



**MEMO** (Version 9)

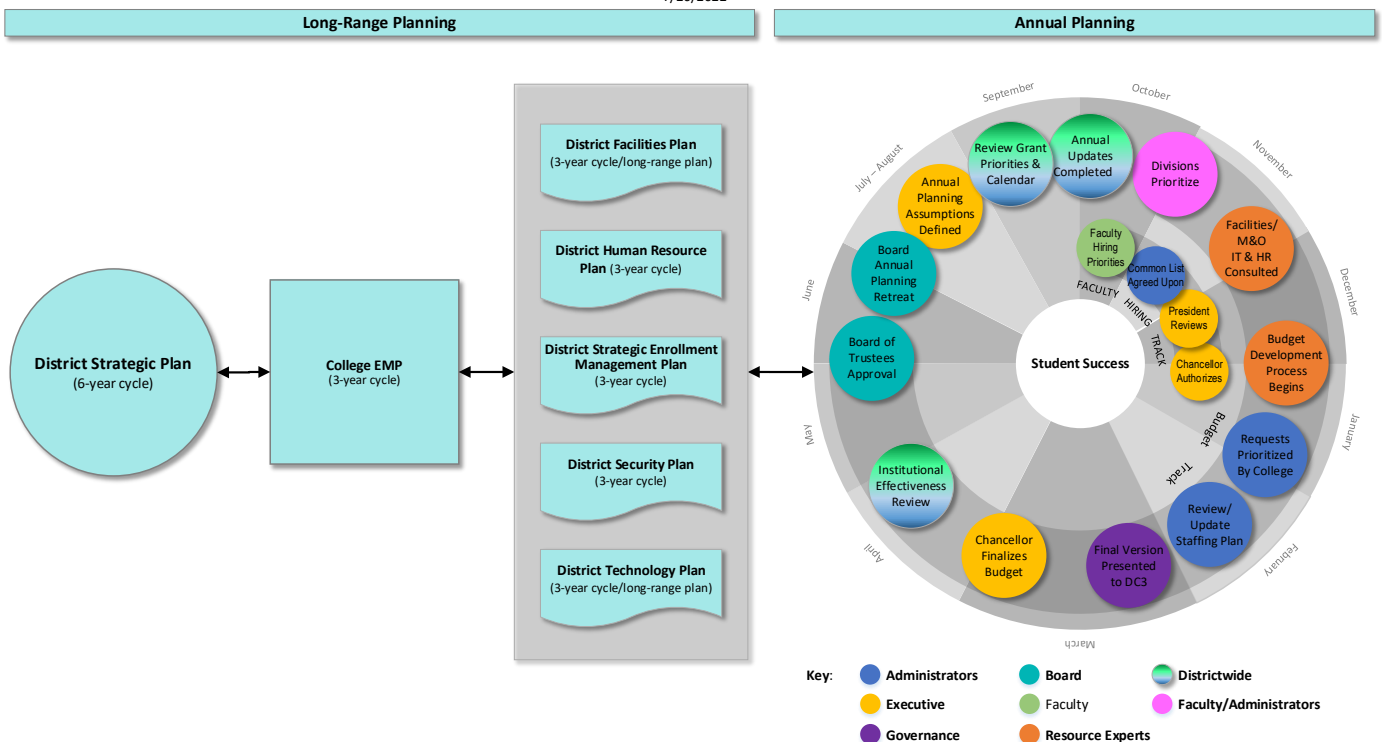
**FROM:** YCCD Chancellor  
**DATE:** September 3, 2024  
**SUBJECT:** YCCD Annual Planning Guidelines

The purpose of this memo is to provide guidance to the Colleges and District Services in developing annual plans to accomplish the Yuba Community College District (YCCD) Strategic Goals and critical institutional priorities.

YCCD fosters a cohesive educational vision through aligned planning documents that are guided by the Board approved YCCD Strategic Plan 2021-2030. In prioritizing planning and resource allocation, as well as any other significant resource commitment, each college and the District Services Executive Team should be guided by the Board of Trustees' commitment to achieving the Board of Governors' (BOG)/California Community Colleges Chancellor's Office Vision 2030 and other priorities identified by the Board. As noted in the Integrated Planning Model framework below, **Annual Planning Assumptions are defined during the spring/summer to guide institutional annual planning for the upcoming academic year.**

**Yuba Community College District  
 Integrated Planning Model**

7/26/2022



## **Planning Guidelines and 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.
- Implement strategies that lead to equitable access and outcomes;
- Ensure fiscal stability and viability by optimizing enrollments and integrating Strategic Enrollment Management (SEM) into College and District financial planning, budgeting, and fiscal allocation processes;
- Increase collaboration among departments across the Colleges and the District;
- Utilize data to inform decisions and evaluate strategies; and
- Braid multiple funding sources (i.e., SEP, SWP, GP, etc.) for scaled efficiency.

## **YCCD Priorities**

The YCCD planning process is guided by a commitment to student success and the betterment of our communities.

### ***YCCD Board of Trustee Goal #2***

Promote Equitable Student Success as Envisioned in Vision 2030

- Audit policies and practices that perpetuate inequity.
- Promote **Equity in Access** to academic and workforce programs that lead to living-wage jobs.
- Promote **Equity in Support** programs for student groups whom the District has been consistently unsuccessful in serving.
- Promote **Equity in Success** by removing opportunity gaps and promoting equity in student outcomes. Decrease success disparities among student groups in five metrics including: Enrollment, Completion of Transfer-Level Math & English, Persistence from First Term to Secondary Term, Transfer, and Completion.
- Report publicly on District progress about student access and success/completion and strategies for improvement and intervention in March, July, and October.

## ***District and College Planning Documents***

District and College Planning Documents prioritize:

- **Student Success and Equitable Outcomes:** Student success is core to the YCCD mission. Our work aims to provide high-quality programs and support services to improve student completion rates, transfer readiness, and career preparation. We are focused on closing equity gaps and ensuring that all students achieve their educational goal.
- **Community Needs:** The plans acknowledge the unique needs of the communities served by YCCD. This includes addressing workforce development demands alongside offering traditional transfer pathways. To meet our community needs we must collaborate with local businesses, high schools, and other educational institutions to extend access to educational programs and resources.

- **Data-Driven Decision Making:** Our plans emphasize the use of data to inform strategic decisions. This data analysis helps identify areas for improvement and track progress towards established goals.
- **Guided Pathways and Student Support:** Our planning focuses on our ongoing guided pathways work and intentional support structures to improve student success.
- **Continuous Improvement:** The plans establish a cyclical process of evaluation and improvement. This allows the District and Colleges to adapt to changing demographics, educational trends, and community needs.

### ***Chancellor's Cabinet Priorities***

#### **Priority 1: Reimagining Student Access and Enrollment (Colleague Student Module/Self-Service/Process Redesign)**

Executive Sponsors: Sonja Lolland, Jennifer Maller, Tonia Teresh & Ariana Velasco

#### **Priority 2: Develop a District and College Resource Allocation Model**

Executive Sponsors: Kuldeep Kaur, Tawny Dotson, & Lizette Navarette

#### **Priority 3: People Power Plus: Revamping Employee Recruitment and Onboarding**

Executive Sponsors: Jake Hurley & Sandra Fowler

#### **Priority 4: Optimize Safety and Security**

Executive Sponsors: Kuldeep Kaur & Jake Hurley

#### **Priority 5: Human Resource & Payroll Modernization**

Executive Sponsors: Jake Hurley & Devin Crosby

### ***YCCD Student Centered Funding Formula (SCFF) Goals for 2024-2025, 2025-26, and 2026-27***

- 7% Growth in District Credit (Regular Admit FTES) in 2024-25, 3.5% in 2025-26, and 2% in 2026-27
- 12% Growth in Special Admit (Dual Enrollment FTES) in 2024-25, 3.5% in 2025-26, and 2% in 2026-27
- 5% increase in Pell Awards and Promise Grant recipients over 2022-23 Base Year in 2024-25 and 5% increase over 2023-24 for 2025-26.
- 5% increase in Associate Degree for Transfer (AD-T) awards over 23-24 Base Year.
- To enhance student pathways and streamline transition to four-year institutions, foster the creation of or transition to new Associate Degrees for Transfer (ADT), where appropriate and approved by the College Curriculum Committees.

## Enrollment Planning

District enrollments hit a Covid-19 pandemic low in the 2021-22 academic year declining by 19.2%. Since the 2021-22 academic year, the District has recovered 14% of the lost FTES and is projected to end the 2023-2024 academic year at 6,538 FTES; at a districtwide efficiency rate of 14.37. This represents a 6.4% growth rate over the previous academic year, with improvement in districtwide efficiency.

As the Colleges recover from the impacts of COVID-19, attainable targets have been established in the Draft Strategic Enrollment Management (SEM) Plan and the annual planning memos. The strategy has been to establish targets that move the District to a FTES level that maintains pre-COVID-19 funding and transitions the District back to pre-COVID-19 FTES levels (approximately 7,100 FTES).

Since the initial targets were established, additional guidance has been received regarding how cost of living (COLA) calculations are being made under the SCFF framework. To work toward achieving any available COLA, *FTES targets have been established for the different enrollment FTES, Student Success, and Supplemental categories.* Additionally, the new, annual targets below emphasize a strategy focused on enrollment growth and maintaining current efficiency level targets for the next two years. As noted above, *goals have also been set for three SCFF supplemental areas.*

Targets for attaining the COLA include:

- Credit FTES (Regular Admit) in 2024-25 at 5,990, 6,200 in 2025-26, and 6,324 in 2026-27 and beyond.
- Dual Enrollment (Special Admit FTES) in 2024-25 at 912, 944 in 2025-26 and 963 in 2026-27 and beyond.
- Pell Grant Recipient counts in 2023-24 and 2024-25 at 3,129 (note year reporting lag).
- California Promise Grant Recipient counts in 2023-24 and 2024-25 at 5,232.
- Associate degree for Transfer at 391 in 2024-25.

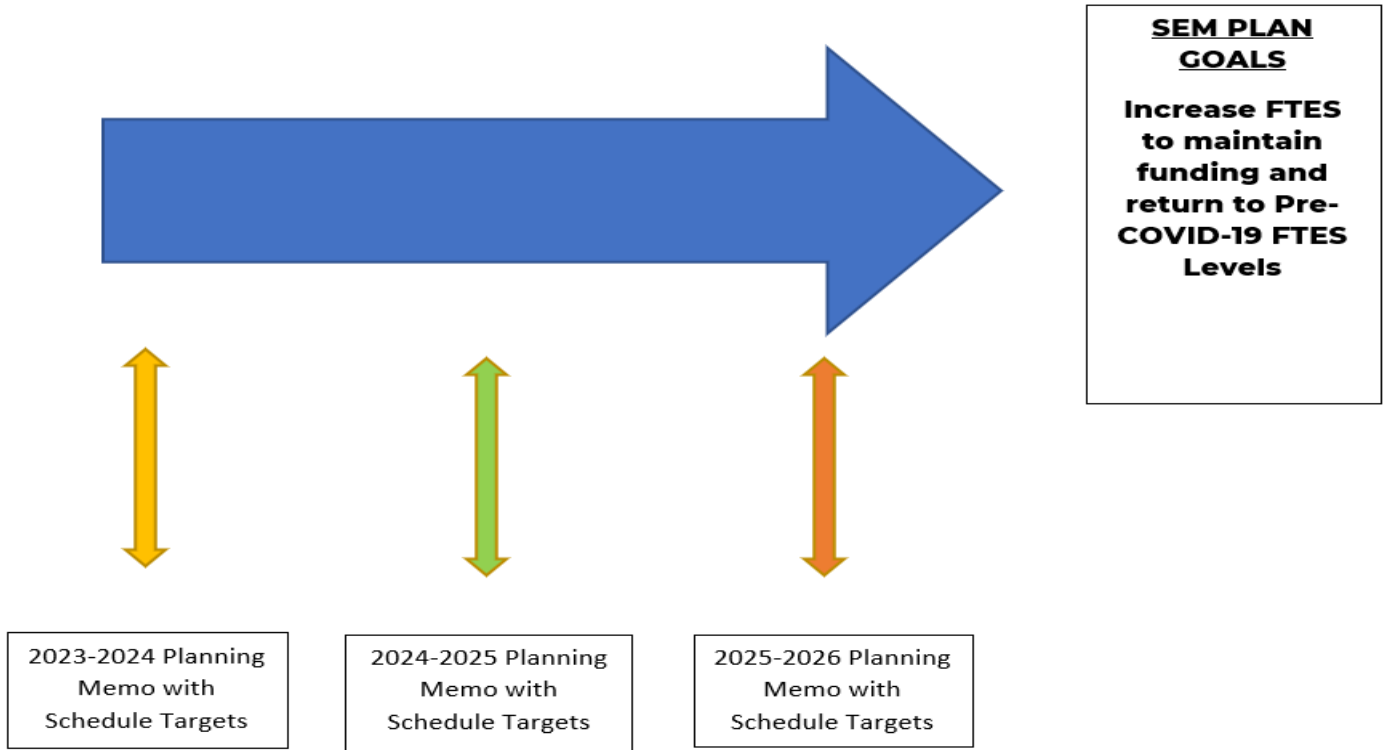
$$75,742,119 \times 1.0293 = 77,961,363$$

$$76,350,911 \times 1.0293 = 78,587,992$$

### CHART UPDATED 9/3/24 to Reflect Deficit Factor for the 23-24 & 24-25 years

District SCFF Summary						
290 Yuba CCD						
Student Centered Funding Formula Results						
	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29
Estimated State COLA	8.22%	1.07%	2.93%	3.08%	3.30%	0.00%
<b>I. Base Allocation</b>	<b>\$ 55,886,281</b>	<b>\$ 56,293,829</b>	<b>\$ 56,703,739</b>	<b>\$ 59,959,147</b>	<b>\$ 62,583,806</b>	<b>\$ 62,823,629</b>
<b>II. Supplemental Allocation</b>	<b>\$ 10,277,737</b>	<b>\$ 10,809,552</b>	<b>\$ 11,327,291</b>	<b>\$ 11,676,206</b>	<b>\$ 12,061,516</b>	<b>\$ 12,061,516</b>
<b>III. Student Success Allocation</b>	<b>\$ 8,489,503</b>	<b>\$ 8,634,556</b>	<b>\$ 8,937,895</b>	<b>\$ 9,213,162</b>	<b>\$ 9,517,194</b>	<b>\$ 9,517,194</b>
<b>Subtotal</b>	<b>\$ 74,653,521</b>	<b>\$ 75,737,937</b>	<b>\$ 76,968,925</b>	<b>\$ 80,848,515</b>	<b>\$ 84,162,516</b>	<b>\$ 84,402,339</b>
<b>Hold Harmless/Stability</b>	<b>\$ 160,349</b>	<b>\$ -</b>	<b>\$ 988,133</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TCR</b>	<b>\$ 74,813,870</b>	<b>\$ 75,737,937</b>	<b>\$ 77,957,059</b>	<b>\$ 80,848,515</b>	<b>\$ 84,162,516</b>	<b>\$ 84,402,339</b>
Revenue Defic	\$ 2,656,790	\$ 1,817,710	\$ 779,571	\$ 808,485	\$ 841,625	\$ -
<b>Available Revenue</b>	<b>\$ 72,157,080</b>	<b>\$ 73,920,226</b>	<b>\$ 77,177,488</b>	<b>\$ 80,040,029</b>	<b>\$ 83,320,891</b>	<b>\$ 84,402,339</b>
% Change from Prior Yr. Available Revenue	4.38%	2.44%	4.41%	3.71%	4.10%	1.30%

## YCCD Strategic Enrollment Management (SEM) Plan Goal



The charts below and the schedule cost analysis utilize the “Aggressive Attainable” FTES target of 6,988 for the 2024-25 academic year.

### *Yuba Community College District - Enrollment and Efficiency Targets*

Period	Academic Year	FTES Target	Efficiency Target (FTES /FTEF)	Year-Over-Year Overall Growth Rate
1	2024-25	6,988	13.5	7.5%
2	2025-26	7,099	13.5	3.5%
3	2026-27	7,240	14.0	2.0%

Note 1: FCMAT recommends colleges utilize a 17.5 efficiency standard.

Note 2: Projections indicate final FTES for 23-34 will be near 6,500.

## FTES Targets by FTES Categories

FTES Categories	BASE YEAR 23-24	Aggressive Attainable	
Credit (Regular Admit)	5,598	7%	5,990
Incarcerated	-		-
Special Admit (Dual Enrollment)	814	12%	912
CDCP	14		14
Noncredit	72		72
<b>TOTAL</b>	<b>6,498</b>		<b>6,988</b>

SCFF Supplemental/Success Category	Base Year	Target Growth Rate	2024-2025 Target
Pell Recipients	2,980	5%	3,129
CA Promise Grant Recipients	4,983	5%	5,232
Associate Degrees for Transfer	372	5%	391

Note: See Appendix A for historical counts for Pell and CA Promise Grant Recipients. ADT awards per YCCD Awards by Academic Year Dashboard are 354 for 2022-23 and 372 for 2023-24.

## Budget Development – Projected Schedule Cost

The schedule cost to generate 6,988 FTES was modelled using average costs for full and part-time faculty, the 2023-24 number of full-time teaching faculty, the 2023-24 Extra-Pay/Overload amounts, and projected 2024-25 Release/Re-assigned time levels. Efficiency is assumed to stay at 2023-24 levels, with an overall District FTES/FTEF efficiency level of 13.5. See [Appendix A](#) for additional information.

Budgeting is linked to planning through annual planning processes, including District and College program review.

College	FTES Target	Estimated Schedule Cost/Budget
WCC	2,516	\$8,289,445
YC	4,472	\$15,207,816
Total District	6,988	\$23,497,261

## **Efficiency Improvement Program**

The District implemented a pilot program to allocate funding to the Colleges to recognize and share the benefits of efficiency improvements. Availability of funding to continue the pilot program is being evaluated as part of the budget development process, but we anticipate this program will continue for the 2024-2025 academic year.

## **Budget Development Timeline Highlights**

The timeline below reflects key fiscal and planning dates:

- May/June 2024: Present updated memo and modeling targets to DC3
- August 2024: Review enrollment modeling and targets in Cabinet and update as needed based upon guidance from the Board Retreat
- September 2024: Provide Update to DCAS/DC3
- November 2024: LAO Fiscal Outlook
- January 2025: ACCCA/ACBO Budget Workshop (details of the Governor's Budget Proposal for 2025-26)
- January 2025: Budget Summit Meeting
- March 2025: Budget assumptions finalized & budget prepared and vetted through governance
- April/May 2025: Fiscal Services develops draft budget
- June 2024: Tentative budget to Board
- July 2024: Board Planning Retreat

[Comprehensive Budget Development Timeline](#)

## APPENDIX A – SCHEDULE COST MODELING

Teaching Arrangement	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Non-Contract	380	424	436	412	377	360	296	278	272	266
Special Contract Inst.	56	23	18	31	53	60	47	56	50	46
Extra Pay	91	100	104	105	115	113	103	108	99	93
Contract	99	105	101	107	105	108	98	100	96	100
No Teaching Arrangement	56	51	52	15	13	13	3	3	1	1
Program Load	25	8	7	3	3	4	2	2	2	2
Voluntary Overload	11	6	5	8	5	4	3	4	3	4
Load Banked	6	3	4	6	6	4	5	2	3	3
Non-Contract Volunteer	3	7	3	1	1	1	1	1	2	
	1	1	1			1		1		
<b>Total</b>	<b>541</b>	<b>570</b>	<b>588</b>	<b>551</b>	<b>525</b>	<b>516</b>	<b>432</b>	<b>426</b>	<b>417</b>	<b>403</b>

Teaching Arrangement	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Contract	82.80	85.52	83.10	87.59	89.20	93.68	85.97	84.46	82.64	86.93
Extra Pay	28.12	32.18	33.49	33.77	41.19	37.80	37.19	42.87	34.36	36.70
Load Banked	0.90	0.70	0.90	1.11	1.73	0.60	0.98	0.13	0.22	1.06
No Teaching Arrangement	2.39	1.19	1.18	0.80	0.09	0.00	0.00	0.10	0.00	0.03
Non-Contract	132.86	155.72	157.89	155.13	145.08	136.95	105.86	101.99	102.99	102.73
Non-Contract Volunteer	0.00	0.53	0.57	0.50	0.61	0.61	0.31	0.31	0.31	
Program Load	4.63	0.85	1.07	0.30	0.03	0.07	0.03	0.00	0.00	0.00
Special Contract Inst.	1.48	0.73	0.00	0.00	3.21	3.83	6.28	0.52	0.11	0.00
Voluntary Overload	0.99	0.95	0.62	0.70	0.82	0.57	0.92	0.90	0.44	0.05
<b>Total</b>	<b>254.16</b>	<b>278.37</b>	<b>278.81</b>	<b>279.91</b>	<b>281.95</b>	<b>274.10</b>	<b>237.53</b>	<b>231.27</b>	<b>221.06</b>	<b>227.49</b>

### Projected Total Cost of 2024-25 Schedule for the District - ANNUAL

Annual FTES Goal	Productivity Goal WSCH/FT	WSCH	EF	FTEF needed	FT Fac	Remaining Load	PT Fac	OL Fac	Cost per PT (FT equiv)	Cost per OL	Total Cost	WSCH Proj	FTES Proj	Cost per FTEF	Cost per FTES	FTEF/TEF
																per term
<b>6,988.00</b>		104820	405	258.81	85.8	173.01	136.31	36.70	\$ 60,192	\$ 66,000						13.50
Cost of PT (Salary and Benefits)								23.00			\$ 8,205,061	55,208	3,681	\$ 60,192	\$ 2,229	
Cost of Overload (Salary and Benefits)											\$ 2,422,200	14,864	991	\$ 66,000	\$ 2,444	
Cost for FT faculty (Salary and benefits)											\$ 12,870,000	34,749	2,317	\$ 150,000	\$ 5,556	
									Total Cost		<b>\$ 23,497,261</b>	104,820	6,988			



## Yuba College

Annual FTES Goal	WSCH	Productivity Goal		FTEF needed	FT Fac	Remaining Load	PT Fac	OL Fac	Cost per		Total Cost	WSCH Proj	FTES Proj	Cost per FTEF	Cost per FTES	FTES/FT EF per term
		WSCH/FTEF	Goal						PT (FT equiv)	OL						
<b>4,472.32</b>	67084.8	405		165.64	56.8	108.84	85.35	23.49	\$ 60,192	\$ 66,000						13.50
Cost of PT (Salary and Benefits)											\$ 5,137,476	34,567	2,304	\$ 60,192	\$ 2,229	
Cost of Overload (Salary and Benefits)											\$ 1,550,340	9,513	634	\$ 66,000	\$ 2,444	
Cost for FT faculty (Salary and benefits)											\$ 8,520,000	23,004	1,534	\$ 150,000	\$ 5,556	
										Total Cost	<b>\$ 15,207,816</b>	67,085	4,472			

## Woodland Community College

Annual FTES Goal	WSCH	Productivity Goal		FTEF needed	FT Fac	Remaining Load	PT Fac	OL Fac	Cost per		Total Cost	WSCH Proj	FTES Proj	Cost per FTEF	Cost per FTES	FTES/FT EF per term
		WSCH/FTEF	Goal						PT (FT equiv)	OL						
<b>2,515.68</b>	37735.2	405		93.17	29.0	64.17	50.96	13.21	\$ 60,192	\$ 66,000						13.50
Cost of PT (Salary and Benefits)											\$ 3,067,585	20,640	1,376	\$ 60,192	\$ 2,229	
Cost of Overload (Salary and Benefits)											\$ 871,860	5,350	357	\$ 66,000	\$ 2,444	
Cost for FT faculty (Salary and benefits)											\$ 4,350,000	11,745	783	\$ 150,000	\$ 5,556	
										Total Cost	<b>\$ 8,289,445</b>	37,735	2,516			

## College FTES Allocations

A three-year rolling average was used to allocate FTES using historical FTES data. This calculation is done annually and for the 2024-25 was calculated to be YC 64% and WCC 36%.

### FTES Breakdown (By Term)

School	WCC		Yuba College		Total	
Academic Year	FTES	%	FTES	%	FTES	%
☐ <b>2023-24</b>	<b>2,300.94</b>	<b>35%</b>	<b>4,251.47</b>	<b>65%</b>	<b>6,552.40</b>	<b>100%</b>
Fall	1,056.40	16%	1,901.08	29%	<b>2,957.48</b>	<b>45%</b>
Spring	1,004.32	15%	1,836.91	28%	<b>2,841.24</b>	<b>43%</b>
Summer	240.21	4%	513.48	8%	<b>753.69</b>	<b>11%</b>
☐ <b>2022-23</b>	<b>2,206.46</b>	<b>36%</b>	<b>3,932.40</b>	<b>64%</b>	<b>6,138.86</b>	<b>100%</b>
Fall	1,002.44	16%	1,809.26	29%	<b>2,811.71</b>	<b>46%</b>
Spring	968.80	16%	1,647.24	27%	<b>2,616.05</b>	<b>43%</b>
Summer	235.21	4%	475.89	8%	<b>711.11</b>	<b>12%</b>
☐ <b>2021-22</b>	<b>2,056.83</b>	<b>36%</b>	<b>3,671.87</b>	<b>64%</b>	<b>5,728.70</b>	<b>100%</b>
Fall	927.66	16%	1,700.02	30%	<b>2,627.68</b>	<b>46%</b>
Spring	854.46	15%	1,497.06	26%	<b>2,351.52</b>	<b>41%</b>
Summer	274.72	5%	474.78	8%	<b>749.50</b>	<b>13%</b>

## 5-Year Supplemental Trends

Source	Recalc Exhibit C 6/28/21	Recalc Exhibit C 6/28/22	Recalc Exhibit C 6/21/23	Recalc Exhibit C 3/25/24	P-1 Exhibit C 2/27/24
Year	2018-19	2019-20	2020-21	2021-22	2022-23
AB540 Students	392	410	343	328	335
Pell Recipients	4,067	3,913	2,818	2,788	2,980
Promise Recipients	7,430	7,068	5,598	4,910	4,983
	11,889	11,391	8,759	8,026	8,298

## 5-Year Success Trends

Source	Recalc Exhibit C 6/21/23	Recalc Exhibit C 3/25/24	Recalc Exhibit C 3/25/24	Recalc Exhibit C 3/25/24	P-1 Exhibit C 2/27/24
Year	2018-19	2019-20	2020-21	2021-22	2022-23
All Students					
Assoc Degree for Transfer	255	298	313	305	352
Associate Degrees	622	563	631	765	971
Baccalaureate Degrees	-	-	-	-	-
Credit Certificates	124	93	112	293	199
Transfer Level Math and English	247	361	303	281	333
Transfer to a Four Year Uni	384	435	443	434	342
Nine or More CTE Units	1,442	1,452	1,334	1,229	1,290
Regional Living Wage	1,779	1,826	1,590	1,705	1,754
	4,853	5,028	4,726	5,012	5,241