



# The Board of Governors of the California Community Colleges

Date: March 18, 2019

Item Number: 2.4  
Attachments: 0

Subject	Category	Type of Board Consideration
Request from State Center Community College District to Pursue College Status for the Madera Community College Center	College Finance and Facilities Planning	Action

## RECOMMENDED BY

Christian Osmeña, Vice Chancellor

## APPROVED FOR CONSIDERATION

Eloy Ortiz Oakley, Chancellor

## ISSUE

This item requests state approval for the State Center Community College District to pursue the transition of the Madera Community College Center from “center” status to “college” status.

## BACKGROUND

The State Center Community College District, formed in 1964, is one of California’s largest community college districts, serving more than 34,000 students within a 5,743-square-mile service area. The district consists of three colleges: Fresno City College, Reedley College, and Clovis Community College. (Continued on next page)

## RECOMMENDATION

It is recommended that the Board of Governors approve the request submitted by State Center Community College District in their needs assessment to pursue college status for the Madera Community College Center.

## **BACKGROUND (CONTINUED)**

The district also includes two state-approved educational centers, the Career and Technology Center in Fresno and the Madera Community College Center, and operates an off-site outreach location in Oakhurst. As an educational center, Madera Community College Center operates under the accreditation of Reedley College and is not its own a degree-granting institution. In addition, operational funding is limited and subject to budgetary priorities of its parent college. Achieving “college status” for the Madera Community College Center would allow the campus to offer degrees and provide operational funding as a college with the respective autonomy.

Existing regulations define a college as “a degree-granting institution intended to provide instruction through the second year of college.”

In transition to a college, Madera Community College Center seeks to provide expanded educational services to accommodate the region’s projected growth. If the Board of Governors approves the staff recommendation to pursue college status, State Center Community College District would then pursue initial accreditation from the Accrediting Commission for Community and Junior Colleges (ACCJC) for the Madera Community College Center. Once all of the requirements are satisfied, including the attainment of accreditation, the district will formally notify the Chancellor of the California Community Colleges. The Chancellor, pursuant to authority granted by the Board as part of its initial approval of the college, provides final approval of the college.

The transition from an educational center to a college is a multi-step process, starting with the submission of a Letter of Intent. The district submitted a Letter of Intent to the Chancellor’s Office in April 2018 requesting to pursue college status for the Madera Community College Center. The Chancellor’s Office approved the Letter of Intent in June 2018. The Department of Finance subsequently approved the enrollment projections of the campus in June 2018. The district submitted a completed Needs Assessment in July 2018 for review. The Chancellor’s Office has reviewed and approved the needs assessment to ensure the district has allocated resources in support of academic programs, student services and outreach, fiscal support, and capital outlay.

In the 2016 Long-Range Capital Outlay Plan, the California Community Colleges Board of Governors specified four criteria for the evaluation and review of new colleges and educational centers. The Madera Community College Center fulfills three of the criteria: future demand, access, and local intent. The fourth criteria analyzes the capacity of existing campuses. The initial analysis acknowledges that there is excess capacity at existing sites to accommodate student growth. Overall, the proposed request to transition to a college falls within criteria previously approved by the Board of Governors.

## **OVERVIEW**

Reedley College oversees the Madera Community College Center. The State Center Community College District has provided classes to the Madera community for more than

25 years, starting with courses facilitated at Madera High School in 1992 and later at its dedicated 110-acre campus. In recent years, attendance at Madera Community College Center has climbed steadily. In the fall term of 2016, Madera Community College Center served a substantial number of students: an unduplicated headcount of 3,507 students and 1,011 full-time equivalent students (FTES).

The needs assessment for the Madera Community College Center demonstrates that there are a number of factors to support its transition to a comprehensive college, including, but not limited to: providing increased transfer opportunities; increasing the options to complete programs without requiring a student to commute to another site; enhancing convenience and access to larger numbers of potential students; extending outreach to underserved populations; promoting a focus on programs for local needs; and, increasing educational options for students both within and outside of the Madera Community College Center service area.

Initially, Madera Community College Center's consisted of 24 relocatable classrooms and a permanent student services building with a classroom to house the Child Development Learning Center and other programs related to child care. In 2002, voters approved a local bond measure, Measure E, which allocated more than \$36 million to support Madera Community College Center's development. Initial facilities completed in 2006, supported the physical education program. In 2009, the Center for Advanced Manufacturing facility was opened to support educational programs in maintenance mechanic and welding. Additionally, in 2016, voters in State Center Community College District's service area approved Measure C, a \$485-million bond that will add 30,000 square feet to Madera Community College Center.

Completed in January 2004, State Center Community College District used fiscal year 2001-02 state capital outlay funding to develop the Academic Village Complex. This facility comprises a 50,000 square feet of offices, laboratory, and lecture space for Madera Community College Center's biology, physical science, chemistry, computer studies, business, art, and Licensed Vocational Nursing programs. The state-funded capital outlay project also provided funding to renovate an existing educational and administrative building to house a library, student services, and administrative offices.

## **POPULATION AND ENROLLMENT PROJECTIONS**

The demographic profile of the Madera Community College Center supports the need for transitioning the existing center into a comprehensive community college. The population in the Madera Community College Center's service area has low secondary and postsecondary education attainment. Madera County has one of the lowest associate degree attainment rates in the state, ranking 55 among California's 58 counties. Only 21.24 percent of Madera County residents have earned an associate degree among adults age 24 to 54. Similarly, only 13.1 percent of Madera County residents have earned a bachelor's degree or higher, which is below California's 32 percent statewide average. Additionally, 28.3 percent of Madera County residents have not completed a high school

diploma or general educational development (GED), which is higher than California’s 17.9 percent statewide average. These factors are also identified in the *Vision of Success* as rationale for targeting the Central Valley as a region of low performance.

In addition to low education attainment rates, Madera’s population is poised for significant growth. The Madera Community College Center generates most of its enrollment from surrounding communities: Fresno, Clovis, Kerman, and Chowchilla. In 2017, the total population within the service area was approximately 157,472. The California Department of Finance projects that Madera Community College Center’s service area population will increase by 22 percent (approximately 34,614) between the years 2017 and 2032, which is nearly double the anticipated 12.5 percent statewide growth rate within the same timeframe.

Table 1 shows recent enrollment projections for the center; these rates were developed by the State Center Community College District and approved by the Department of Finance’s Demographic Research Unit. Starting in the fall term of 2018, the number of existing FTES and the projected growth in the service area demonstrates continued viability of the Madera Community College Center as it transitions into a comprehensive college.

Table 1: Department of Finance Enrollment, Weekly Student Contact Hours (WSCH), and FTES Growth Driven Projections

<b>Term</b>	<b>Semester FTES</b>	<b>WSCH</b>	<b>Fall Enrollment</b>
<b>Fall 2018</b>	1,001	30,017	3,417
<b>Fall 2019</b>	1,003	30,095	3,480
<b>Fall 2020</b>	1,027	30,805	3,517
<b>Fall 2021</b>	1,049	31,484	3,550
<b>Fall 2022</b>	1,073	32,175	3,584
<b>Fall 2023</b>	1,097	32,922	3,622
<b>Fall 2024</b>	1,112	33,348	3,625
<b>Fall 2025</b>	1,127	33,823	3,634
<b>Fall 2026</b>	1,140	34,212	3,632

## **PROGRAMMATIC ALTERNATIVES**

The State Center Community College District has considered a number of alternatives to pursuing college status, and its Board of Trustees has determined that college status is the most financially feasible and least resource-intensive alternative. The following alternatives were evaluated as part of the Needs Assessment:

### **A. Remain an Educational Center**

As an educational center, Madera Community College Center operates under the accreditation of Reedley College and cannot offer its own complete academic programs. In addition, operation funding is limited and subject to budgetary priorities of Reedley College. Therefore, remaining an educational center means that its students will need to continue commuting long distances to other district locations to complete their programs and the support services along with the programs will continue to compete with Reedley College's priorities for resources.

### **B. Expansion of Existing State Center Community College District Colleges**

Madera Community College Center's students are encouraged to enroll at multiple district institutions to serve their educational needs. However, the district risks losing enrollment from students in its Madera County and northwestern Fresno County service area. More importantly, students risk the achievement of their educational goals.

Reedley College is located in a rural agricultural setting that is more than 45 miles (50-minute commute) from the Madera Community College Center. Expanding Reedley College's facilities would not respond to the needs of Madera Community College Center's service area population.

If State Center Community College District were to expand Fresno City College's campus, the choice would be inefficient and prohibitively expensive. Fresno City College is land-locked and annually serves more than 28,000 students on its 100-acre campus. Expanding the college's facilities would require extensive reconstruction to grow its facilities vertically. Additionally, the campus could become overcrowded and parking would become limited. Although Fresno City College is located approximately 18 miles (20-minute commute) from the Madera Community College Center, many Madera students choose to enroll at Madera Community College Center due to less overcrowding and more course availability.

Clovis Community College is 21 miles (31-minute commute) from the Madera Community College Center and annually serves more than 9,000 students in Clovis and northeast Fresno. An influx in local high school graduation rates have contributed to its increased enrollment, which has caused facility constraints. Although Clovis Community College may eventually accommodate expanded programs and services for its students, the timeline for this expansion is long.

### **C. Shared Use with Other Postsecondary Institutions**

Madera Community College Center has approximately 18 neighboring postsecondary educational institutions, with the majority of these institutions located outside of Madera County. The closest four-year public higher education campus is California State University, Fresno, which is 22 miles (20-minute commute) from the Madera Community College Center. The purpose of Madera Community College Center is to provide the district's northwestern service area population with the opportunities to earn associate's degrees, earn transfer units, or certificates without imposing a long commute on its students. Given the distances involved, sharing facilities with other institutions does not appear to be a viable option for the students of Madera County.

### **ACADEMIC PLANNING AND PROGRAM JUSTIFICATION**

The Chancellor's Office reviewed the needs assessment and found no significant inter-district concerns. Madera Community College Center's proposed delivery system is reasonable and the district provided adequate information to support its academic programs. Although the Madera Community College Center continues to be regionally accredited through Reedley College, they plan to implement an administrative structure at Madera Community College Center in preparation for pursuing its transition to a comprehensive college. The administration at the Madera Community College Center is led by a President who reports to the Chancellor of the State Center Community College District.

Courses and programs offered by State Center Community College District are approved by the Chancellor's Office. The academic programs offered at Madera Community College Center include more than 560 courses each year in 38 areas of study.

### **STUDENT SERVICES AND OUTREACH**

The Chancellor's Office also reviewed the student support services described in the needs assessment. The information provided concerning the delivery of student services meets the Needs Assessment criteria for approval. The district has provided information that addresses how support services are planned and will be staffed and evaluated during the transition from center to college. Services currently offered either onsite or through Reedley College include orientation; assessment; counseling, advising and other education planning services; admissions and records; financial aid; California Work Opportunity and Responsibility to Kids (CalWORKs); Cooperative Agency Resources for Education (CARE); Disabled Students Programs and Services (DSPS); Extended Opportunity Programs and Services (EOPS); support for foster youth; student activities; student health and mental health services; library services; tutoring; transfer and articulation services; and veterans services.

By approving the request to pursue college status for Madera Community College Center, the district will be able to continue implementing its transition plan. The plan includes

efforts to increase staffing levels and enhance its services to deliver programs that respond to the needs of its service area population.

## **SUPPORT AND CAPITAL OUTLAY BUDGET PROJECTIONS**

The Chancellor's Office reviewed the Madera Community College Center Needs Assessment for transitioning to a college and determined that the district's fiscal performance and condition meet the future fiscal demands of the proposed college. The district has effectively managed its financial resources to achieve an annual fund balance of 20.7 percent, which is above the recommended minimum 5 percent reserve. The FTES potential of the Madera Community College Center should enable the district to receive any additional system funding available in the 2021-22 budget year and subsequent years. The State Center Community College District certified that the center achieved 1,967 full-time equivalent students in both the fall and spring semesters of fiscal year 2017-18.

State Center Community College District is compliant with the Fifty Percent Law. Pursuant to existing regulations, State Center Community College District spent 52.65 percent of its Current Expense of Education on salaries of classroom instructors in 2017-18.

Future capital outlay improvements planned at Madera Community College Center within the next 10 years include constructing two facilities: Academic Village 2 and the Center for Agriculture and Technology. The estimated cost of these projects total \$45.9 million. Currently, the Madera Community College Center campus consists of 85,944 assignable square feet and is projected to increase by 35,015 assignable square feet as a result of these proposed capital outlay projects.

Voters in State Center Community College District's service area approved a local bond Measure E, in 2002 that allocated more than \$36 million for the Madera Community College Center. The district used local bonds and state capital outlay funds to finance the existing facilities. Additionally, in 2016, voters approved Measure C, a \$485 million bond that will support Madera Community College Center's growth. State Center Community College District plans to use Measure C funding to add 30,000 square feet of classroom, lab, and office space. Additionally, Measure C funds will be used to modernize campus technology. The district will continue to apply for state capital outlay funds to finance future capital outlay projects at the Madera Community College Center.

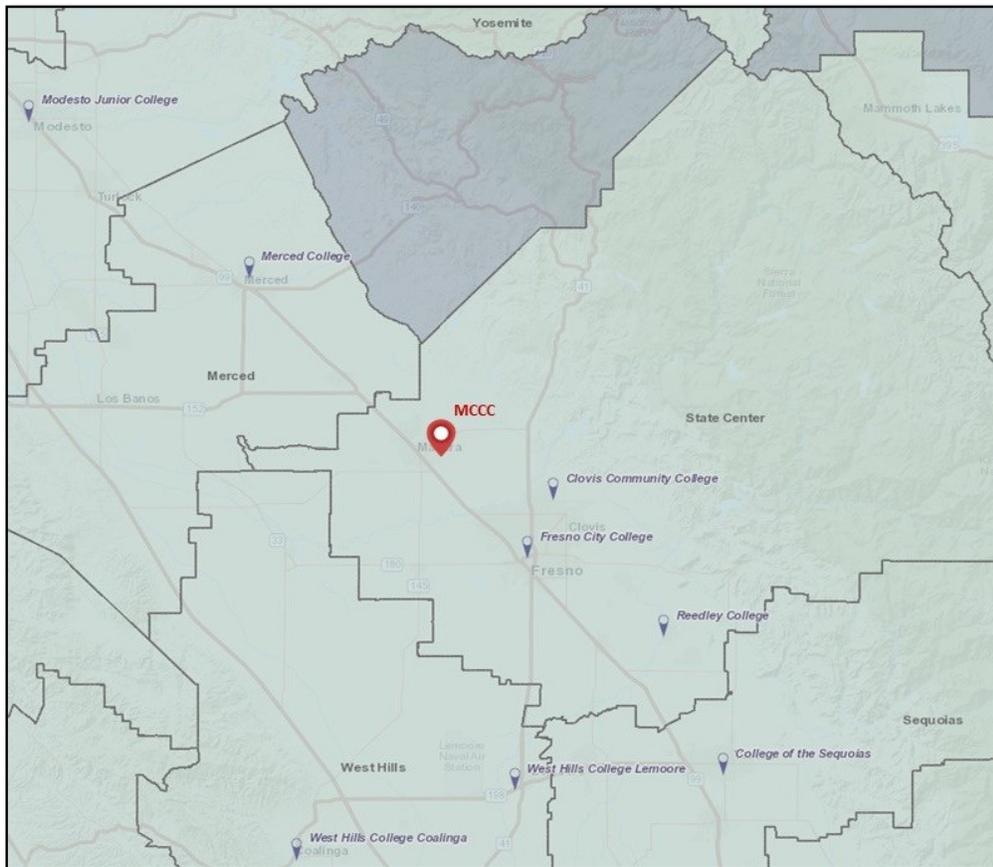
## **GEOGRAPHIC AND PHYSICAL ACCESSIBILITY**

Madera Community College Center is located in a rural agricultural setting, which necessitates vehicular transportation to the campus. Its campus is located on Avenue 12, 5.5 miles southeast of Madera's city center. Additionally, the campus is between two major state highways: less than a mile from California State Route 99 and 11.2 miles to the west of California State Route 41. The commute time for residence located within Madera Community College Center's service area zip codes range from 14 minutes (11.6 miles) to 46 minutes (38.9 miles). Service area residents with the City of Madera zip codes have an average commute of 14.1 miles, which equates to 20 driving minutes to the center.

California State University, Fresno is located approximately 30 driving minutes (21.5 miles) from the Madera Community College Center. Other notable out-of-district colleges include Merced College (41 miles), West Hills Community College Lemoore (49.7 miles), College of the Sequoias (59.6 miles), and Modesto Junior College (80.5 miles). For geographic representation, see Figure 1 below.

Madera County offers two public transportation systems with routes to the Madera Community College Center campus, the Madera County Connection system (MCC) and Madera Area Express (MAX). Both systems have added a route specifically for transportation to the campus. MCC offers a “college” route, with five pickups throughout the day. Pick-up times range from 8:42 AM to 5:32 PM. Additionally, MCC’s service extends from eastern Madera County to Yosemite Lakes Park, Coarsegold, Oakhurst, and North Fork communities. Beginning January 2018, the MAX offers the “Route 3 College” for service to the campus. Its transportation services are available from 7 AM to 5 PM, with departures from the campus at 47 minutes past the hour. Southbound buses depart from the northern terminus at 15 minutes past every hour.

Figure 1: State Center Community College District – State Approved District Locations



Source: [Foundation for California Community Colleges](https://foundationccc.org) (link to website: <https://foundationccc.org>)

## EFFECTS ON OTHER INSTITUTIONS

Establishing Madera Community College Center as a community college is not projected to pose negative impacts to other neighboring higher education institutions. The only community college operations within a 25-mile radius belong to State Center Community College District. All neighboring community college district locations are approximately 41 miles to 80.5 miles from the Madera Community College Center (see Figure 1).

The following neighboring institutions have provided letters of support for Madera Community College Center's transition to a comprehensive college: West Hills College Lemoore, West Hills College Coalinga, Merced College, College of the Sequoias, Yosemite Community College District, Clovis Community College, Fresno City College, California State University Stanislaus, California State University Fresno, Fresno Pacific University, Madera Unified School District, Golden Valley Unified School District, and Kerman Unified School District. There is not expected to be a negative impact on enrollment or economy of operations and that Madera Community College Center's pursuit of college status will not create excess enrollment capacity or lead to an unnecessary duplication of programs, particularly among State Center Community College District campuses.

## ENVIRONMENTAL IMPACT

In 1995, Madera County filed an Environmental Impact Report for the *Madera Center Project* as the lead agency. In addition to the original Environmental Impact Report, State Center Community College District prepared a Mitigated Negative Declaration for the initial phase of the Madera Community College Center's facilities construction, which the Board of Trustees adopted in January 1998. The Mitigated Negative Declaration comprises the required California Environmental Quality Act (CEQA) compliance documentation for subsequent development phases.

In May 2000, in place of a Notice of Determination, State Center Community College District's Board of Trustees approved a resolution that certified CEQA compliance for the *Madera Center Project* recognizing the environmental effects of Madera Community College Center projects, as shown in the initial Environmental Impact Report. Overall, the environmental impacts were studied appropriately, a final Environmental Impact Report was filed with the State Clearing House (State Clearing House # 1995102088) in 1995. The resolution covers recent and future planned capital projects, including the Madera Community College Center's Center for Advanced Manufacturing, which was completed in 2009. State Center Community College District's past and present capital development of Madera Community College Center are compliant with CEQA regulations.