

# Yuba College Progress Report

Steering Committee 2022 Educational Master Plan

March 23, 2022

# TARGETS FOR GROWTH

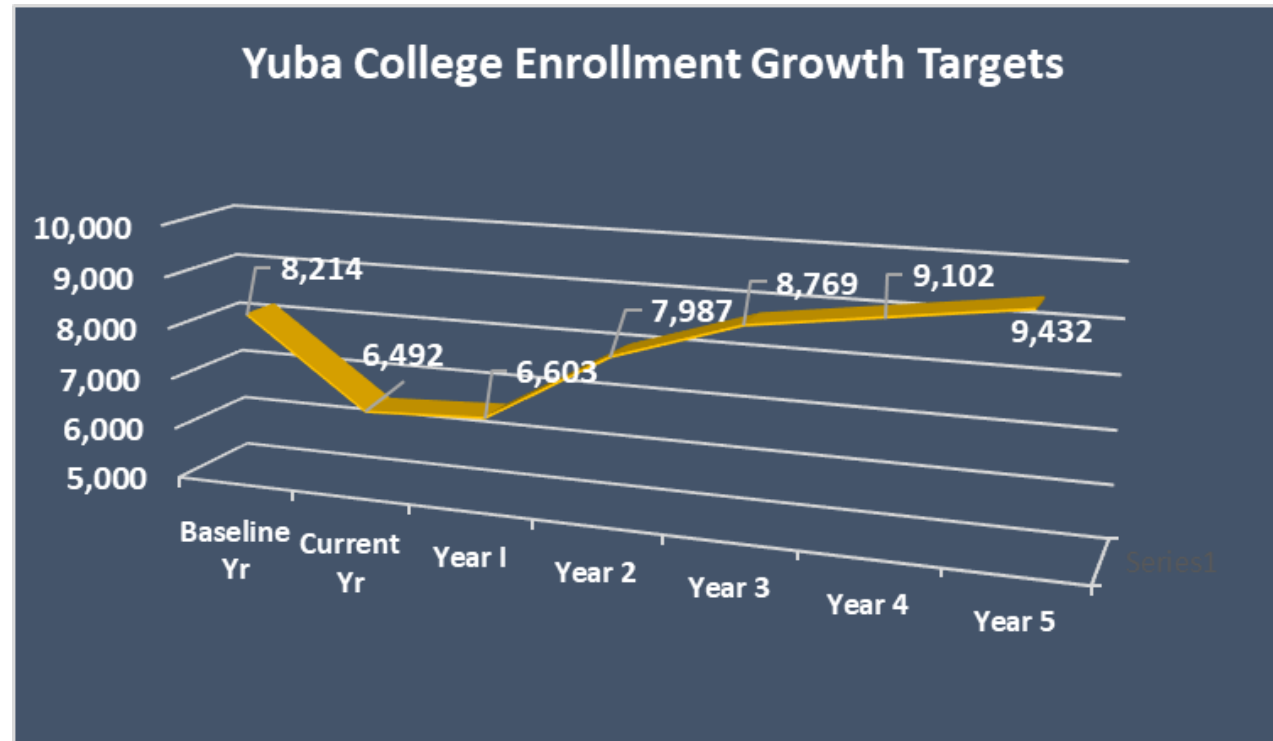
Over the past two-years, as a result of the pandemic, Yuba College has experienced an unprecedented decline in both student enrollments and full-time equivalent students. An extraordinary effort on the part of the College will be required to regain all that has been lost, particularly at the Marysville and Sutter campuses. The following slides note the present condition and suggest a path for moving forward.

# Growth Capacity Determinants

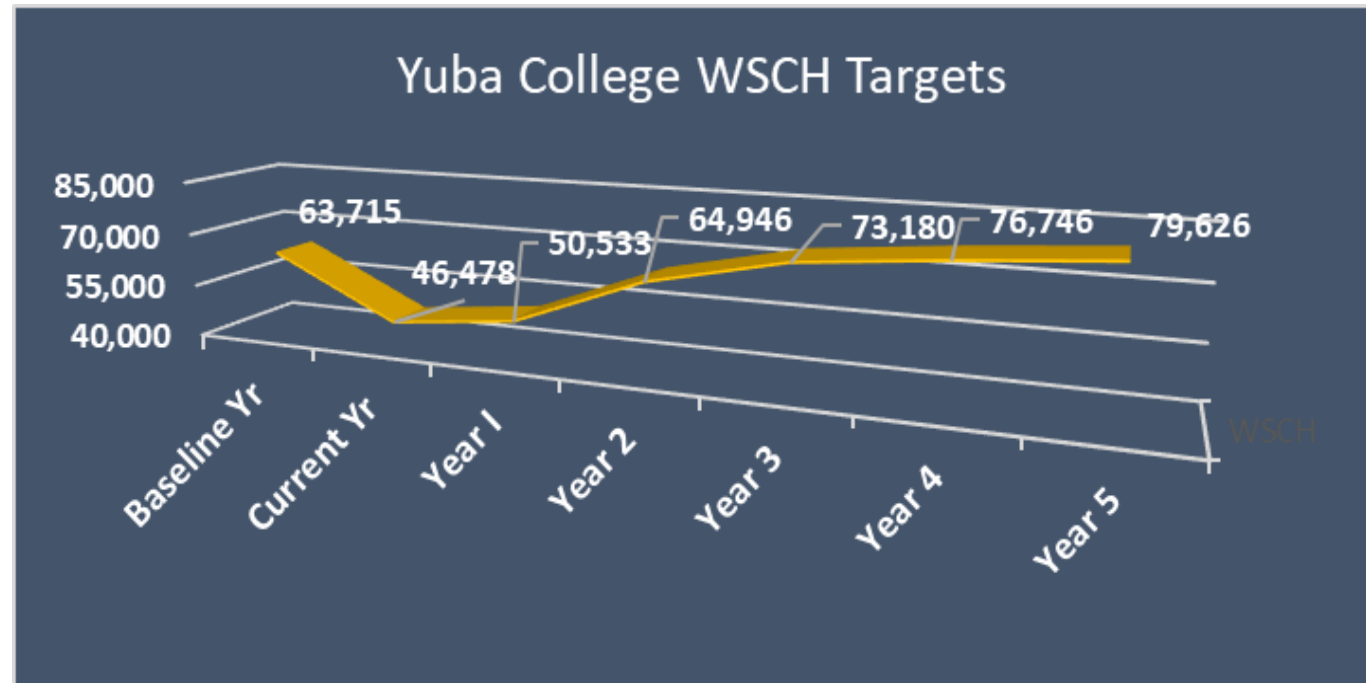
## Key Elements

- 1) Population growth in the College's effective service area (ESA)
- 2) Key demographic markers (ESA)
- 3) Past track record for growth: Student enrollments and WSCH / FTES
- 4) Area dynamics relative to education and economic vitality
- 5) Transportation infrastructure
- 6) Strength of the college's program of instruction
- 7) The rate of / capacity for student participation
- 8) The "X-Factor"

# Future Growth Targets Student Enrollment

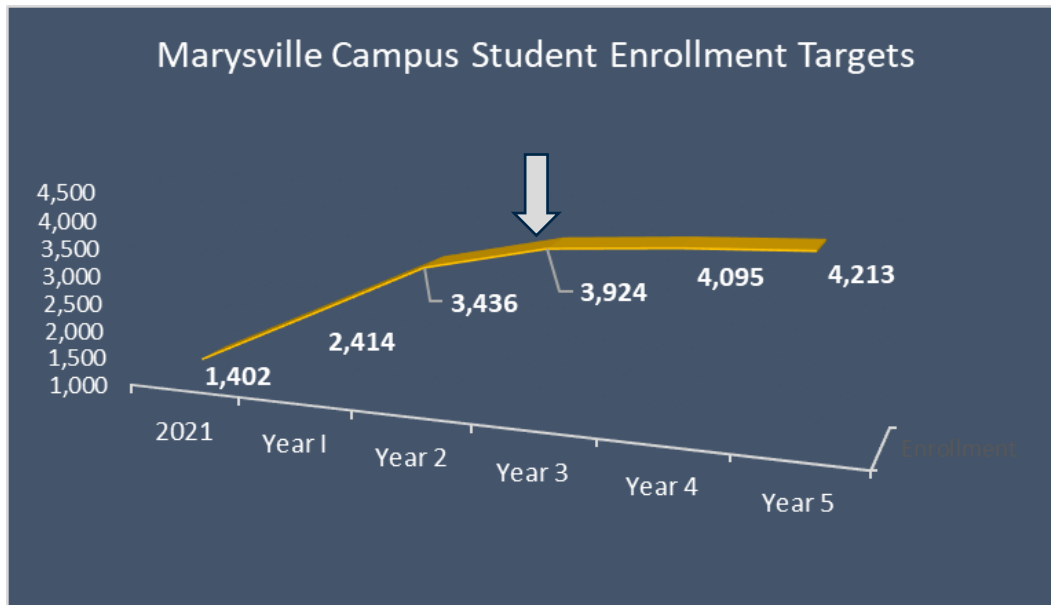


# Future Growth Targets WSCH / FTES



## Key Considerations Going Forward

- Back to F2F ASAP
- Commitment to setting the needs of students first
  - Improved class scheduling process
  - Better rotation of course offerings
  - Communication/connection
  - Improved simplified registration process
- Develop and institute “The Promise(s) ” Program
- Commitment to creating a long-range facility plan
- Fully engage the “X-Factor”



# Marysville Student Enrollment Targets

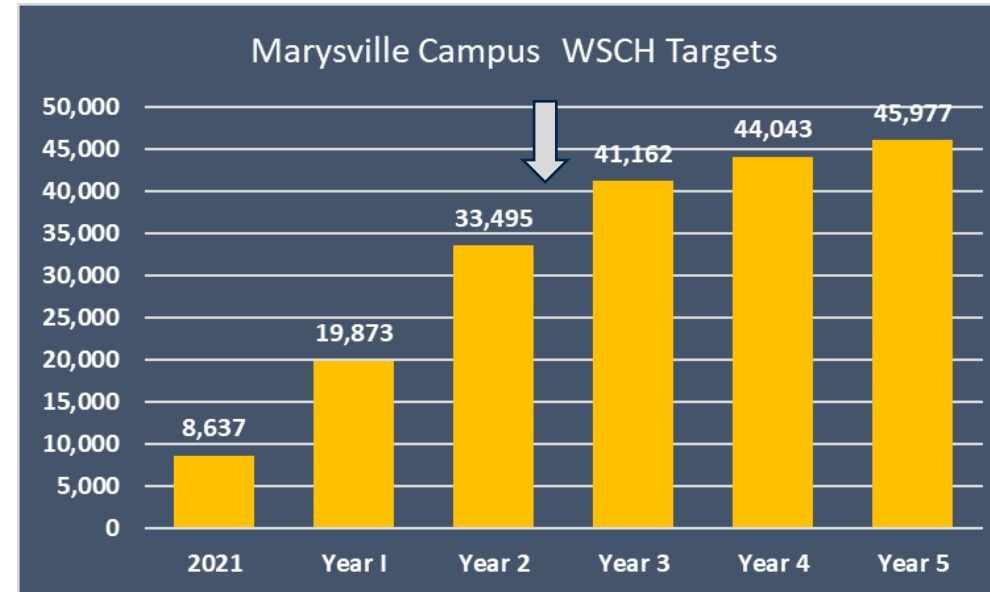
## Meeting Growth Targets

- Stop the bleeding
  - Lost -64.2% of enrollments since 2019
  - 2,510 students in absolute values
- Claw-back to baseline year / Reclaim “lost” students
- Strategy for achieving enrollment growth
  - Claw-back - Years 1 and 2
  - Grow at 2.5% annual average from years 3 – 5
  - Target 4,213 enrolled students by Year 5

# Marysville WSCH/FTES Growth Target

## Key Considerations Going Forward

- Encourage/accommodate new students to pursue full-time status
- Encourage /accommodate new and existing students to take greater course loads
- Expand existing class sizes to improve production efficiency/accommodate students
- Measure curriculum efficiency
- Bolster student tutoring/mentoring programs to keep students in good academic standing

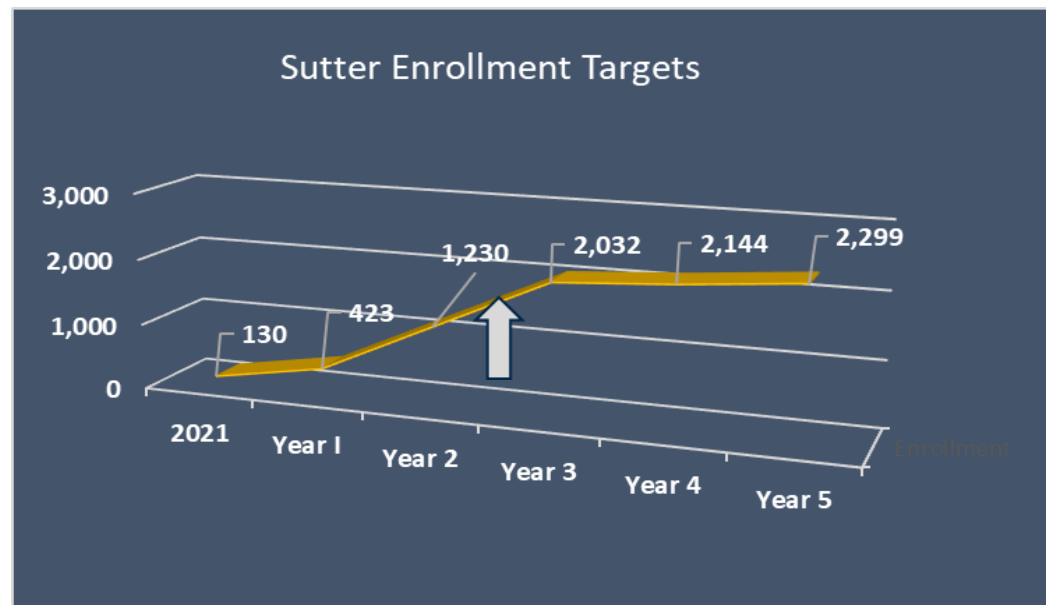


## Meeting WSCH/FTES Targets

- Claw-back to baseline year (2019) values
  - Lost 79.2% of WSCH/FTES value over last 3 years (1,383.2 FTES to 287.9)
- Strategy for achieving growth WSCH/FTES targets
  - Claw-back Years 1 and 2
  - 3.9% average annual growth for years 3 – 5
  - Meet capacity growth goal of 45,977 WSCH 1,533 FTES by end of 5-years
- All hands-on deck effort

## Key Considerations Going Forward

- Reclaim Sutter – Make it unique in its purpose and mission
  - Offer 2-year degree programs
  - Pilot shorter than semester classes
  - Offer a solid schedule of evening classes
- Host/Support key programs of Yuba College
  - On-Line Education
  - Dual Enrollment
- Provide dedicated, full-time support staff (consistent with productivity)
- Provide key amenities (food service, etc.)
- Develop a long-range facility use plan



## Sutter Enrollment Growth Targets

### Meeting Growth Targets

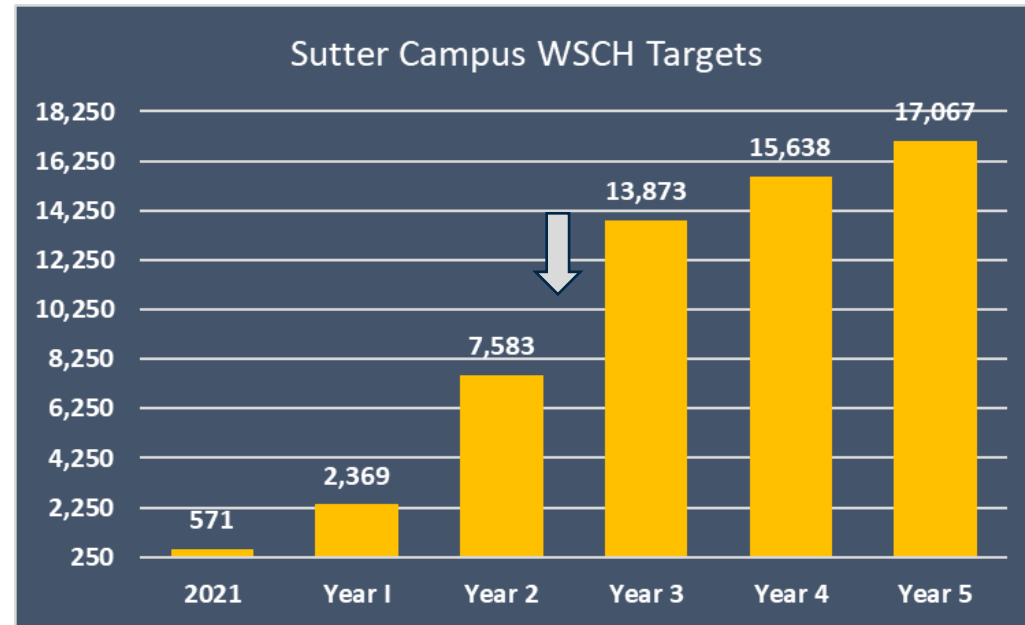
- Stop the bleeding
  - Lost -92.7% of enrollments since 2019
  - 1,642 of 1,772 students in absolute values
- Claw-back to baseline year / Reclaim “lost” students
- Strategy for achieving enrollment growth
  - Claw-back - Years 1 and 2
  - Growth at 4.4% from years 3 – 5
  - Reach 2,299 enrolled students by Year 5
- Fully engage the “X-Factor” (Task Force)



# Sutter WSCH/FTES Growth Targets

## Key Considerations Going Forward

- Expand student tutoring/mentoring programs to support student success
- Student retention via engagement/support
- Monitor/measure curriculum efficiency values
- Coordinate/manage a varied academic use schedule to maximize student participation

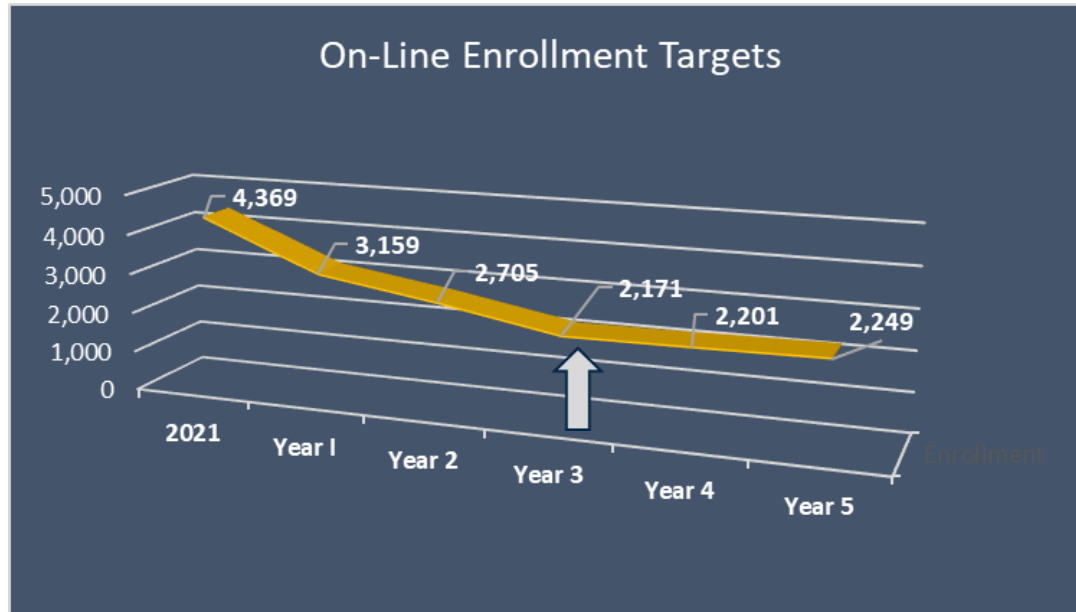


## Meeting WSCH/FTES Targets

- Claw-back to baseline year (2019) values
  - Lost -94.6% of WSCH/FTES value over last 3 years (10,585 WSCH to 571 WSCH)
- Strategy for WSCH/FTES growth
  - Claw-back Years 1 and 2
  - 7.7% annual growth for years 3 – 5
  - Meet growth target of 17,067 WSCH/569 FTES by Year 5
- Attain Center status (500FTES) based on Sutter program of instruction alone by Year 5

## Key Considerations Going Forward

- Massive growth in OL student enrollment not sustainable (pandemic induced)
  - 100% increase from 2019 to 2021
  - 2,194 to 4,369 in absolute values
- Pre-pandemic (2012 to 2018), OL grew at an annual average rate of 2.61%
- OL here to stay – Needs to be the very best it can be in an extremely competitive market
- Declining enrollment then increasing



## On-Line Enrollment Growth Targets

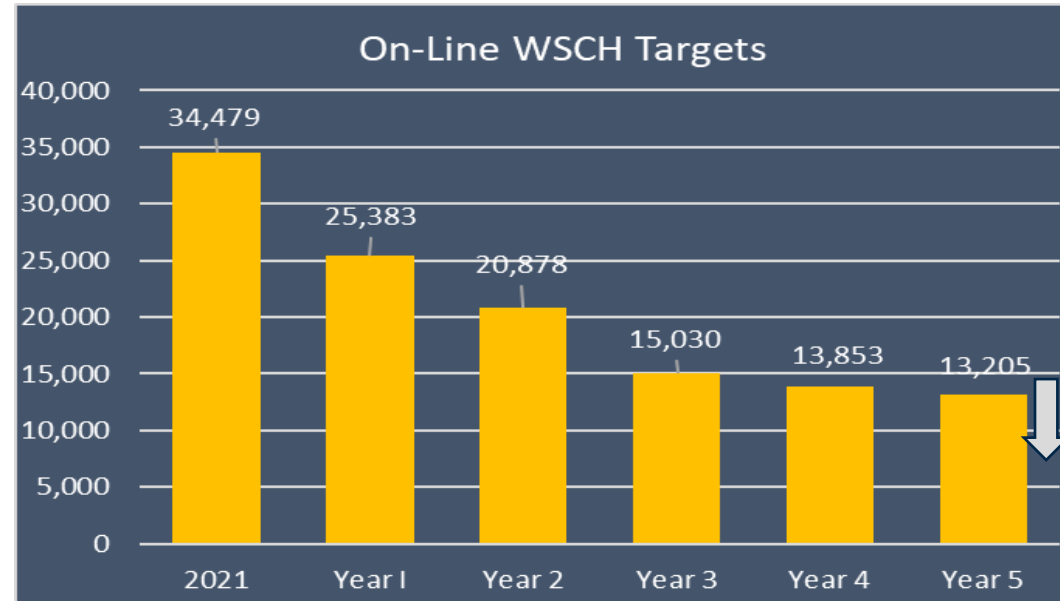
### Meeting Growth Targets

- Readjustment to a more F2F teaching/learning modality
- Adapt to a newfound interest in OL by learners who find it convenient to meet their schedules/personal needs
- Strategy for achieving forecasted growth
  - Decline/retrenchment - Years 1 and 2
  - Growth at annual rate of 3.6% years 3 – 5
  - Reach 2,249 enrolled students by Year 5

# On-Line WSCH/FTES Growth Targets

## Key Considerations Going Forward

- On-Line WSCH/FTES is projected to decline
- The productivity values for WSCH/FTES per enrollment and class section will also decline
- YC will need to monitor/measure curriculum efficiency values going forward
- If YC intends to stay in the OL market –
  - Expect to invest in hardware/software technologies
  - Possibly explore OL degree programs



## Meeting WSCH/FTES Targets

- Rapid and then slowing progression of OL retrenchment
- Strategy for WSCH/FTES growth
  - Retrenchment and decline – Years 1 & 2 expect a drop of 65%
  - -12.1% cumulative drop over years 3 – 5
  - Retrenchment target of 13,205 WSCH / 440FTES by Year 5

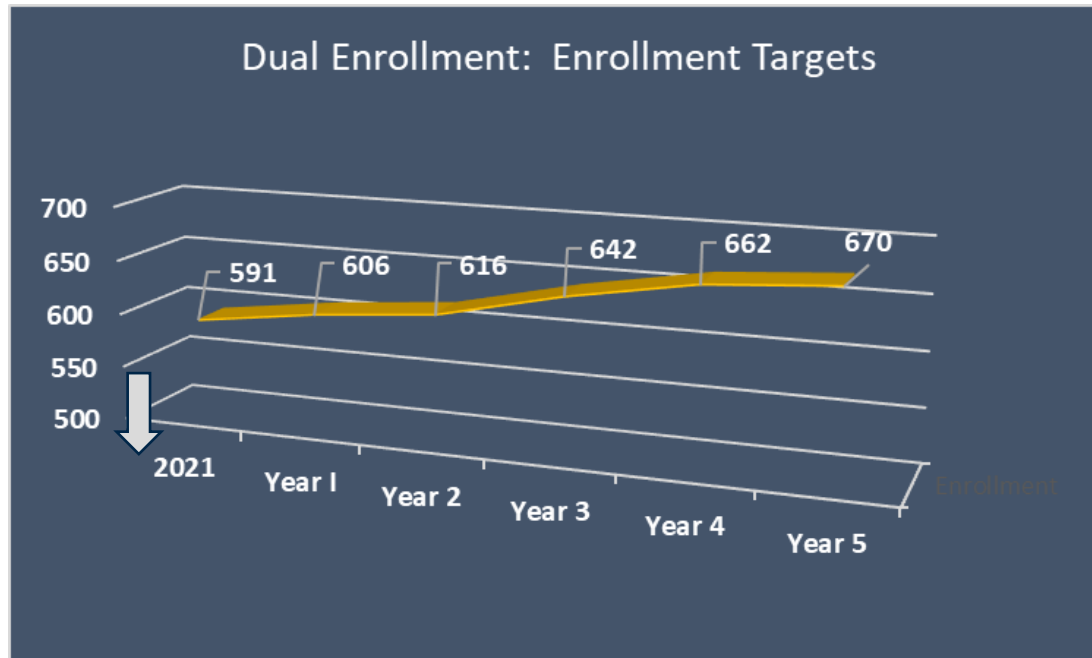
## Key Considerations Going Forward

- Monitoring the “connection to entry” metric for enrolled students
- Identifying clear pathways for students to achieve AA degrees or other academic end points
- Marketing DE program to parents
- More YC high-touch with DE students
- Continued X-Factor in action – a bright spot for YC

# Dual Enrollment: Enrollment Growth Targets

## Meeting Growth Targets

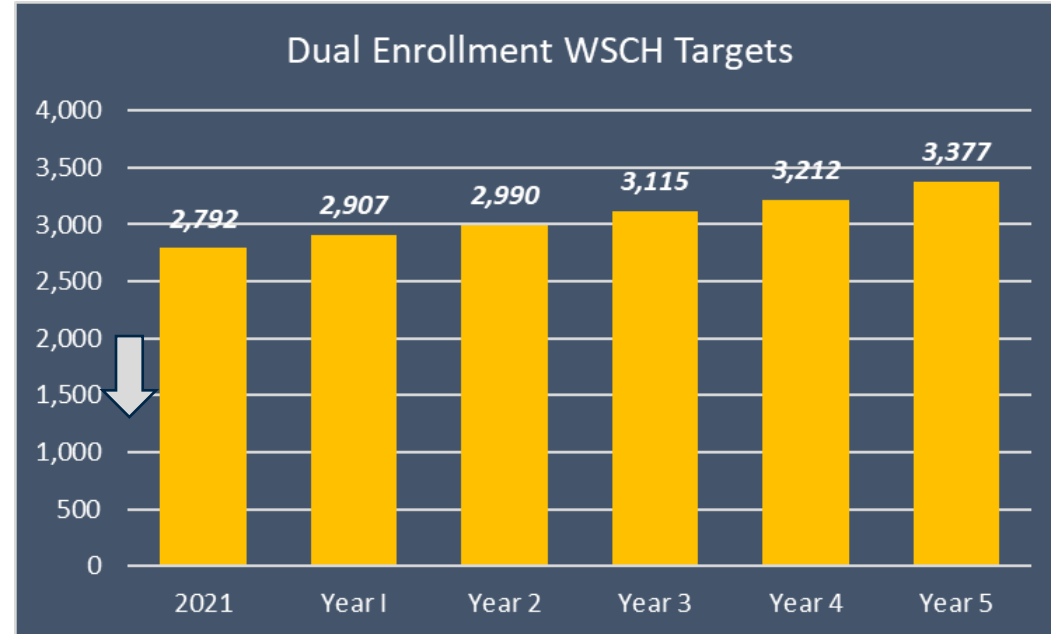
- Trending upward with plus positive growth
  - 97% cumulative growth over 3-years
  - Absolute value of 291 student over 3 year
- Forecast for achieving growth targets
  - Measured annual average growth of 2.22% over Years 1 – 5
  - Reach 670 enrolled students by Year 5
  - Account for 7% of YC headcount by Year 5



# Dual Enrollment WSCH/FTES Targets

## Key Considerations Going Forward

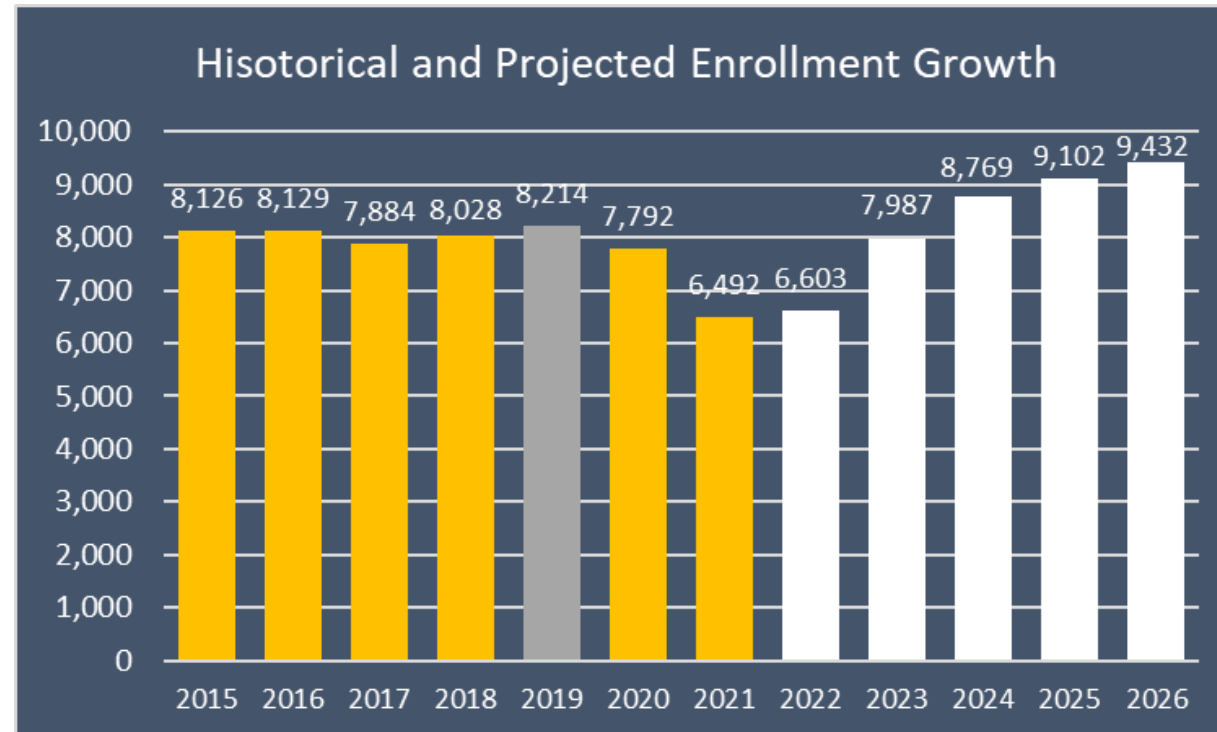
- Encourage existing students to carry greater course loads (presently 4.72WSCH per enrollment)
- Monitor/measure curriculum efficiency values going forward
- Improve overall WSCH/FTES rates by increasing entry rates of H.S. students to YC



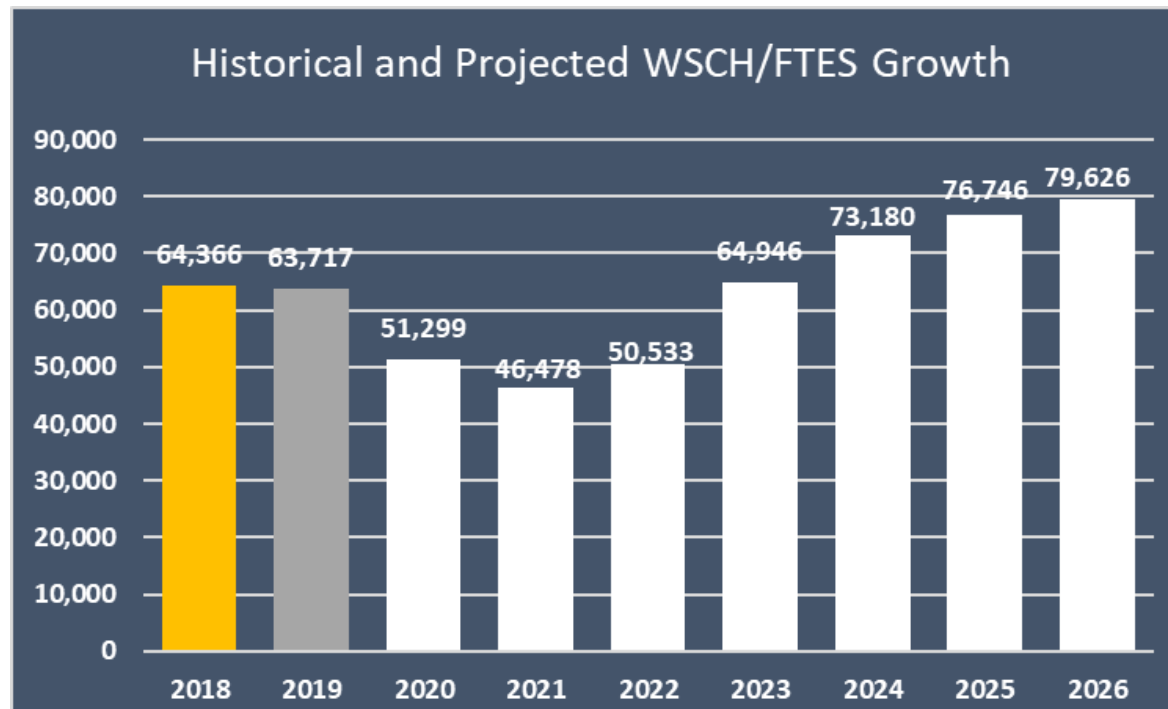
## Meeting WSCH/FTES Targets

- Steady, measured growth of WSCH/FTES over next 5-years
- Forecast for achieving WSCH / FTES targets
  - 3.5% annual average growth of WSCH/FTES Years 1 - 5
  - Plus 585 WSCH / 19.5FTES over projection period
  - Account for 4.24% of YC WSCH/FTES by Year 5

# Yuba College Past and Future Enrollment Growth



# Yuba College Past and Future WSCH/FTES Growth Targets



# Questions and Discussions