

# **2013 SBCCD ENVIRONMENTAL SCAN**

**PREPARED BY DR. CHERYL MARSHALL, KEITH WURTZ, AND BEN GAMBOA**

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# **OUTLINE**

**Background**

**DSPC SWOT Analysis and the Environmental Scan**

**Crafton Study Area**

**Demographics and Population Trends**

**Psychographic Data**

**Community Colleges and Public and Private Schools**

**Projected High School Graduates**

**Employment**

**Business Clusters**

**Job Projections**

# **BACKGROUND**

**Madrid Consulting Group conducted Environmental Scan for SBCCD**

**Provided over 80 sets of Excel tables in addition to environmental scan**

**Benefit of Excel tables and large zip code area is that the tables can be tailored toward specific project**

**The CHC core study area includes 23 zip codes from where 90% of Crafton students live**

# SWOT ANALYSIS

## Strengths

S

- Strong Faculty/student relationships
- Most care about student success
- Lessons learned through accreditation, i.e. PPR, integrated planning
- Financial reserve
- Good research capabilities throughout District
- Good student involvement
- Culture that believes in evidence-based decision making
- Established in the community
- Diversity in staff and students
- Able to come together and accomplish great things
- Passionate and dedicated employees
- Exhibits innovation in working with limited resources and believes that we can take risks and make change
- Bond funds

## Opportunities

O

- Internships (8)
- Marketing/change public image (7)
- Collaboration with community leaders including politicians (7)
- Demand for transfer students (demand in population for students with four-year degrees) (6)
- Need for students who are prepared for college (basic skills) (6)
- Driving force for San Bernardino City recovery (6)
- MOOCS (massive open online courses) (5)
- K-16 schools collaboration/partnerships (5)
- Rapid technology change (new programs, new methods, online training) (5)
- Donors (4), Alumni (4), and California economic recovery (4)
- Grants (3)
- Need for employees in health care, technology & sustainability fields (3)

## Weaknesses

W

- Multiple systems that are not integrated
- Lack of capacity to handle basic/development skills students
- Inability to attract and retain individuals given current salary structure
- District processes are slow, i.e. budget transfers, hiring, contracts lost, paper-heavy; lack flexibility; and are antiquated
- Lack of accountability (performance management process)
- Lack of attendance at campus events
- Lack of communication – campus to students, among faculty, staff, administration, and District to colleges; lack of strategic direction for educational programs; not focusing on why we're doing things, just the what and how
- Current funding allocation model
- Student success
- Lack of centralized orientation/training employees (indoctrinate)
- Inadequate staffing levels in certain areas (# of Full-Time Faculty)

## Threats

T

- Industry speed/technology (9)
- City of San Bernardino image (bankruptcy, high crime) (7)
- Decrease in K-12 pipeline (6)
- State budget decisions (6)
- Level of preparation of K-12 students (6)
- Student expectations (5)
- Slow economic recovery (ability to sell bonds) (5)
- For profits (5)
- MOOCS (5)

# SWOT ANALYSIS

## Strengths

### Current strengths

- a. Strong Faculty/student relationships
- b. Most care about student success
- c. Lessons learned through accreditation, i.e. PPR, transparency, integrated planning
- d. Financial reserve
- e. Good research capabilities throughout District
- f. Good student involvement
- g. Culture that believes in evidence-based decision making
- h. Established in the community
- i. Diversity in staff and students**
- j. Able to come together and accomplish great things
- k. Passionate and dedicated employees
- l. Exhibits innovation in working with limited resources and believes that we can take risks and make change
- m. Bond funds

### Environmental Scan

- a.
- b.
- c.
- d.
- e.
- f.
- g.
- h.
- i. 44% of neighborhoods are of Hispanic ethnicity/heritage (p. 41-42); 50% of students Hispanic, 12% black, 27% white (p. 73)**
- j.
- k.
- l.
- m.



# SWOT ANALYSIS

## Weaknesses

### Current weaknesses

- a. Multiple systems that are not integrated
- b. Lack of capacity to handle basic/development skills students**
- c. Inability to attract and retain individuals given current salary structure
- d. District process are slow, i.e. budget transfers, hiring, contracts lost, paper-heavy; lack flexibility; and are antiquated
- e. Lack of accountability (performance management process)
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- g. Lack of communication – campus to students, among faculty, staff, administration, and District to colleges; lack of strategic direction for educational programs; not focusing on why were doing things, just the what and how

### Environmental Scan

- a.
- b. Low remedial progress rates at both colleges (CHC is 32% and 25% at VC, p. 144); lack of programs for GED or HS completion for adults (p. 49, t. III-1)**
- c. 69% of ppl in service area work outside the city in which they live (p. 61, t. IV-5); ~50% have commute times between 10-30 mins; 77% commute alone (p. 63)
- d.
- e.
- f.
- g. SOC/TOC search tool to link educational programs and occupational needs



# SWOT ANALYSIS

## Weaknesses

### Current weaknesses

- h. Current funding allocation model
- i. Student success
- j. Lack of centralized orientation/training employees (indoctrinate)
- k. Inadequate staffing levels in certain areas (# of Full-Time Faculty)

### Environmental Scan

- h.
- i. Low program completion rates at both colleges (42% at CHC and 37% at VC, p. 141)



# SWOT ANALYSIS

## Opportunities

### Current opportunities

- a. Internships (8)
- b. Marketing/change public image (7)
- c. Collaboration with community leaders including politicians (7)
- d. Demand for transfer students (demand in population for students with four-year degrees) (6)
- e. Need for students who are prepared for college (basic skills) (6)
- f. Driving force for San Bernardino City recovery (6)
- g. MOOCS (massive open online courses) (5)
- h. K-16 schools collaboration/partnerships (5)
- i. Rapid technology change (new programs, new methods, online training) (5)

### Environmental Scan

- a. Large employers including ESRI, Stater Brothers, Kaiser, etc. (p. 89)
- b. Of those 25 or older, 49% have HS or less (p. 46); Density of enroll & awards at highest btwn 75-80% of CC students by zip code (p. 71-72)
- c.
- d. Market to people 25-40 age range (p. 40); CHC student is 23.8 yrs & VC is 27.2 9p. 69); equal distribution of pop btwn 0 & 60 years, except for 2-3% decline in 22-25 age group (p. 69)
- e. Next 4 yrs market to HS grads; 25% dropout rate assumed (p. 43)
- f. Over 100k people in higher ed with 78% in public schools (p.53-4, t. III-2); SOC/TOP search tool in MS Access to plan course offerings (p. 129-30)
- g. SBCCD is 20.7% internet DE; Norco is 34% (p. 70, t. V-6)
- h. 25% dropout rate assumed (p. 43); ~20k aged 16-19 not in school of which 37% are not HS grads (p. 54-5, t. III-3)
- i. Market to renters to increase job skills (p. 43); 27% of jobs are white collar, 72% are blue (inc. office support and retail at 30%) (p. 93-4)

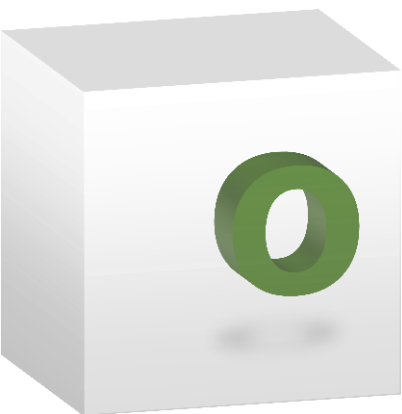
**SWOT ANALYSIS**  
Opportunities

**Current opportunities**

- j. Donors (4), Alumni (4), and California economic recovery (4)
- k. Grants (3)
- l. Need for employees in health care, technology & sustainability fields (3)
- m. **Population growth overall**

**Environmental Scan**

- j. Largest private employers in service area are Stater Bros., San Manuel, and ESRI (p. 89); info employment grew 32% btwn 08-10, health care grew 1%, & science/tech shrunk 23% (p. 92, t. VII-7)
- k. 49% Hispanic population in service area (p. 30); lower than median income (p. 44); 67% of HS students are Hispanic (p. 53-5); (p. 73)
- l. 21% of workforce is in education, health & social service industries(p. 58-9, t. IV-1 & 2) with 18% being professional and related type occupations (p. 60-1, t. IV-3 & 4); Computer/math, health care, retail, food svc, and logistics have growth over 20% in 7 years (p. 125-6)
- m.**Most of the population growth will occur in Fontana, Rialto, Riverside, Crestline, Highland, Yucaipa, Beaumont, and Redlands (p. 25); growth over last 10 yrs in serving Hispanic and black students (p. 30 & 73)**



# SWOT ANALYSIS

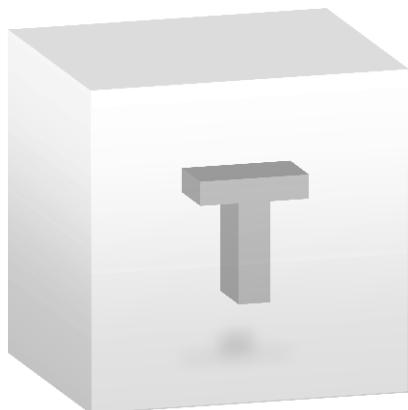
## Threats

### Current threats

- a. Industry speed/technology (9)
- b. City of San Bernardino image (bankruptcy, high crime) (7)**
- c. Decrease in K-12 pipeline (6)
- d. State budget decisions (6)
- e. Level of preparation of K-12 students (6)**
- f. Student expectations (5)
- g. Slow economic recovery (ability to sell bonds) (5)
- h. For profits (5)
- i. MOOCS (5)

### Environmental Scan

- a. 92 competitors in education in service area (p. 81-3)
- b. Gross sales in SB are \$15B, half of Riverside or Ontario, similar to Chino, Corona, Rancho, Temecula & Fontana (p. 86-8)**
- c. Decrease in HS grads in 5 yrs (p. 43); only one zip in service area (Rialto) in top ten zip for CC students & only 50% enroll in SBCCD (p. 75)
- d. Less funding to afford college (p. 44, t. II-10; p. 45, t. II-11); decline of enrollment for CHC of 15% and SBVC of 28% btwn 09-12 (p. 65)
- e. Low remedial progress rate (English at CHC is 32% and 25% at VC, p. 144)**
- f.
- g. 17% of those in college are enrolled in private higher ed (p.53-4, t. III-2)

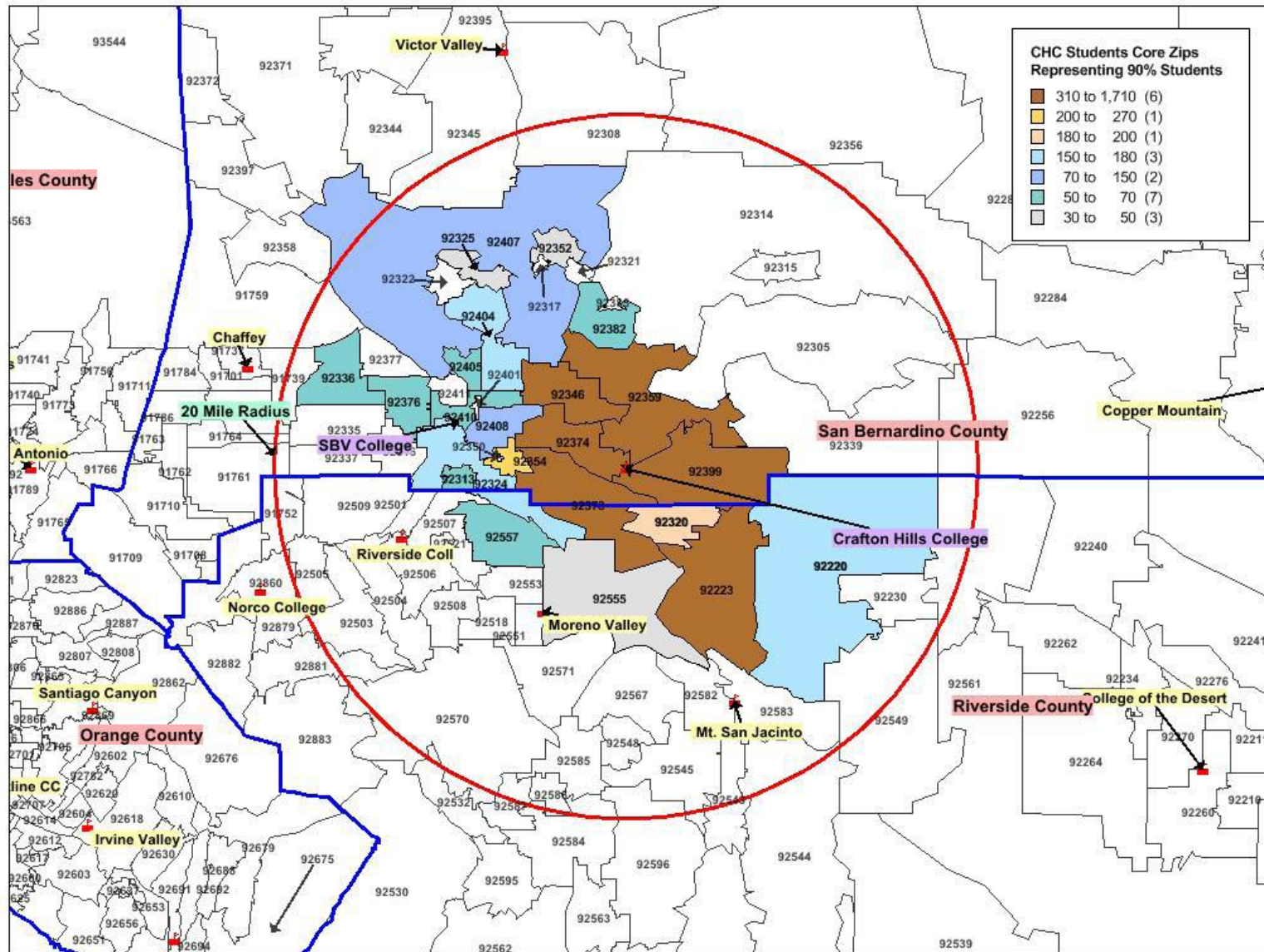


# STUDY AREA

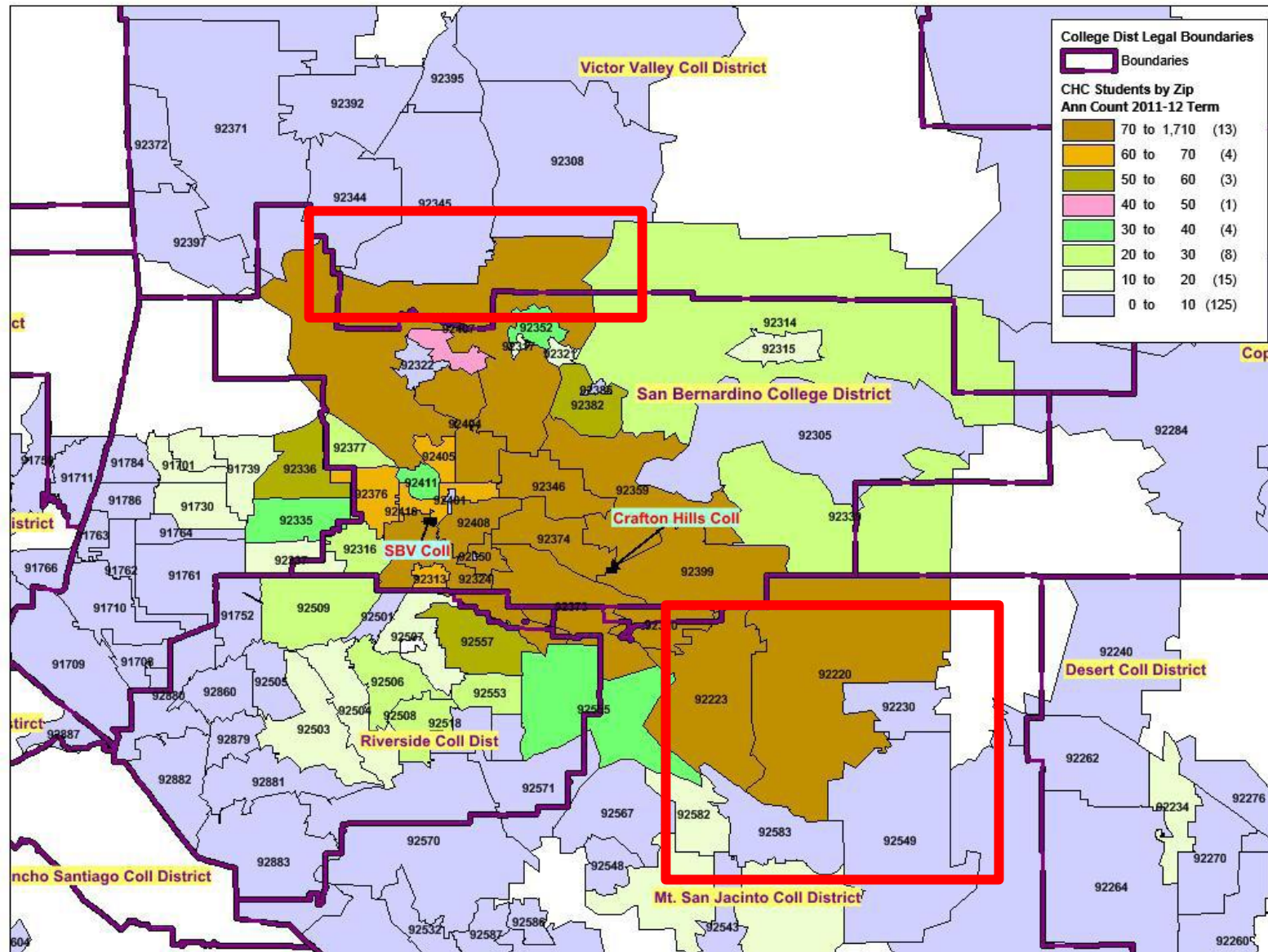


# CHC CORE STUDY AREA

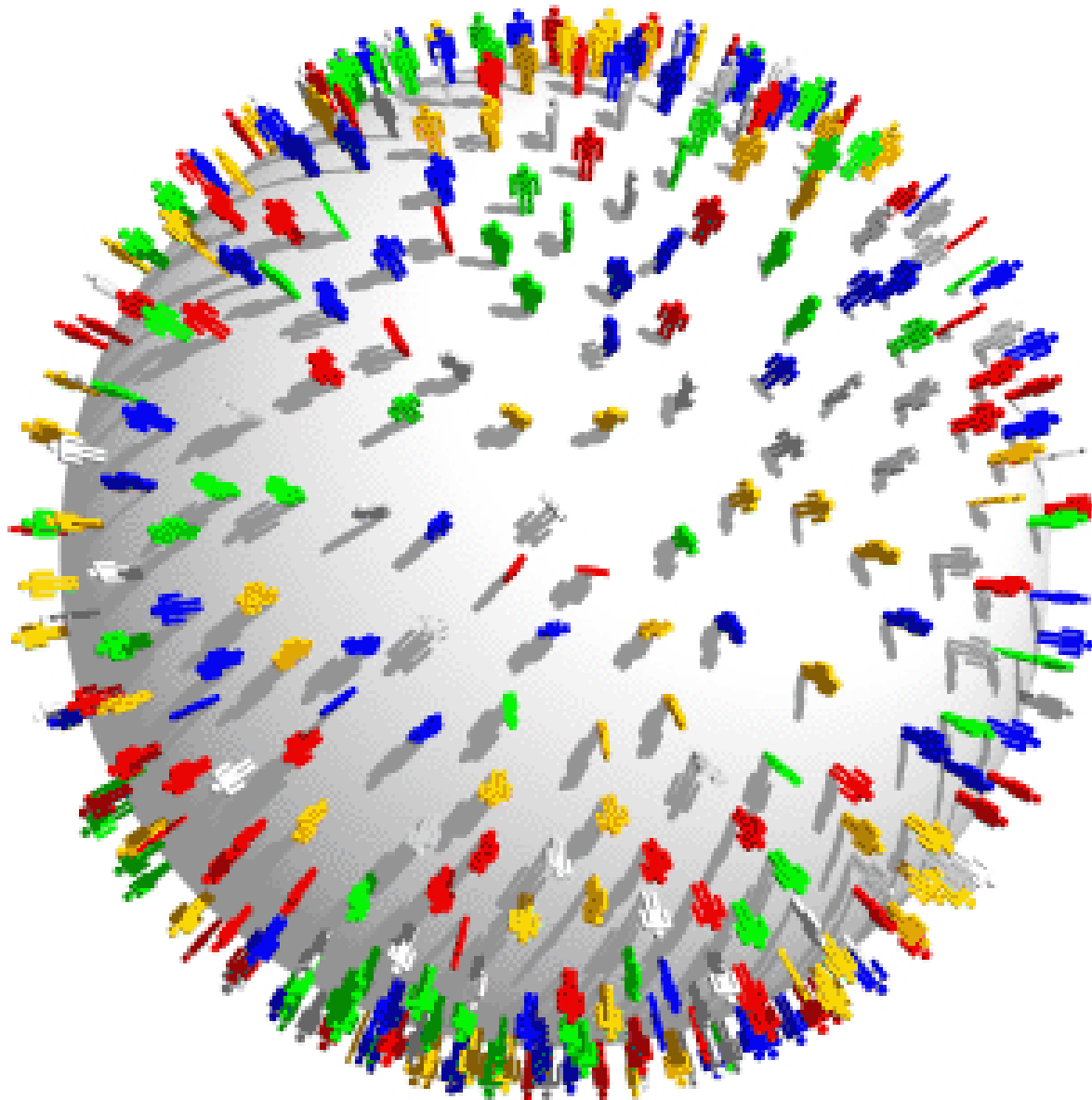
## ZIP CODES ONLY (90%)



# CHC STUDENTS SPILL OVER INTO ADJACENT COLLEGE DISTRICTS SUCH AS MT. SAN JACINTO AND VICTOR VALLEY (P. 16)



# DEMOGRAPHICS AND POPULATION TRENDS



# **DEMOGRAPHICS AND POPULATION TRENDS**

**Primary Service Area cities projected to have the largest population growth include: Fontana, Rialto, Riverside, Crestline, Highland, Yucaipa, Beaumont, and Redlands (P. 29)**

**The largest population in CHC Core Study Area is Hispanic at 49%**

- Crafon has increased in Hispanic students every year since Fall 2003**
- As of Fall 2013 42% of Crafon Students were Hispanic and 51% were Hispanic, African American, or Native American**

**Implication: Continue to increase diversity of our student body to reflect the population**

# **AGE**

**17% of the projected age from 2012-2017 for the population in Crafton's Core Study Area will be between the ages of 14 to 25 (PGS. 35, & 40)**

**62% of the population will be 30 years old or older in next five years**

**Crafton's Core Study Area has a slightly higher average and median age than Valley**

**Implication: Opportunity for Crafton to market to people over 50**

# **PROJECTED HIGH SCHOOL GRADUATION RATE**

**Assuming a 25% dropout rate, the statewide average (P. 43)...**

**Short Term – The annual decrease in Crafton's Core Study Area high school graduates from 2013-2015 to 2015-2024 will be from 10,486 to 9,101, a 13% (1,385) decrease**

**Long Term – The annual increase from 2015-2024 to 2025-2028 will be 35% (3,210), 9,101 to 12,311**

## **Implications:**

- Look at data for top feeder high schools**
- Partnerships with K-12 become critical**
- Marketing becomes more important**

# **HOUSING AND INCOME**

**35% of the population in the Core Study Area rent rather than own their house (P. 43)**

**12% of housing in Crafton's Study Area is vacant**

**CHC has lower median household income (\$54,853) in core study area than San Bernardino (\$56,703) and Riverside (\$59,109) Counties**

# **EDUCATIONAL ATTAINMENT**

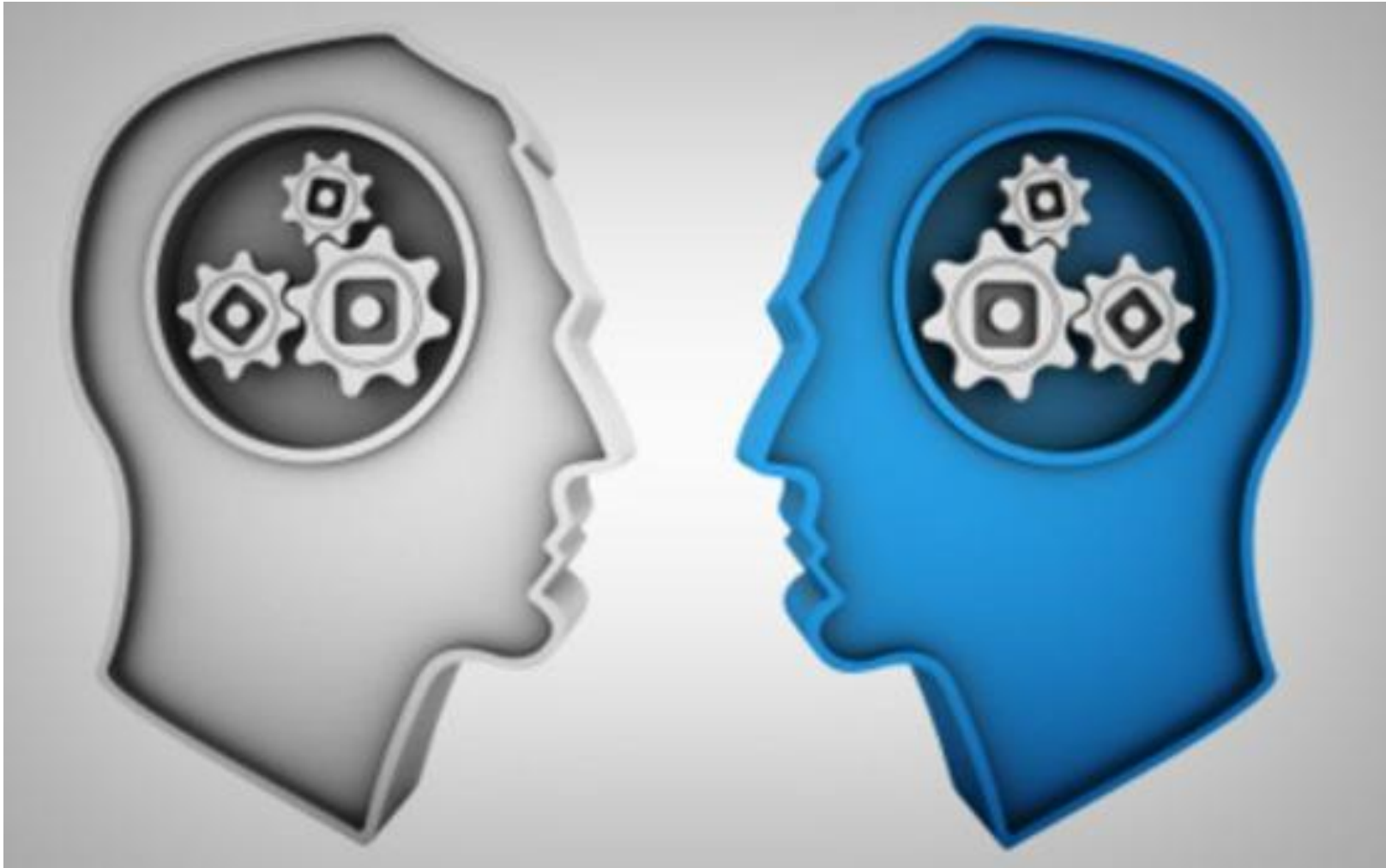
**48% of population 25 years or older in the District's Core Study Area have less than high school (P. 46)**

**Implication: District GED or Degree Completion Program**

**In CHC's Core Study Area, 51% have some college or a HS diploma**

**Implication: Marketing to come back and complete Associates Degree**

# PSYCHOGRAPHIC DATA



Psychographic Data – Psychographics is the study of personality, values, attitudes, interests, and lifestyles. Psychographic data is typically used by businesses to predict consumer-buying habits and may provide insight into college planning.

# PSYCHOGRAPHIC DATA

**The two predominant groups living in Crafton's Service Area are Espanola (44%) and Urban Cliff-Climbers (22%, P. 41))**

**The Espanola category represents predominantly Hispanic neighborhoods**

- The median age ranges from the 20s to 40s
- Have some high school education to little-to-no college education
- Are blue collar workers
- Rely on some level of public-assistance
- Many, but less than the majority, are married-with-children
- A majority rank higher on single-parent households

**Implications:**

- **Customized marketing**
- **Financial Assistance and Child Care**

# URBAN CLIFF-CLIMBERS

**Urban Cliff-Climbers represent the working class and are still young and in pursuit of their individual dreams (P. 42)**

- Truism that characterizes Urban Cliff-Climbers: “...you don’t have to be rich or have a college education to live a relatively good life.”
- Majority have graduated from high school
- Comfortable middle-class urban lifestyle
- Some have gone to a two-year or four-year college, while others have attained their ability to earn a good income from on-the-job-training
- Median age is 20-to-30-something
- Employed in white- and blue-collar professions including management, protective services, sales, office administration, construction, maintenance, and healthcare
- They are married with some children under 13 years old

**Implication: Market skill development**

# EMPLOYMENT



## **TOP 5 RESIDENT EMPLOYMENT BY INDUSTRY IN CRAFTON STUDY AREA (P. 59)**

- Educational, health and social services (309,436)
- Wholesale and retail trade (240,164)
- Manufacturing (147,322)
- Agriculture, forestry, fishing and hunting, mining and construction (142,727)
- Arts, entertainment, recreation, accommodation (lodging) and food services (130,870)

Implication: Programs align with education, health, and social services and Arts and entertainment and create opportunities for skills development and career advancement for residents

# **COMMUTE TIME AND UNEEMPLOYMENT**

**57% of workers 16 years old or older in Crafton study area take 29 minutes or less to commute to work (P. 62)**

**Implication: Evening, and week-end classes**

**Unemployment in San Bernardino County has declined from 14.2% in 2010 to 9.6% in April of 2013 and in Riverside County has declined from 14.5% in 2010 to 9.6% in April of 2013**

**Implication: Enrollment tends to decrease when unemployment decreases**

## **TOP 10 EMPLOYERS IN SAN BERNARDINO AND RIVERSIDE COUNTIES WITH 300+ EMPLOYEES (P. 89)**

- Stater Bros Holdings Inc (16,500)
- Prime Healthcare Svc Inc (15,000) (Chino Valley Medical Center)
- Ontario Intl AIRPORT-Ont (6,000)
- Kaiser Permanente Medical Care (5,000) (Insurance)
- Restoration Technologies Inc (5,000) (Electronic and Equipment restoration)
- JACUZZI Brands Corp (4,907)
- San Manuel Indian Bingo/Casino (3,000)
- Kaiser Permanente (3,000) (Medical Centers)
- Environmental Systems Research (2,700) (ESRI)
- Del Taco (2,328)

Implication: Programs related to customer service, health care, logistics and GIS

# JOB PROJECTIONS



## **TOP 5 PROJECTED (2010-2020) FASTEST GROWING OCCUPATIONS IN SAN BERNARDINO AND RIVERSIDE COUNTIES WITH MEDIAN ANNUAL SALARY AND ENTRY LEVEL EDUCATION (P. 127)**

- Home Health Aides (\$20,204, less than high school)
- Veterinary Technologists and Technicians (\$30,611, AA/AS Degree)
- Emergency Medical Technicians and Paramedics (\$29,155, Certificate)
- Market Research Analysts and Marketing Specialists (\$56,642, BA/BS Degree)
- Meeting, Convention, and Event Planners (\$43,447, BA/BS Degree)

### **Implications**

- Health/Science Pathways
- Transfer Pathways
- Marketing and GIS skills

# QUESTIONS, COMMENTS, THOUGHTS

