

Yosemite Community College District
Strategic Plan (2016-2021)
Supplemental Report

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This Supplemental Report of the Yosemite Community College District Five Year Plan, a Strategic Vision for 2016-2021 is intended to bridge the time period between the expiration of the current report and the writing and adoption of a new strategic plan. It is not intended to replace the expired plan or determine the content of the next plan.

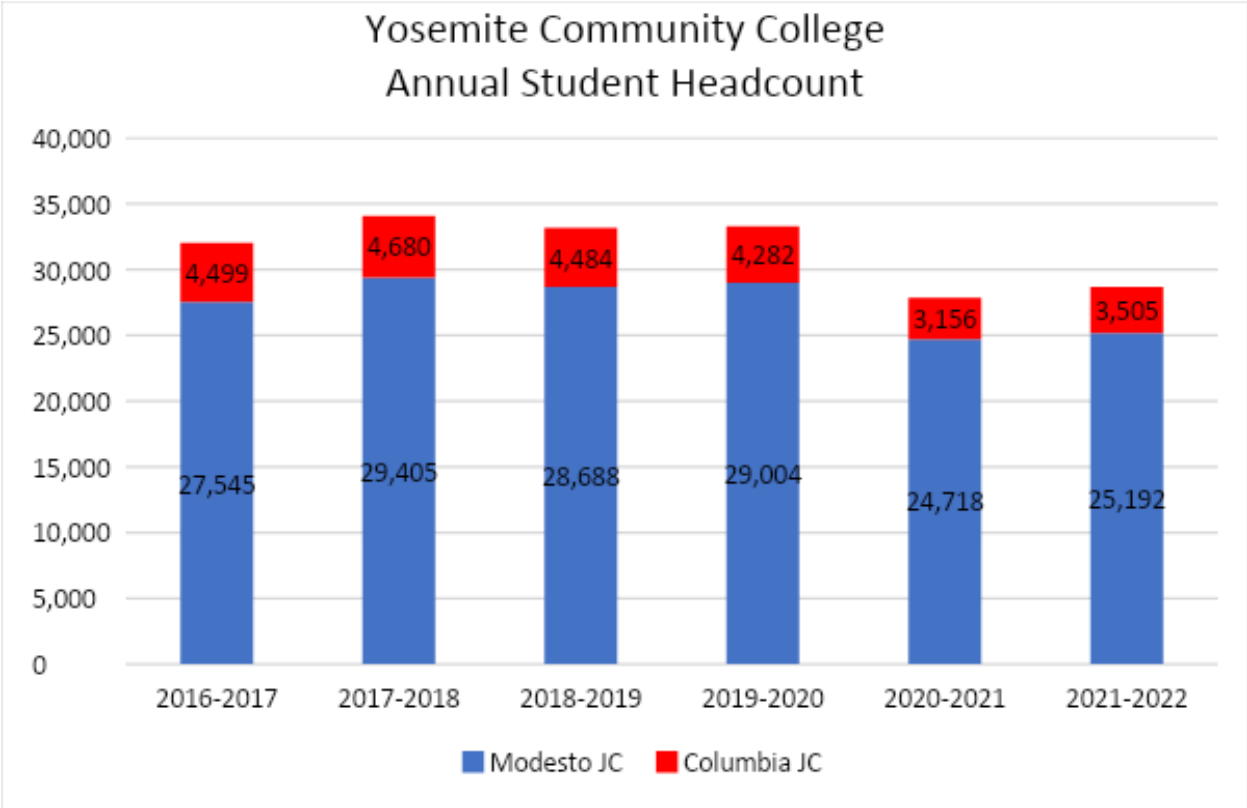
The first section of this report updates some of the key student demographic information provided in the original report. The information is presented graphically with suggestions of how it may be of use to support and instructional staff.

The middle section simply restates the vision, mission, core values, and strategic planning guiding principals for the Yosemite Community College District. As a first step toward writing a new plan, these four components should either be confirmed or revised.

The final section of the report provides a brief update on progress toward each of the five goal areas where supporting data or actions is available.

The authors of this report do have the following suggestions for consideration when rewriting the report.

- 1) The current vision statement is formatted as a slogan. It might be rewritten in a manner that guides staff toward the ideal future state of the organization.
- 2) The first guiding principle is student success, yet there is very little about student success in the five goals of the plan. If student success is first and foremost among the guiding principles then a goal on student academic achievement should be considered.
- 3) Modesto and Columbia Junior Colleges are either in the process of rewriting or have recently completed their site strategic plans. Alignment to those plans could add to organizational cohesion.
- 4) An annual report to the Board of Trustees on progress toward meeting the goals of the next plan would help to keep the plan current. Modifications on an annual basis, with Board approval could allow the plan to be perpetual with no built in expiration date.



YCCD Annual Student Headcount

Student enrollment was relatively flat in the late 2010’s. There was a significant drop in annual student headcount beginning in the 2020-2021 academic year for both Modesto JC and Columbia JC, although in 2021-2022 there was a slight rebound in student numbers. The early indication is that the recovery will continue in 2022-2023. While there is little doubt that the sharp decline in the 2020-2021 academic year was due to the COVID-19 pandemic, it will be important to monitor enrollment to determine if that was the only cause, or if there is an additional demographic decline occurring as well.

Full-Time Equivalent Students (FTES) and Headcount

The chart below of FTES shows the same drop off in student enrollment in the 2020-2021 academic year. However, the rebound seen with student headcount in the subsequent year is not shown for FTES.

Yosemite Community College District Annual FTES			
Year	Columbia	Modesto	Total
2016-2017	1,884.6	14,386.7	16,271.3
2017-2018	1,883.0	14,414.5	16,297.5
2018-2019	1,891.7	14,545.8	16,437.5
2019-2020	1,871.9	14,469.6	16,341.5
2020-2021	1,479.0	12,316.0	13,795.0
2021-2022	1,459.8	11,975.9	13,435.7

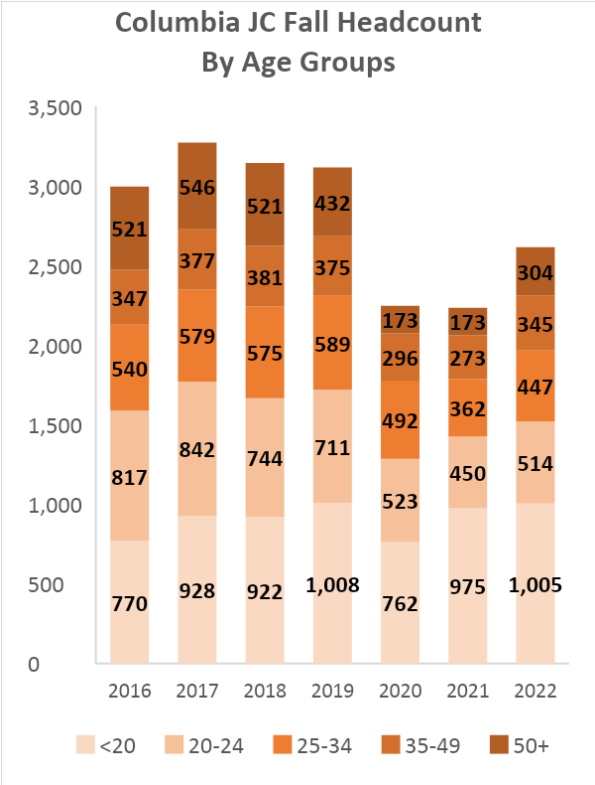
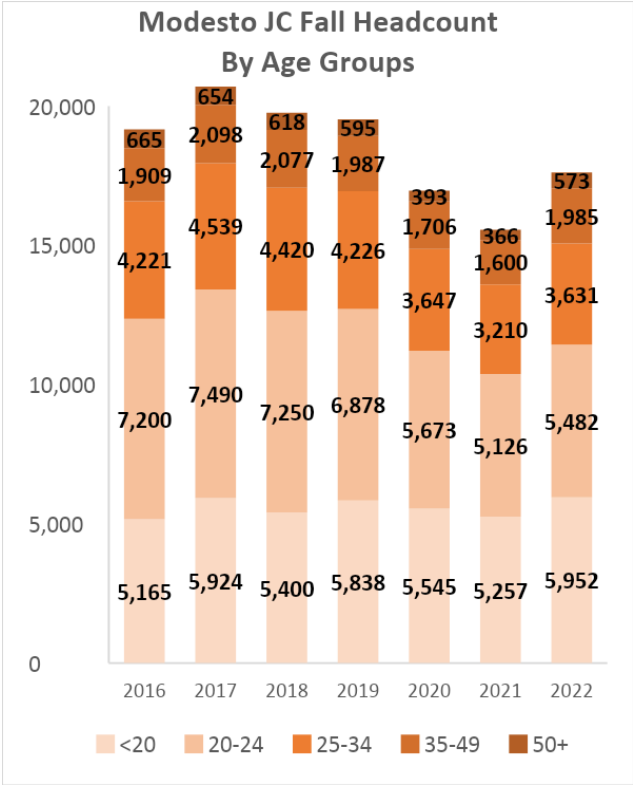
The next chart, shown below, provides an explanation for this discrepancy. The ratio between FTES and headcount drops in the 2021-2022 academic year. The explanation for this is a decrease in the academic load per student.

	Columbia			Modesto		
	Headcount	FTES	Ratio	Headcount	FTES	Ratio
2016-2017	4,499	1,884.6	41.9%	27,545	14,386.7	52.2%
2017-2018	4,680	1,883.0	40.2%	29,405	14,414.5	49.0%
2018-2019	4,484	1,891.7	42.2%	28,688	14,545.8	50.7%
2019-2020	4,282	1,871.9	43.7%	29,004	14,469.6	49.9%
2020-2021	3,156	1,479.0	46.9%	24,718	12,316.0	49.8%
2021-2022	3,505	1,459.8	41.6%	25,192	11,975.9	47.5%

This ratio should be useful to monitor as the needs of full-time and part-time students may differ. An additional consideration is that as dual enrollment programs increase, the ratio between FTES and headcount may drop since high school students tend to take junior college courses on a less than full-time basis.

YCCD Student Fall Headcount by Age

The ages of YCCD students are important to consider since the needs of students in their teens and early twenties can be quite different than students in their thirties, forties, and fifties. MJC enrollment for students 20 years of age or younger remained relatively constant since 2016, while older students appeared to be more impacted by COVID-19. Compared to MJC, Columbia has a higher portion of older students. Possibly due to the impact of COVID-19, Columbia is trending toward MJC, in terms of a decrease in the proportion of older students.



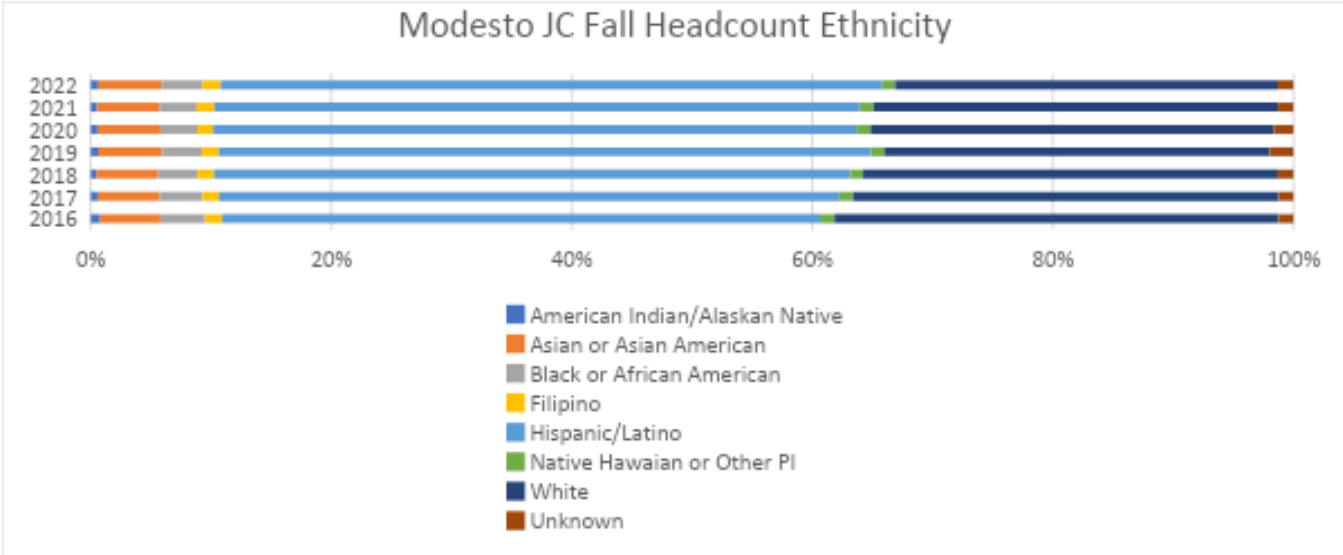
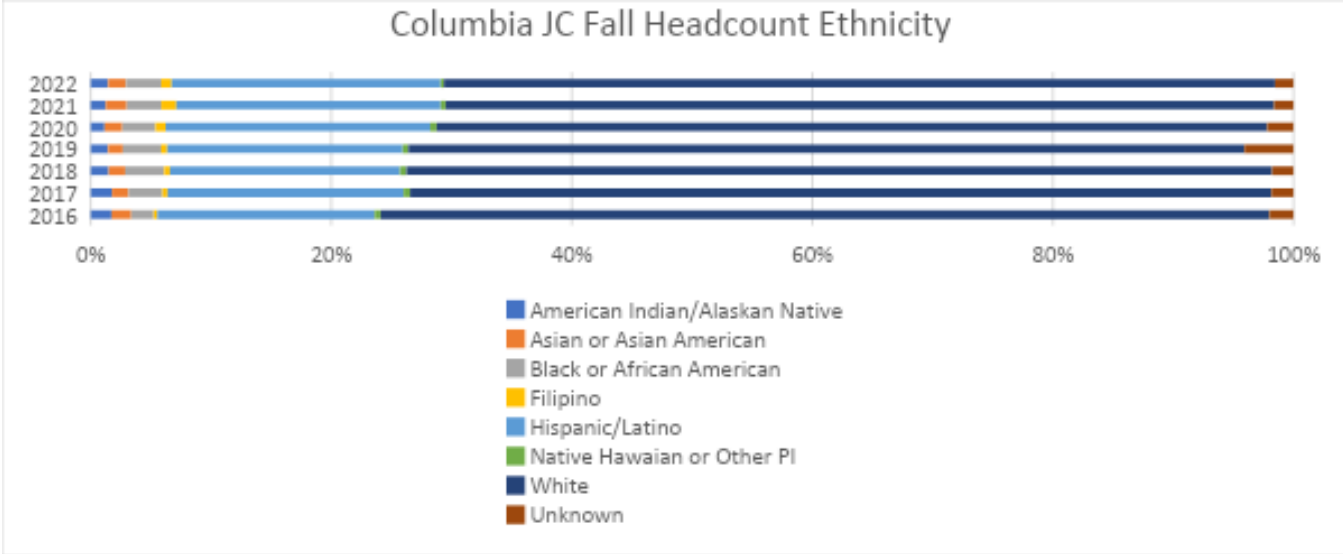
YCCD Student Fall Headcount by Gender

Female students continue to outnumber males at both campuses of YCCD. Even with a decrease in total student enrollment due to the impact of COVID-19 in 2021, the percent of female students remained somewhat consistent at Columbia, whereas the percentage of female students continued to increase at MJC. This leads to the conclusion that for MJC, male student enrollment was more impacted by COVID-19 than female student enrollment. Given the well documented struggles of males students, this is valuable information for purposes of providing support to male students and potential male students.

Another consideration is that, while small, the non-binary and other/unreported student population continues to increase at both MJC and Columbia. Support and instructional staff may benefit from strategies to help this highly vulnerable population.

Fall Headcount Gender by College and Year	Fall 2016		Fall 2017		Fall 2018		Fall 2019		Fall 2020		Fall 2021		Fall 2022	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Columbia Total	2,995	100.0%	3,272	100.0%	3,142	100.0%	3,112	100.0%	2,246	100.0%	2,233	100.0%	2,615	100.0%
Female	1,661	55.5%	1,750	53.5%	1,732	55.1%	1,694	54.4%	1,291	57.5%	1,177	52.7%	1,435	54.9%
Male	1,277	42.6%	1,449	44.3%	1,331	42.4%	1,349	43.3%	927	41.3%	1,007	45.1%	1,105	42.3%
Non-binary	2	0.1%	7	0.2%	8	0.3%	10	0.3%	10	0.4%	17	0.8%	20	0.8%
Other/Unreported	55	1.8%	66	2.0%	71	2.3%	59	1.9%	18	0.8%	32	1.4%	55	2.1%
Modesto Total	19,160	100.0%	20,703	100.0%	19,766	100.0%	19,515	100.0%	16,964	100.0%	15,559	100.0%	17,623	100.0%
Female	11,087	57.9%	12,168	58.8%	11,844	59.9%	11,598	59.4%	10,624	62.6%	9,637	61.9%	10,774	61.1%
Male	7,877	41.1%	8,300	40.1%	7,704	39.0%	7,694	39.4%	6,183	36.4%	5,737	36.9%	6,535	37.1%
Non-binary	23	0.1%	33	0.2%	32	0.2%	35	0.2%	21	0.1%	62	0.4%	140	0.8%
Other/	173	0.9%	202	1.0%	186	0.9%	188	1.0%	136	0.8%	123	0.8%	174	1.0%

YCCD Student Fall Headcount by Ethnicity



YCCD Student Fall Headcount by Ethnicity (continued)

At both MJC and Columbia, the population of Hispanic/Latino students is growing. While Columbia still has a majority of white students, Hispanic/Latino students constitute a majority of MJC's student population. At both colleges, white and Hispanic/Latino students together comprise a large majority of the population.

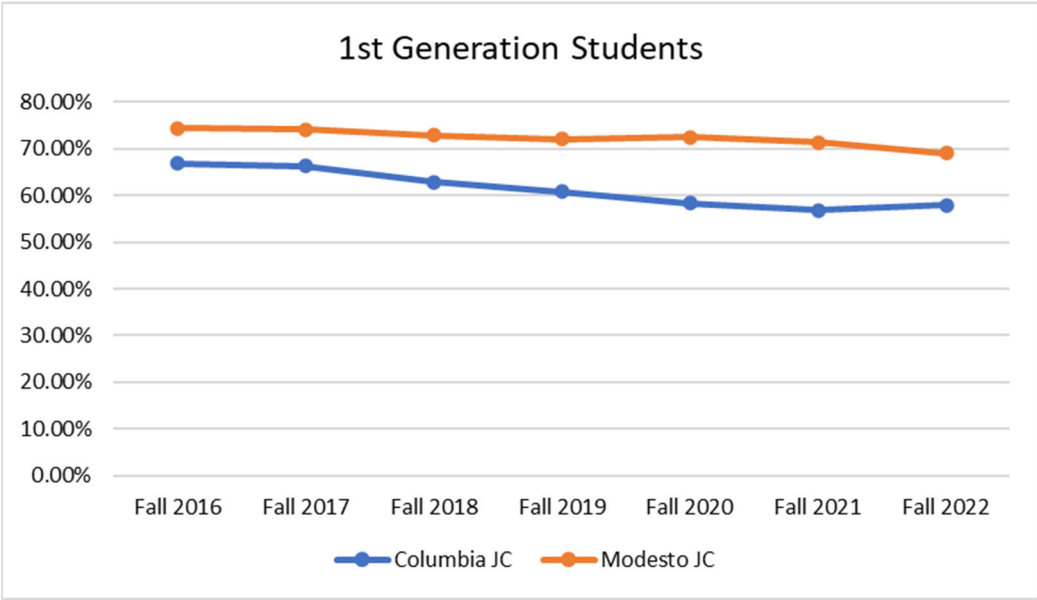
Among the smaller populations of students, there has been a notable decrease in Filipino students at Columbia. Likewise, the population of Black or African American students at the school is decreasing, although not as sharply as for Filipino students. Columbia does have a significant population of American Indian/Alaskan Native students.

MJC features significant Asian or Asian American and Black or African American student subgroups.

As with age, the needs of students from different ethnicities can vary, so this information should be of use to guidance and student support staff, as well as instructors, at both institutions.

YCCD First Generation Students as a Percentage of Headcount

The percentage of first generation students at both colleges has decreased slightly in recent years, and the two institutions are similar for this student characteristic. Approximately 60% of the students at Columbia are first generation college students, while this demographic has a rate at MJC of approximately 70%. The support needs of first generation college students tend to be greater than for students who have a parent who attended a post-secondary institution. This should inform district and college staff regarding the support needs for many of the students at both institutions.



YCCD Vision

Dream. Learn. Achieve. YCCD...Where it happens.

YCCD Mission

The Yosemite Community College District is committed to responding to the needs of our diverse community through excellence in teaching, learning and support programs contributing to social, cultural, and economic development and wellness.

YCCD Core Values

Integrity

We value respect for others, honor the dignity of each individual, and foster a civil and ethical environment. We value and hold ourselves accountable for the efficient and effective use of the human, physical, environmental, and fiscal resources entrusted to us.

Learning

We value learning as a lifelong process and strive to adapt and be responsive to new and existing challenges and opportunities.

Excellence

We value and encourage innovation, creativity, and commitment in achieving and sustaining a quality educational environment through continuous improvement.

Student Success

The Strategic Plan reflects the District's commitment to support both colleges in fostering student success.

Collegiality

The Strategic Plan reflects thoughtful and responsible leadership through a collaborative process, while maintaining a climate of clear, respectful communication among administrators, faculty, staff, students, and stakeholders throughout the community.

Community Enhancement

The Strategic Plan reflects the District's commitment to enhance the quality and advancement of services that contribute to and value the social, cultural, and economic development and wellness of our communities.

Open Access

The Strategic Plan reflects the District's commitment to serving its diverse communities in an equitable manner by providing open access to quality educational opportunities.

Stewardship

The Strategic Plan reflects the District's commitment to responsible planning and management of resources.

Institutional Alignment

The Strategic Plan clearly supports cooperative links among the District, secondary and postsecondary institutions, and the California Community College Chancellor's Office which allows for uniqueness of each college within the District and each service area.

Goal 1: Quality Staff

The Yosemite Community College District will attract and retain highly qualified employees that reflect the diverse populations we serve across the District.

Yosemite Community College District will:

- Recognize and foster internal advancement of employees by supporting professional growth and leadership excellence.
- Expand recruitment of diverse applicants.
- Identify and recognize staff excellence and expertise throughout the District.

During the period between Fall 2006 and Summer 2018 *The Central Services Spirit Award Recognition* was granted annually to two classified team members and one leadership team member within Central Services. Recipients of the award were recognized for their exemplary performance and service above their specific job responsibility. The award program was paused due to the pandemic.

Additionally, between 2009 and 2023, the YCCD *Classified Employee of the Year* award was given annually to a classified staff member for recognition of demonstrating the highest level of commitment to the *Vision for Success and Equitable Student Outcomes* through the community college system. In 2023, the employee who was nominated for the *California Community Colleges Classified Employee of the Year Award*, moved forward to the Board of Governors and State Chancellor's Office.

In the area of expanding recruitment efforts to attract diverse applicants, during the 2022-2023 recruitment period, there were 24 management positions posted and filled. Of the 24 management recruitments, nine external candidates were hired. The 15 remaining positions were filled by successful internal candidates who were placed in a management position, subsequently becoming promoted. As a result, 62.5% of the positions filled were employed by internal candidates who applied for an advanced position.

Goal 2: Technology

The Yosemite Community College District aligns human and financial resources to provide leading edge technology and support to meet the prioritized technological needs of the District and its students.

Yosemite Community College District will:

- Provide current (up-to-date) computer information systems that support instruction and administrative needs.
- Develop and implement a plan to enforce cyber security.

Both the Modesto and Columbia campuses have recently utilized Higher Education Emergency Relief Funds (COVID-19 Funding) to upgrade classroom presentation technology to accommodate HyFlex instruction. Technology infrastructure has been enhanced with Palo Alto enterprise firewalls, new application delivery controllers, upgraded data center infrastructure, and CISCO wireless controllers and access points. New fiber optic cable has been installed throughout the Modesto campus to replace an aging physical cabling plant. These upgrades have significantly improved instructional capabilities including online delivery of classes.

These hardware upgrades have been complemented by the acquisition of over 60 instructional and operational software packages between 2016 and 2023. These additions have significantly increased the district's instructional capacity, efficiency of operations, and network security.

The Palo Alto firewall and the other upgrades have increased cyber security of the YCCD information technology systems.

Goal 3: Fiscal Services

The Yosemite Community College District optimizes its resources through creative and prudent fiscal management providing a stable, yet flexible funding base.

Yosemite Community College District will:

- Maintain fiscal solvency and provide fiscal stewardship.
- Maintain sound District-wide internal fiscal controls to achieve an annual unqualified audit opinion.
- Maintain a minimum of 10% District General Fund Balance Reserve.
- Integrate the resource allocation process with the District mission and ensure that it is transparent and clearly communicated throughout the District.

Audits for Fiscal Years 2017, 2018, 2019, 2020, 2021, and 2022 were unqualified and had no findings.

The District has maintained fund balances in excess of the minimum 10% specified, as illustrated in the table below.

Fiscal Year	2017	2018	2019	2020	2021	2022
Fund Balance	\$15.7 M	\$17.4 M	\$17.9 M	\$23.6 M	\$33.0 M	\$31.9 M
Percentage*	15.47%	17.07%	16.05%	20.43%	29.33%	25.18%

*Fund balance as a percentage of expenditures

Goal 4: Facilities

The Yosemite Community College District is committed to the development and maintenance of high quality, functional, accessible, and safe facilities and grounds that are aesthetically pleasing and in harmony with the environment.

Yosemite Community College District will:

- Maintain a safe, clean, attractive environment for student learning and staff.
- Regularly review and update the District Facilities Master Plan to address staffing, maintenance, security, parking and transportation needs, environmental concerns, and space utilization for educational programs and services.

A Facilities Condition Assessment (FCA) was conducted in 2019, which is within regulations stating an assessment must be completed at least once every five years. The FCA was led by representatives of the Foundation of CCC and CCC State Chancellor's office. The report is filed with the FUSION (Facilities Utilization, Space Inventory Option Net) database, which tracks the facility condition assessments for all the California Community Colleges.

As an on-going measure to ensure a safe, clean, and attractive campus environment is maintained, Operations Managers are required to perform building inspections of facilities. Moreover, staff members are required to immediately submit work orders to remediate safety issues. There is currently a work order system in place, and it is used for the campuses to report any issues related to the safety of facilities and grounds. A main office phone number to report immediate hazards is accessible at all times. MJC has also reinstated an ADA Advisory Committee to help identify, address, and prioritize ADA-related recommendations.

The Facility Master Plan follows the Strategic Plan or Education Master Plan for each college. The plan is in progress for MJC and work can begin on the Facility Master Plan once the update to the Strategic Plan is completed and approved.

Goal 5: Campus Climate

The Yosemite Community College District is dedicated to civility, acceptance, and mutual respect, which are reflected in its inclusiveness of all students and staff, high morale, health, wellness, teamwork, and participatory governance.

Yosemite Community College District will:

- Provide a safe environment for teaching and learning.
- Support an inclusive environment that fosters respect and appreciation of all staff and students.

In 2017 The Modesto Junior College carried out a Program Review. The purpose of the instructional, non-instructional, and administrative unit program review process was to improve the student success at Modesto Junior College. In addition, Program Review provides an opportunity for faculty to reflect on educational practices, engage learning and achievement rates, and review the role of their programs in the context of all offerings at Modesto Junior College.

The Survey of Governance Structures was conducted in Spring 2021 to provide Columbia College with insights about its methods of participatory governance, the college's structured process of decision making through councils and committees, and the extent that its constituency groups (i.e., Students, Faculty, Classified Staff, and Leadership Team) perceived value in the governance process. Responses were collected online. A total of 160 Columbia College members responded from a total of 295 initially invited, a response rate of 54.2%. The outcome of the survey showed the majority of respondents favorably agreed with all areas solicited.

Additionally in Spring 2021, Columbia College collected data on the overall student satisfaction with regard to their experience at the college. The data was collected and compared to the national average. 81% of the Columbia College students who took the assessment stated they were satisfied/very satisfied compared to the National level scoring of 66% being satisfied/very satisfied.

The Modesto Junior College Employee Climate Survey Analysis was conducted in Spring 2023.

Of the 853 employees who received the questionnaire, they received a total of 449 partial or completed responses (52.6% response rate.) The purpose of this survey was to (1) identify organizational climate factors that may contribute to voluntary employee turnover at Modesto Junior College and (2) evaluate the campus climate for diversity through both overall perceptions and individual employee experiences. Respondents reported that they were somewhat unlikely to leave their current position. Respondents also reported that they were extremely unlikely to leave Modesto Junior College.

In conclusion, it was found that employee satisfaction with leadership, management, organizational citizenship, interpersonal relationships, and the institution's capacity and values are all significantly correlated with the employee's intention to leave their current position and/or the institution as a whole.

In terms of campus diversity, employees were asked 12 items related to their perception of employee diversity and atmosphere for diversity on campus. Overall, respondents are ambivalent about the racial/ethnic diversity of the MJC faculty.