



MEMO

TO: College Presidents and District Services
FROM: Chancellor Houston
DATE: November 9, 2020
SUBJECT: REVISED 2020-2021 Planning Guidelines

The purpose of this memo is to provide guidance to the Colleges and District Services in developing FY 20-21 plans to accomplish the YCCD Governing Board's Strategic Goals. Due to the COVID-19 pandemic and the resulting recession, the **District is facing extremely challenging fiscal times**. Developing enrollment forecasts and an integrated budget is difficult as the operating environment is changing rapidly. Therefore, our planning will need to be responsive as new information is received from health officials, the Chancellor's Office and the state.

The Board of Trustees continues to be committed to achieving the Board of Governors' (BOG) Vision for Success Goals. On August 9, 2018, the Yuba Community College District (YCCD) Board of Trustees passed Resolution 18-32 committing to the following five-year Student Success Goals (amended January 2019).

By 2023:

1. Increase by at least 20 percent the number of students annually who acquire associates degrees, credentials, certificates, or specific skills sets that prepare them for an in-demand job;
2. Increase by 35 percent the number of students transferring annually to a UC or CSU;
3. Decrease the average number of units accumulated by students earning associate's degrees to 79 units;
4. Increase to 76% the percentage of CTE students who report being employed in their field of study; and
5. Reduce by 40% the equity gaps across all the above measures through faster improvements among traditionally underrepresented student groups; fully closing those achievement gaps within 10 years.

The Chancellor's FY 2020-2021 Priorities and Goals established by the Board of Trustees:

- Coordinate and monitor progress on the Vision for Success Goals
- Develop and Conduct Strategic Planning Process
- Lead discussions of 21st Century Academy
- Monitor:
 - Strategic Enrollment Management
 - Enhance & Coordinate Distance Education
 - Accreditation Planning
 - Grant Activities & Opportunities
 - Phase 3 Safety Initiatives/Projects

- Plan to fund OPED Irrevocable Trust
- Security/Parking analysis and recommendation
- Develop comprehensive Security Plan
- Facilities priorities for Measure J/Q funds
- Lead and support WCC Facility Design process
- Long-range Facilities Master Plan
- Student Self-Service and Employee Self-Service Implementation (IEPI)
- Develop comprehensive IT Master Plan
- Develop and implement comprehensive HR Master Plan
- Expand and develop Foundation Board
- Develop Foundation Strategic Plan

Student-centered Funding

The allocation of the “Student-centered Funding Formula” requires that districts: 1) commit to improving student outcomes in the framework of the Board of Governors Vision for Success; 2) implement strategies to accomplish those improved outcomes; and 3) demonstrate how the application of these funds will accomplish the goals. **It is the expectation of the Board and the Chancellor that the Colleges’ and District Services’ plans demonstrate how the application of these funds will accomplish the above improvements in Student Success.**

Specific Planning Guidelines

In prioritizing/justifying 2020-2021 planning and resource allocation, as well as any other significant resource commitment, each college and the District Services Executive Team should consider the following:

1. Planning Priorities
 - Student Success Strategies
 - Pathways design and implementation
 - Developmental Education Reform (AB 705) including Co-Requisite Remediation
 - Enrollment management to ensure student progression and success
 - Student Access Strategies
 - Zero & low costs texts
 - Distance Education
 - Prior Learning Assessment
 - Enrollment management to ensure access
2. Planning Principles
 - Ensure all planning aligns with the mission, vision and values of the District and the strategic planning documents of the District and Colleges
 - Ensure fiscal stability and viability by optimizing enrollments and integrating SEM into College and District financial planning, budgeting, and allocation processes
 - Implement strategies that lead to equitable access and outcomes
 - Increase collaboration among departments across the Colleges and the District
 - Utilize data to inform decisions and evaluate strategies;
 - Braid multiple funding sources (i.e. SEP, SWP, GP, etc.) for scaled efficiency

Enrollment Planning

The Board intends that the Colleges' local planning commit resources to achieve enrollment targets for the following year:

FTES Goals with FTEF Allocation

Fiscal Year	WCC FTES	WCC FTEF	YC FTES	YC FTEF
2020-21	2502.5	185.4	4647.5	344.3
2021-22	TBD	TBD	TBD	TBD

As you may know, Yuba College was accepted to participate in the 2019 IEPI Strategic Enrollment Management (SEM) Program. The IEPI SEM Program is a comprehensive series of training, coaching, and resources in strategic enrollment management. The program is designed to aid community college practitioners in assessing their current SEM practices and develop strategies to move their SEM initiatives forward. The Yuba College worked with Woodland and District Services to identify a cross-functional group that included representatives from across the district and sparked wider engagement in SEM strategies within YCCD.

As part of this SEM work the District and Institutional Effectiveness Team reassessed the long standing FTES targets for the district and each college which resulted in changing the FTES target for the district from 7626 to 7150. A plan was also developed to incrementally improve the efficiency ratio (FTES/FTEF) over a 4-year period to 14.5 by 2022-2023.

The efficiency target of 13.5 for the 2020-2021 academic year represents an overall efficiency rate for the district and colleges. A target of 13.0 was initially adopted by DC3 during the 2019-2020 academic year (prior to COVID-19), but was subsequently revised to 13.5 at the June 2020 Budget Summit. The increase in the efficiency target was adopted to address the negative financial impact of the COVID-19 crisis. It should be noted that this is an overall target and some subject areas will have higher efficiency ratios while others have lower efficiency ratios. The goal is for the colleges and district as a whole to reach the 13.5 efficiency target. Also it is important to note that this 13.5 does not represent the average number of students in a class. The efficiency targets and the estimated average class size are illustrated below.

Efficiency Target (FTES/FTEF)	YCCD FTEF Needed to Hit Target FTES 7150	Yuba FTEF (65%)	WCC FTEF (35%)	Estimated Average Class Size	YCCD Goals
12.5	560.00	364.00	196.00	25	2019-20
13.5	529.63	344.26	185.37	27	2020-21

FT Faculty Hiring and Investment in Innovation

Focus areas for Full-Time Faculty Hiring

- In proposing faculty hires (i.e. the academic disciplines) Colleges must demonstrate how these hires advance achievement of the student success goals and how the recommended positions are supported by the ratio of FTES/FTEF.

Investment in Innovation

- In consultation with the College Presidents and the Academic Senate Presidents, the Investment in Innovation fund is designed to support innovations that will lead directly to improving student access, student success and/or enrollment growth. Projects for this fund should prioritize:
 - Co-requisite remediation strategies (for AB 705);
 - Moving coursework to DE/Hybrid;
 - OER (Open Education Resources) and OST (Open Source Textbooks);
 - Projects that support students from groups that are underrepresented in higher education, such as low-income students, students from underrepresented schools and neighborhoods, first-generation students, students who are current or former foster youth, and students with disabilities;
 - Projects that incorporate technology to improve instruction and support services with a plan to ensure student success; and
 - Projects that support adults who have been displaced from the workforce, and adults who are underemployed, so as to obtain the necessary training for gainful employment.
 - Projects that incorporate faculty and staff stipends to work in teams, thereby establishing communities of practice.

Proposed Budget Development Timeline

The timeline below reflects deadlines prior to the March board meeting:

- November 15: Update 2020-2021 Planning Memo
- December 31: Gather data
- January 20: ACCCA/ACBO Budget Workshop (details of the Governor's Budget Proposal for 2021-22)
- January 29: Model 3 Scenarios
- End of January: Budget Summit Meeting
- February 2: Review 3 Scenarios in Cabinet
- February 2: Review 3 Scenarios in DC3 and present Draft 2021-2022 Planning Memo
- February 23: Cabinet to finalize preliminary budget assumptions
- February 23: Model FTES/SCFF and present to the Cabinet
- March 2: Review of possible scenarios at DC3 and present Updated 2021-2022 Planning Memo
- March 4: Review of budget process and materials at DCAS
- March Board Meeting: Preliminary recommendations for 2021-22 planning

The timeline below reflects deadlines prior to the Tentative Budget recommendation to the board in June:

- March 31: COVID degree/certificate impact analysis
- March 31: Budget assumptions finalized
- April 15: Publish 2021-2022 Planning Memo
- April/May: Fiscal Services develops draft budget
- June: Tentative budget to Board

- July/August: Annual Planning Assumptions Defined in Planning Memo

Categorical Resources

A third area of focus in the adopted 2020-21 budget is other ongoing apportionment sources such as SEP, SWP and various categorical programs that will be allocated in accordance with Resource Allocation Methodology. The 2020-21 Categorical Allocations are listed below.

2020-2021 DISTRICT CATEGORICAL ALLOCATIONS				
Program	YC	WCC	DO	Total
ONGOING FUNDING				
Student Equity and Achievement	2,341,367	1,316,461		3,657,828
Guided Pathways	80,009	42,500	21,619	144,128
**Strong Workforce (Local)				1,408,342
Perkins	226,820	84,384		311,204
Perkins CTE	48,938	67,458		116,396
EOPS	1,012,463	645,239		1,657,702
CARE	174,934	122,778		297,712
DSPS	662,329	417,933		1,080,262
BFAP	230,245	189,738		419,983
CalWORKs	387,140	255,406		642,546
Foster Care	89,327	96,527		185,854
Student Success Completion	1,196,275	484,092		1,680,367
Nursing	205,878			205,878
Promise	220,963	107,096		328,059
Financial Aid Technology	33,050	30,914		63,964
*20% district holdback, then funded on factors				
ONE TIME				
Financial Aid Technology				
Scheduled Maint/Instructional Equip				