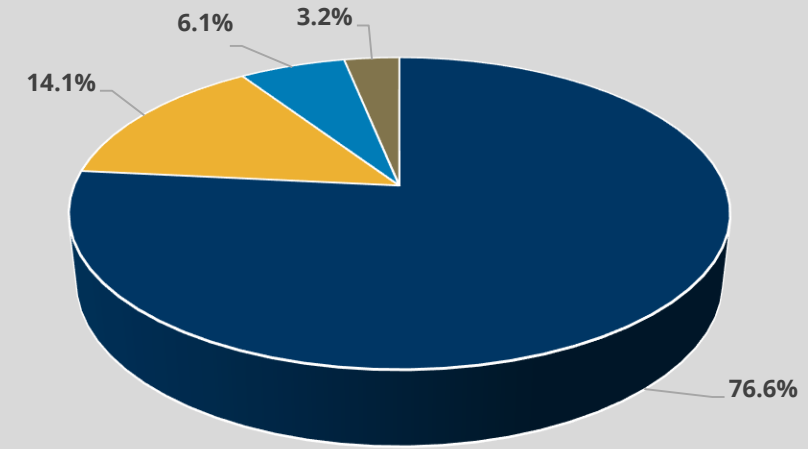
Course Types

- Transfer Level Courses most productive of “Course Types”
 - Gained 11% of curriculum share 2018 to 2021
 - Accounted for 93% of all FTES for 2021 Fall Semester - a share increase of 11% from 2018

Academic Divisions

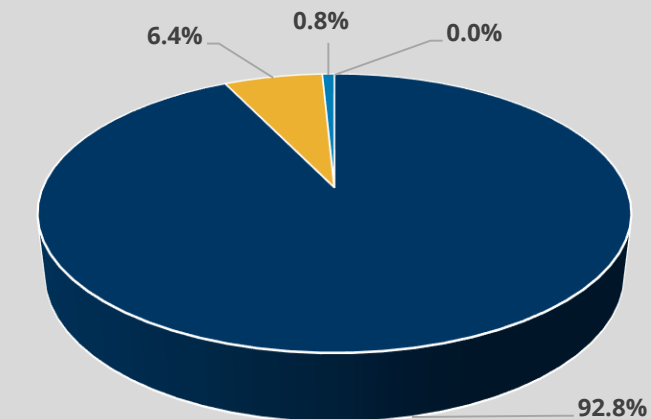
- STEM and Social Sciences strongest among the four Academic Divisions
 - Accounted for 49% of FTES in both 2018 and 2021 (only Division to maintain its share of FTES through pandemic period)
 - From 2018 to 2021, raised value of contact hours generated/class section by 7.3% (to 120.2)

FALL 2018 DISTRIBUTION OF FTES



■ Transfer Level ■ College Level
■ Basic Education ■ Non-Credit

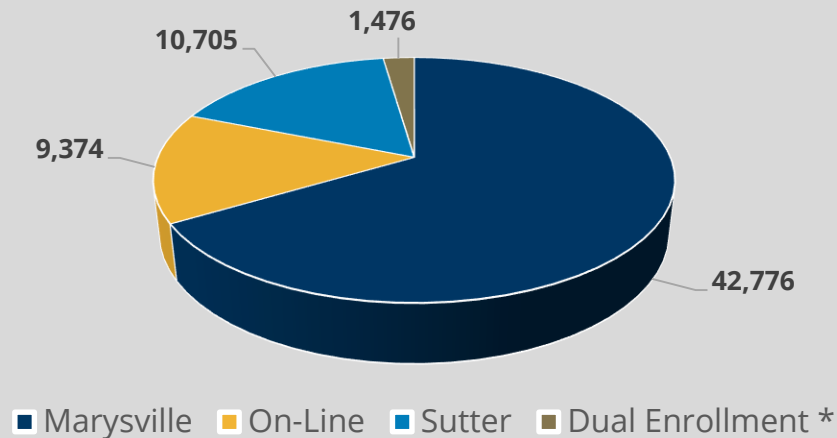
FALL 2021 DISTRIBUTION OF FTES



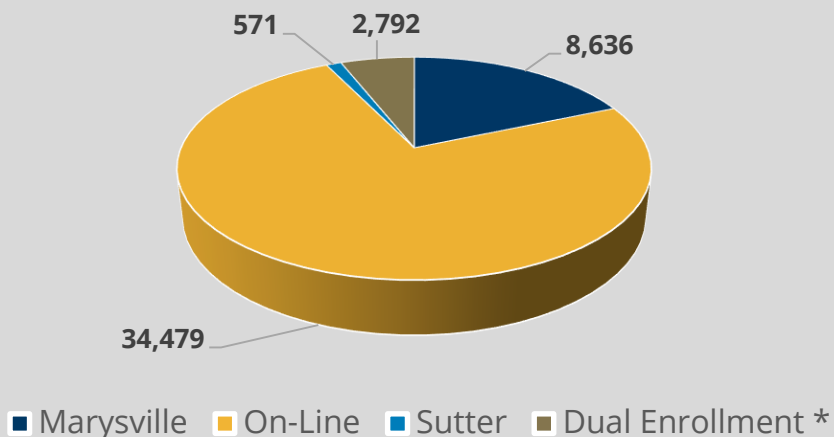
■ Transfer Level ■ College Level
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Program of Instruction By Location

2018 Distribution of WSCH by Location



2021 Distribution of WSCH by Location



On-Line

- Pandemic-induced growth
 - On-line learning 13.1% of all course offerings in 2018 and 57.7% in 2021
 - WSCH in 2018 were 14.6% of YC’s Overall Total – In 2021, they represented 57.7%
 - Cannot underestimate importance of on-line programs for students who might not otherwise attend YC

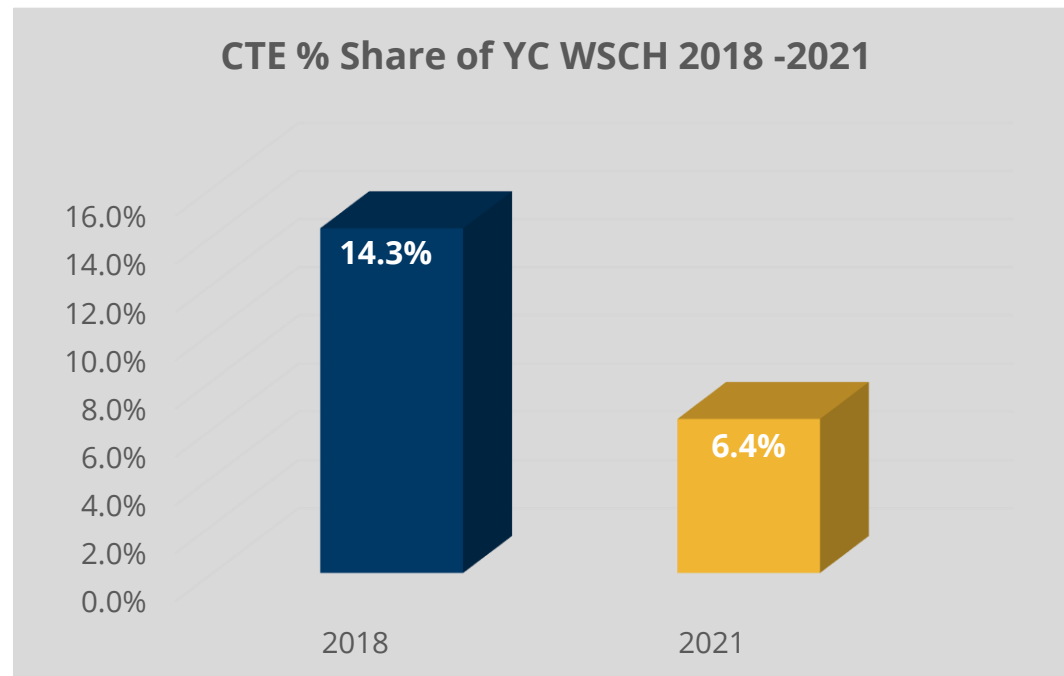
Dual Enrollment

- YC successful in growing Dual Enrollment program past three years (2019 to 2021)
 - Doubled course offerings from 19 to 41
 - Doubled weekly student contact hours
 - Good investment in College’s resources - No hard data yet review to confirm matriculation from Dual Enrollment to YC Entry

Program of Instruction Flags

Career Technical Education

- CTE courses declined substantially from 2018 to 2021 (pandemic-induced retrenchment)
 - Drop in course offering by -53.3% and weekly student contact hours by -67.7%
 - Lost 5.6% of YC's curriculum share; lost 7.9% of YC's weekly student contact hours share
 - A CTE Wake-up Call?



Career & Technical Education

Findings from EMP 2017

VTEA funds have been used primarily for programs that lead to high-paying jobs:

- Agriculture/Mechanics
- Radiologic Technology
- Child Development
- Engineering Technology
- Veterinary Technician (licensed)
- Automotive Technology

Career & Technical Education

2021/22 Catalog

CTE Certificates/Degrees

- Accounting
- Administration of Justice
- Agriculture
- Auto Body
- Automotive Technology
- Business
- Computer Science
- Culinary
- ECE
- EMT
- Fire Academy
- Manufacturing
- Mass Communications
- Nursing
- Psychiatric Technician
- Radiologic Technology
- Veterinary Technology
- Welding

Career & Technical Education

High School Pathways/Academies

CCCCO North/Far North Consortium

Info from tricountyrop.com

- Patient Care
 - River Valley

- Welding and Materials Joining
 - Lindhurst
 - East Nicholas
 - Sutter Union
 - Yuba City

- Sports Medicine
 - Lindhurst
 - Marysville
 - East Nicholas
 - River Valley
 - Yuba City

- Automotive Technology
 - Lindhurst
 - Yuba County Career Prep Charter
 - YubaCity

- Hospital/Community Health Services
 - Marysville

Career & Technical Education

CCCCO North/Far North Consortium

- Employment levels vary yet the top five sectors by employment size are the same in the North/Far North
 - Business and Entrepreneurship
 - Energy, Construction & Utilities
 - Education & Human Development
 - Health
 - Retail, Hospitality & Tourism

The Students' Plan for Success: Concept/Sample

The outcome for the Master Plan Update is intended to be directed to and in support of a plan for student (and institutional) success. Following is a concept/sample of the current thinking in this regard.

Key Underpinnings

- Vision Statement: Statement that simply states our purpose
- Mantra/Common Thread: **DIBS** (**D**oes **i**t **B**enefit **S**tudents)
 - The litmus test for all selected actions

Pillars of the Concept Plan

ACCESS

We meet students where they are to provide equitable access to all.

PERSISTENCE/RETENTION

We identify paths to educational goals that are simple for students to follow and help students stay on those paths until completion.

COMPLETION

We break down systemic inequities that block students from attaining the career and life they want.

TRANSFER

We create clear curricular pathways that lead to seamless transfer and further education.

CAREER

We ensure that CTE programs are elevated to a higher, more relevant level so that students can attain skills necessary to achieve their career goal.

A Sample Format for “Access”

Access: We meet students where they are to provide equitable access to all.

Goal: Increase number of new student enrollments

Strategy #1 Continue to develop Dual Enrollment as a viable activity to introduce new students to Yuba College

- **Activity #1** Gather/evaluate data that identifies number of dual enrolled high school graduates who apply and register as YC students
- **Activity #2** Ensure that high school pathways are connected to degree/certificate programs at YC
- **Activity #3** Create an informational/marketing tool that is specifically for the parents of high school students identifying the benefits of Dual Enrollment

Measurable Outcomes

- #1 Measurable Outcome
 - Milestones
 - Responsible Party
 - Timeframe for Completion
- #2 Measurable Outcome
 - Milestones
 - Responsible Party
 - Timeframe for Completion
- #3 Measurable Outcome
 - Milestones
 - Responsible Party
 - Timeframe for Completion

Goal: Increase number of new student enrollments

Strategy #2 Create greater user-friendly components to registration process

- **Activity #1** Implement a new catalog development process with interactive, searchable online catalog
- **Activity #2** Create/implement "Quick Registration" process

Measurable Outcomes

- #1 Measurable Outcome
 - Milestones
 - Responsible Party
 - Timeframe for Completion
- #2 Measurable Outcome
 - Milestones
 - Responsible Party
 - Timeframe for Completion

Questions/Answers