# Enrollment Projections for Cañada College 

Richard A. Voorhees, Ph.D. Voorhees Group LLC

January 2007

## Executive Summary

This report provides enrollment projections for Cañada College for the years 2010 through 2050. The projections are based on the ratios of enrollments by gender, age, race/ethnicity and county to the corresponding population estimates provided by the Demographic Research Unit of the California Department of Finance. Several scenarios are examined to illustrate the likely return from various courses of action the college may choose to pursue. In the first scenario, we assume that all enrollment shares in 2005 are held constant through 2050. In scenario B, we increase the participation rate for Hispanic population ages 1524 through 2050. Similarly, we increase the college participation rates of all students ages 15-24 through 2050 in scenario C. The fourth scenario (D) provides for an increase in the share of all 25-49 year olds, a subgroup that is prone to attend community colleges to increase employment skills. In scenario E, we increase the number of learners aged 50 and over through 2050.

Demographic projections suggest that, while the population base for San Francisco County will decline over the next forty five years, making it more difficult for Cañada College to attract more students from that location, San Mateo County, from which Cañada draws 86.5 percent of its current enrollment, is poised to grow by 20 percent between now and 2050. The

Hispanic subpopulation predicted to grow faster than other race/ethnicity groups in the region over this period. Finally, the age distribution of the region's population is shifting to the right. These projections show that if the Colleges current market shares of the population remain constant, overall enrollments would be predicted to increase by about 15 percent in the year 2030, and then rising to approximately 17 percent by 2050, due largely to the growth in San Mateo County. However, modest increases in market shares in select demographic categories driven by enrollment management strategies could lead to dramatic enrollment growth. This report models the likely impact of enrollment management choices before Cañada College.

## Enrollment Projections for Cañada College

## Overview

Successful long-range planning for colleges requires having information about the demand for education and how they might change in the future. Enrollment projection models are used by institutions of higher education to provide a starting point to estimate total demand for future services. An enrollment projection model is also useful for examining the impact of "what-if" scenarios that can also affect demand. For example, the institution may choose to implement policies to increase the market share of Hispanics ages 15-24. The impacts of these changes can be simulated by making assumptions about the magnitudes of the changes in market share and when they will occur. While this introduces some imprecision into the enrollment forecasts, it provides the institution with information about the likely magnitudes of enrollments changes that might occur when market shares change.

Enrollment projection models are also useful for illustrating how external demographic trends are likely to impact an institution's enrollments. The general population from which institutions draw students is constantly changing in size and composition. Demographers have
noted for years that the "baby boomer generation" and their children ("baby boomer echo") have led to a significant rightward shift in populations across the United States. This has obvious implications for institutions of higher education, which rely most heavily on individuals under the age of 30 for their enrollments. In addition, demographers have observed that there is a significant shift in population by race/ethnicity, with the Hispanic population growing at a faster rate than most other race/ethnicities. It is also possible that different jurisdictions within a given community college's service area may experience different growth rates due to a wide range of factors. Given that institutions typically draw students from multiple places, this is potentially important information. The Geographical Information System maps prepared for Cañada College as part of the current strategic planning process provide a visual method for determining age, race/ethnicity, and income patterns in the College's immediate service area by Census Tract and recent changes (past 5 years) within those tracts. By observing how these and other trends might affect its market, the College can better understand what might happen in the future to their enrollments and what market segments are most, and least, promising to pursue.

## Data Description for Enrollment Projections

The enrollment projection model for Cañada College was developed using an Excel spreadsheet. The model relies on two main pieces of information: (1) current enrollments at Cañada College, and (2) actual and projected population counts. The enrollment data was obtained from Cañada College from 2005-06, and represents unduplicated headcounts within each term across an entire academic year. The population counts and projections were obtained from the California Department of Finance for the years 2000-2050. To provide as much precision to guide the college from existing data, we obtained both enrollment and population counts broken down by gender, race/ethnicity, age, and county.

Turning to the specifics, we identified the following six categories for race/ethnicity: White, Hispanic, Asian and Pacific Islander, Black, American Indian, and All Other, or multirace. In order to match the data from Cañada with the data from the U.S. California Department of Finance, we had to make the following adjustments to the data:

- Students at Cañada with Other or Unreported race/ethnicities were combined into the All Other category;
- Multirace populations from the Department of Finance were included in the All Other category
- Asian and Pacific Islander information from the U.S. Census was combined to correlate with available enrollment data for Cañada.
- Students at Cañada with missing information on gender or age were omitted from the projections. Because the number of students in this category is relatively small, it should have very little impact on the projections.
- The market shares of students from other or unknown counties (302 as of 2005) were increased in total by the average of projections for San Mateo, Santa Clara, Alameda, and San Francisco counties.

The eleven age categories that we used (15-19, 20-24, 25-29, 30-34, 35-39, 40-44, 45-49, 50-54, 55-59, 60-64, and 65+) were chosen so that the enrollment data from Cañada and the population data from the U.S. California Department of Finance could be matched. Finally, we identified four primary markets from which Cañada draws its current students: San Mateo County, Santa Clara County, Alameda County, and San Francisco County. The markets were defined at the county level due to the structure of the Census data. Appendix A provides detailed projections by race/ethnicity and age range for these Four Counties through the year
2030. These data show profound predicted declines in White and Black subpopulations in these Counties and help explain the enrollment forecasts made in this report.

## Methodology

The headcount enrollment projections were based on the estimated shares of the relevant populations enrolling in Cañada College in 2005-06. Shares of each population group enrolling in Cañada College were calculated as follows:
(1) Share(g,r,a,c) $=$ Enrollment(g,r,a,c) / Population(g,r,a,c)
where Enrollment(g,r,a,c) = Cañada enrollments by gender, race/ethnicity, age, and county in 2005-06, Population(g,r,a,c) = Estimated population by gender, race/ethnicity, age, and county in 2005, and Share(g,r,a,c) = share of relevant population enrolling in Cañada College. To illustrate, the California Department of Finance estimated that for San Mateo County, there were 7,422 white males ages 20-24 in 2005. In 2005-6 there were 239 white males ages 20-24 in San Mateo County who enrolled in Cañada College. Accordingly, the estimated share of white males ages 20-24 in San Mateo County enrolling in Cañada College was .0322 (= 239 / 7,422). Because there were two gender categories, six race/ethnicity categories, and eleven age categories in our dataset, this gave rise to 132 separate enrollment shares for each of the four counties (528 shares total).

Table 1 displays current market shares by age, gender, and county of residence.

Table 1: Estimated Headcount Enrollment Shares for Cañada by Age and County, 2005

| Age <br> Category | San Mateo <br> Males | San Mateo <br> Females | Santa <br> Clara <br> Males | Santa <br> Clara <br> Females | San <br> Francisco <br> Males | San <br> Francisco <br> Females | Alameda <br> Males | Alameda <br> Females |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: | ---: | ---: |
| $15-19$ | $2.90 \%$ | $3.95 \%$ | $0.03 \%$ | $0.05 \%$ | $0.08 \%$ | $0.05 \%$ | $0.03 \%$ | $0.05 \%$ |
| $20-24$ | $3.46 \%$ | $5.72 \%$ | $0.08 \%$ | $0.17 \%$ | $0.15 \%$ | $0.17 \%$ | $0.04 \%$ | $0.09 \%$ |
| $25-29$ | $1.84 \%$ | $3.44 \%$ | $0.07 \%$ | $0.18 \%$ | $0.08 \%$ | $0.18 \%$ | $0.02 \%$ | $0.06 \%$ |
| $30-34$ | $0.85 \%$ | $2.09 \%$ | $0.03 \%$ | $0.09 \%$ | $0.02 \%$ | $0.09 \%$ | $0.02 \%$ | $0.03 \%$ |
| $35-39$ | $0.59 \%$ | $1.66 \%$ | $0.03 \%$ | $0.10 \%$ | $0.01 \%$ | $0.10 \%$ | $0.02 \%$ | $0.04 \%$ |
| $40-44$ | $0.42 \%$ | $1.22 \%$ | $0.02 \%$ | $0.05 \%$ | $0.02 \%$ | $0.05 \%$ | $0.03 \%$ | $0.01 \%$ |
| $45-49$ | $0.34 \%$ | $1.31 \%$ | $0.01 \%$ | $0.07 \%$ | $0.00 \%$ | $0.07 \%$ | $0.01 \%$ | $0.02 \%$ |
| $50-54$ | $0.32 \%$ | $1.22 \%$ | $0.01 \%$ | $0.06 \%$ | $0.01 \%$ | $0.06 \%$ | $0.01 \%$ | $0.02 \%$ |
| $55-59$ | $0.24 \%$ | $0.71 \%$ | $0.01 \%$ | $0.05 \%$ | $0.01 \%$ | $0.05 \%$ | $0.00 \%$ | $0.00 \%$ |
| $60-64$ | $0.21 \%$ | $0.53 \%$ | $0.01 \%$ | $0.02 \%$ | $0.02 \%$ | $0.02 \%$ | $0.00 \%$ | $0.00 \%$ |
| $65+$ | $0.30 \%$ | $0.32 \%$ | $0.01 \%$ | $0.02 \%$ | $0.00 \%$ | $0.02 \%$ | $0.00 \%$ | $0.00 \%$ |

From Table 1, it can be seen that the largest market shares for Cañada College are drawn from
the San Mateo County area and in the age categories 15-19, 20-24, and 25-29. The market
shares decline significantly for ages 30 and older. The market shares also vary considerably by race/ethnicity and gender, as shown in Table 2 for San Mateo County ages 15-29 (Table 2).

Table 2: Enrollment Shares for Cañada in San Mateo County by Race/Ethnicity and Gender, Selected Ages 2005

| Race/Ethnicity and Gender | Ages 15-19 | Ages 20-24 | Ages 25-29 |
| :--- | ---: | ---: | ---: |
| White Males | $2.82 \%$ | $3.22 \%$ | $1.48 \%$ |
| White Females | $3.76 \%$ | $4.92 \%$ | $2.70 \%$ |
| Hispanic Males | $3.36 \%$ | $4.25 \%$ | $2.43 \%$ |
| Hispanic Females | $4.61 \%$ | $7.67 \%$ | $4.51 \%$ |
| Asian Males | $1.72 \%$ | $2.03 \%$ | $1.02 \%$ |
| Asian Females | $2.58 \%$ | $3.60 \%$ | $2.19 \%$ |
| Pacific Islander Males | $3.62 \%$ | $2.71 \%$ | $1.46 \%$ |
| Pacific Islander Females | $3.67 \%$ | $4.66 \%$ | $7.75 \%$ |
| Black Males | $2.20 \%$ | $4.71 \%$ | $1.03 \%$ |
| Black Females | $3.03 \%$ | $2.20 \%$ | $2.20 \%$ |
| American Indian Males | $6.19 \%$ | $6.74 \%$ | $3.92 \%$ |
| American Indian Females | $7.88 \%$ | $9.09 \%$ | $6.43 \%$ |
| All Other Race Males | $2.82 \%$ | $3.22 \%$ | $1.48 \%$ |
| All Other Race Females | $3.76 \%$ | $4.92 \%$ | $2.70 \%$ |

Overall, Cañada College draws most readily from the Hispanic and the All Other Race categories, when market share is compared to population in San Mateo County. Hispanic females participate at a rate nearly double that for Hispanic males after the age of 20. Cañada
has a particularly strong draw among American Indians in the county as well, but that population is relatively small. In addition, the enrollment shares for females within these age categories are higher than for males in virtually every race/ethnicity category. It should also be noted that the enrollment shares for ages 30 and higher, not depicted in Table 2, are significantly lower than those shown.

We generated five scenarios based on current enrollment shares and simulated changes in those enrollment shares based on predicted growth, and shifts, in age/gender/race/ethnicity categories over the projection period. In the first scenario, we assume that all enrollment shares in 2005 are held constant through 2050 and title this "status quo enrollment projections." Next, we created four scenarios that are based on based on increasing enrollment for specific market shares by what we consider to be a reasonable amount, two (2) percent, every five years. Certainly, accelerated use of enrollment management techniques-including improved student retention--could easily double, or even triple, this increment. However, since enrollment management strategies do not bear full fruit in the same timeframe in which they are implemented, we offer a more conservative target to start the conversation at the College about the actions necessary to generate additional enrollment. Accordingly, in scenario B we increase the Hispanic population ages 15-24 college participation rate through 2050. The Hispanic subpopulation is the largest growing segment in the college's service area. We then increase the college participation rates of all students ages 15-24 through 2050 in scenario C. The fourth scenario (D) provides for an increase in the share of 25-49 year olds, a subgroup that is prone to attend community colleges to increase employment skills. In the last simulation, scenario E, we increase the number of learners aged 50 and over through 2050. This demographic is most often associated with leisure learning, although changes in the Baby Boomer generation and
alternative definitions of "retirement" may mean that this market segment will return to college for challenging academic and/or career-related courses as well.

## Scenario A: Baseline Enrollment Projections

Table 3 contains the status quo enrollment projections where we held the market shares
for each gender, race/ethnicity, age, and county constant through $2050 .{ }^{1}$
Table 3: Enrollment Projections for Cañada by County - Scenario A

| Totals by County | $\mathbf{2 0 0 5}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 2 0}$ | $\mathbf{2 0 3 0}$ | $\mathbf{2 0 4 0}$ | $\mathbf{2 0 5 0}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| San Mateo County | 7,959 | 8,484 | 9,154 | 9,157 | 9,049 | 9,313 |
| San Francisco County | 279 | 255 | 244 | 280 | 204 | 174 |
| Santa Clara County | 696 | 731 | 796 | 830 | 844 | 882 |
| Alameda County | 265 | 287 | 301 | 331 | 356 | 383 |
| Total | $\mathbf{9 , 1 9 8}$ | $\mathbf{9 , 7 5 7}$ | $\mathbf{1 0 , 4 9 5}$ | $\mathbf{1 0 , 5 9 8}$ | $\mathbf{1 0 , 4 5 3}$ | $\mathbf{1 0 , 7 5 2}$ |

Overall headcount enrollments for Cañada College would be predicted to increase through 2030 and then would decline slightly through 2040 if the college were able to maintain the same market shares for each gender, race/ethnicity, and age group. Headcount enrollments would rise by a few hundred students between 2040 and 2050 with the fluctuation in overall population. However, the enrollment changes would vary dramatically by county. Note, for example, that while headcount enrollments from San Mateo, Santa Clara, and Alameda counties would rise slightly over this twenty-five year period, the enrollments from San Francisco County would decline with population changes predicted there. This can be seen more clearly in Table 4, which shows the percentage changes in enrollments by county relative to 2005 .

Table 4: Percentage Changes in Headcount Enrollments by County - Scenario A

| Pct Change by County | $\mathbf{2 0 0 5}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 2 0}$ | $\mathbf{2 0 3 0}$ | $\mathbf{2 0 4 0}$ | $\mathbf{2 0 5 0}$ |
| :--- | :---: | ---: | ---: | ---: | ---: | ---: |
| San Mateo County | $\mathrm{n} / \mathrm{a}$ | $7 \%$ | $15 \%$ | $15 \%$ | $14 \%$ | $17 \%$ |
| Alameda County | $\mathrm{n} / \mathrm{a}$ | $8.7 \%$ | $14 \%$ | $25.4 \%$ | $34.8 \%$ | $45.1 \%$ |
| Santa Clara County | $\mathrm{n} / \mathrm{a}$ | $5 \%$ | $14 \%$ | $19 \%$ | $21 \%$ | $27 \%$ |
| San Francisco County | $\mathrm{n} / \mathrm{a}$ | $-8.6 \%$ | $-12.5 \%$ | $-.36 \%$ | $-26.8 \%$ | $-37.6 \%$ |

[^0]The decline in students from San Francisco County is due to the falling population projections for the county provided by the U.S. California Department of Finance. Because San Francisco County is a very small share of Cañada College's current market, however, the magnitude of this estimated decline is more than offset by the smaller projected population gains for San Mateo and Santa Clara counties. Nonetheless, the falling population for San Francisco County is certainly a demographic trend facing the college and carries consequences for marketing and strategic planning purposes.

In Table 5, we provide breakdowns of enrollments by race/ethnicity for Cañada College under Scenario A.

Table 5: Headcount Enrollment Projections for Cañada by Race/Ethnicity - Scenario A

| Race/Ethnicity | $\mathbf{2 0 0 5}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 2 0}$ | $\mathbf{2 0 3 0}$ | $\mathbf{2 0 4 0}$ | $\mathbf{2 0 5 0}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| White | 3,211 | 3,221 | 3,308 | 3,271 | 2,839 | 2,858 |
| Hispanic | 3,763 | 4,192 | 4,567 | 4,855 | 5,260 | 5,563 |
| Asian and Pacific Islander | 1,323 | 1,348 | 1,366 | 1,346 | 1,265 | 1,234 |
| Black | 282 | 275 | 304 | 274 | 258 | 247 |
| American Indian | 27 | 33 | 37 | 36 | 35 | 33 |
| All Other | 590 | 688 | 913 | 816 | 797 | 817 |
| Total | $\mathbf{9 , 1 9 8}$ | $\mathbf{9 , 7 5 7}$ | $\mathbf{1 0 , 4 9 5}$ | $\mathbf{1 0 , 5 9 8}$ | $\mathbf{1 0 , 4 5 3}$ | $\mathbf{1 0 , 7 5 2}$ |

Table 5 demonstrates that the projected changes in enrollments for Cañada College would be uneven with regard to race/ethnicity over the next twenty-five years. The largest gains in students would be found for Hispanic students and those in the "All Other" category. At the same time, Asian, White, and Black students would decline over this period, and American Indian students, a small share of the market, would increase slightly. These changes are driven by changing demographics within the four counties as summarized in Appendix A.

Table 6 provides a breakdown of the baseline enrollment projections by age

Table 6: Headcount Enrollment Projections for Cañada by Age - Scenario A

| Age Category | $\mathbf{2 0 0 5}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 2 0}$ | $\mathbf{2 0 3 0}$ | $\mathbf{2 0 4 0}$ | $\mathbf{2 0 5 0}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| 15 to 19 | 1,609 | 1,710 | 1,811 | 1,612 | 1,675 | 1,752 |
| 20 to 29 | 3,512 | 3,859 | 4,151 | 4,259 | 3,986 | 4,214 |
| 30 to 39 | 1,738 | 1,693 | 1,788 | 1,907 | 1,855 | 1,851 |
| 40 to 49 | 1,152 | 1,188 | 1,176 | 1,226 | 1,327 | 1,306 |
| 50 and over | 1,187 | 1,307 | 1,569 | 1,594 | 1,611 | 1,629 |
| Total | $\mathbf{9 , 1 9 8}$ | $\mathbf{9 , 7 5 7}$ | $\mathbf{1 0 , 4 9 5}$ | $\mathbf{1 0 , 5 9 8}$ | $\mathbf{1 0 , 4 5 3}$ | $\mathbf{1 0 , 7 5 2}$ |

Roughly one third of all enrollments for Cañada College come from the more traditional age categories for community college students - ages 20-29. However, Cañada also attracts interest from adult students as measured by their proportions in overall enrollment in 2005-2006 (Table 6) but that market share is small outside of San Mateo County (Table 1) and decreasing (Figure 1). Although we predict that the College will see slightly higher headcount enrollments in the age categories 20-29 and 30-39 over the next forty-five years, based on the availability of potential learners, the downward trend depicted here will need to be reversed if the College wishes to hold on to its current market share.


Source: Cañada College Institutional Research Office

Scenario B: Increase in Market Shares for Hispanics Ages 15-24
In Scenario B, we simulated the impact of increasing Cañada’s market shares for Hispanics ages 15-24 in each county by two percentage points over five year increments. All of the remaining market shares by gender/race/age/county in years 2010 through 2050 are assumed to be the same as in 2005 and are held constant. Table 7 provides a summary of the enrollments from this simulation.

Table 7: Headcount Enrollment Projections for Cañada by Race/Ethnicity -- Scenario B

| Race/Ethnicity | $\mathbf{2 0 0 5}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 2 0}$ | $\mathbf{2 0 3 0}$ | $\mathbf{2 0 4 0}$ | $\mathbf{2 0 5 0}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| White | 3,211 | 3,221 | 3,308 | 3,271 | 2,839 | 2,855 |
| Hispanic | 3,763 | 4,223 | 4,652 | 5,063 | 5,577 | 5,998 |
| Asian and Pacific |  |  |  |  |  |  |
| Islander | 1,323 | 1,348 | 1,366 | 1,346 | 1,265 | 1,234 |
| Black | 282 | 275 | 305 | 276 | 258 | 247 |
| American Indian | 27 | 33 | 36 | 36 | 35 | 33 |
| All Other | 590 | 673 | 895 | 820 | 797 | 817 |
| Total | $\mathbf{9 , 1 9 8}$ | $\mathbf{1 0 , 2 2 7}$ | $\mathbf{1 1 , 3 9 5}$ | $\mathbf{1 1 , 8 8 6}$ | $\mathbf{1 2 , 2 6 0}$ | $\mathbf{1 2 , 9 8 0}$ |
|  |  |  |  |  |  |  |
| Gain Over Scenario A | $\mathbf{n} / \mathbf{a}$ | $\mathbf{3 1}$ | $\mathbf{8 5}$ | $\mathbf{2 0 8}$ | $\mathbf{3 1 7}$ | $\mathbf{4 3 5}$ |

Under Scenario B, total enrollments would increase modestly throughout the projection period by almost 1,300 students by $2030(+14 \%)$ and by more than 2,200 by $2050(+24 \%)$ over 2005 levels if Cañada were able to achieve two percentage point increases in the Hispanic market shares for ages 15-24 every five years.

Scenario C: Increase in Market Shares for All Students Ages 15-24
In Scenario C, we increased the market shares for all of students ages 15-24 by two percentage points through 2050 in the same manner as Hispanics were increased in Scenario B. All remaining market shares are held constant at their levels in 2005. The resulting enrollment projections are shown in Table 8.

Table 8: Headcount Enrollment Projections for Cañada- Scenario C

| Race/Ethnicity | $\mathbf{2 0 0 5}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 2 0}$ | $\mathbf{2 0 3 0}$ | $\mathbf{2 0 4 0}$ | $\mathbf{2 0 5 0}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| White | 3,211 | 3,091 | 3,321 | 3,453 | 3,348 | 3,014 |
| Hispanic | 3,763 | 4,223 | 4,652 | 5,063 | 5,577 | 5,998 |
| Asian and Pacific Isl. | 1,323 | 1,370 | 1,408 | 1,415 | 1,360 | 1,351 |
| Black | 282 | 277 | 311 | 282 | 270 | 261 |
| American Indian | 27 | 33 | 37 | 37 | 36 | 35 |
| All Other | 590 | 680 | 922 | 843 | 828 | 864 |
| Total | $\mathbf{9 , 1 9 8}$ | $\mathbf{9 , 6 7 4}$ | $\mathbf{1 0 , 6 5 1}$ | $\mathbf{1 1 , 0 9 4}$ | $\mathbf{1 1 , 4 2 0}$ | $\mathbf{1 1 , 5 2 2}$ |
|  |  |  |  |  |  |  |
| Gain Over Scenario A | $\mathbf{0}$ | $\mathbf{- 8 3}$ | $\mathbf{1 5 6}$ | $\mathbf{4 9 6}$ | $\mathbf{9 6 6}$ | $\mathbf{7 7 0}$ |

Increasing the market shares for all students ages 15-24 by 2\% every five years would result in gains that also are quite modest, especially through 2020. Scenario C projections are the result of sharp drops in the number of White and Black subpopulations aged 15 to 24 throughout the four county region highlighted in Appendix A. The enrollment projection total for 2010 highlights this rapid decline and illustrates that a $2 \%$ gain across the board for all race/ethnic categories may be insufficient to sustain present enrollment levels in the short-term. The College should accordingly consider an enrollment target more ambitious than 2 percent if increasing enrollment in this age range is a priority.

## Scenario D: Increases in Market Shares Ages 25-49

In Scenario D, we increased the market shares for Cañada in the age categories 25-49 by two percentage points every five years through 2050. This age range is where the College is most likely to find adult learners who are most interested in improving their work skills and/or changing careers. Scenario D builds on the assumed gains from Scenarios B and C. It adds enrollment to the previous scenarios by illustrating the gain the college might make from increasing its share of working-age adults. Table 9 contains the resulting total enrollment projection for Scenario D (adding Scenarios A, B, C, and D) as well as the cumulative enrollment produced by adding Scenarios B, C, and D. The headcount gains predicted for this
scenario are much larger than for each of the previous scenarios. However, since this age segment is likely to attend college on a part-time basis the financial impact of their attendance would be less since their attendance is likely to be on a part-time basis.

Table 9: Headcount Enrollment Projections for Working Adults by Race/Ethnicity Adults - Scenario D

| Race/Ethnicity | $\mathbf{2 0 0 5}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 2 0}$ | $\mathbf{2 0 3 0}$ | $\mathbf{2 0 4 0}$ | $\mathbf{2 0 5 0}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| White | 3,211 | 3,365 | 3,395 | 3,358 | 3,131 | 2,987 |
| Hispanic | 3,763 | 4,212 | 4,682 | 5,093 | 5,621 | 6,078 |
| Asian and Pacific Isl. | 1,323 | 1,391 | 1,423 | 1,425 | 1,374 | 1,370 |
| Black | 282 | 292 | 318 | 294 | 281 | 277 |
| American Indian | 27 | 45 | 58 | 56 | 54 | 50 |
| All Other | 590 | 670 | 901 | 848 | 868 | 886 |
| Total | $\mathbf{9 , 1 9 8}$ | $\mathbf{9 , 9 7 6}$ | $\mathbf{1 0 , 7 7 7}$ | $\mathbf{1 1 , 0 7 4}$ | $\mathbf{1 1 , 3 2 9}$ | $\mathbf{1 1 , 6 4 9}$ |
|  |  |  |  |  |  |  |
| Gain Over Scenario A | $\mathbf{0}$ | $\mathbf{2 1 9}$ | $\mathbf{2 8 2}$ | $\mathbf{4 7 6}$ | $\mathbf{8 7 5}$ | $\mathbf{8 9 7}$ |

Table 9 shows that a two percentage point increase in the market share of 25-49 year olds enrolling in Cañada College in addition to the $2 \%$ increase of all students aged 15-24 would result in and estimated 219 student gain by 2010 and larger gains thereafter.

## Scenario E: Increase Market Shares for Learners aged 50+

In a last scenario we increased the market shares for Cañada in the age categories 50 and older by two percentage points every five years through 2050. These learners represent the market segment that is likely to be most interested, but not exclusively, in personal development classes. These projections reflect the current, small market share the College enjoys in this age range coupled with a rapid decline in the four county area (Appendix A) in the White subpopulation aged 50-59. Most of the predicted gains in the older population will be among Hispanics. The resulting enrollment projections are shown in Table 10.

Table 10. Headcount Enrollment Projections for Canada by Race/Ethnicity - Scenario E

| Race/Ethnicity | $\mathbf{2 0 0 5}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 2 0}$ | $\mathbf{2 0 3 0}$ | $\mathbf{2 0 4 0}$ | $\mathbf{2 0 5 0}$ |
| :--- | ---: | ---: | ---: | ---: | ---: | ---: |
| White | 3,211 | 3,302 | 3,356 | 3,436 | 3,147 | 2,940 |
| Hispanic | 3,763 | 4,168 | 4,545 | 4,876 | 5,318 | 5,656 |
| Asian and Pacific Isl. | 1,323 | 1,376 | 1,390 | 1,377 | 1,314 | 1,298 |
| Black | 282 | 289 | 308 | 278 | 263 | 255 |
| American Indian | 27 | 32 | 37 | 37 | 36 | 35 |
| All Other | 590 | 665 | 881 | 805 | 824 | 847 |
| Total | $\mathbf{9 , 1 9 8}$ | $\mathbf{9 , 8 3 2}$ | $\mathbf{1 0 , 5 1 6}$ | $\mathbf{1 0 , 8 0 8}$ | $\mathbf{1 0 , 9 0 1}$ | $\mathbf{1 1 , 0 3 2}$ |
|  |  |  |  |  |  |  |
| Gain Over Scenario $\mathbf{A}$ | $\mathbf{0}$ | $\mathbf{7 5}$ | $\mathbf{2 1}$ | $\mathbf{2 1 0}$ | $\mathbf{4 4 7}$ | $\mathbf{2 8 0}$ |

## Summary

The enrollment projections provided in this report are intended to help illustrate several important pieces of information for Cañada College. First, the demographic changes occurring in the markets served by Cañada College will have important ramifications for long-range planning. As the age distribution shifts to the right and the children of the baby boomers exit the postsecondary system, there will be fewer traditional-aged people from which to draw students to the college. In the meantime, the older demographic will increase in Hispanics and decline sharply in Whites and Blacks. San Francisco County also is slated to experience a significant drop in population over the next twenty years, which will make it more difficult for Cañada to recruit new students form this region although, as previously mentioned, this decline is offset by San Mateo County's predicted growth. Increasing the market shares for younger students and students from San Mateo County will add the most to overall financial health. There are similarly some important changes with regard to race/ethnicity, in particular that the Hispanic population is predicted to experience the largest growth among the various race/ethnicities considered here.


The results for Scenario A, the status quo projection, show that if Cañada were successful in maintaining their current market shares within each of the 528 gender/race/age/county groups in our analysis, total enrollments would rise by fifteen percent over the next twenty-five years. There would, however, be notable shifts within this student population with fewer students coming from San Francisco County and fewer White and Black students.

These projections have been built on current market shares at the College; they have not factored either upward or downward trends in student enrollment prior to 2005-2006. This means that considerable effort will need to be expended to realize the two percent gains that drive each of the scenarios above, especially in demographics where recent trends have been downward, e.g., the enrollment of older adults and the enrollment of non-minority students. These trends are not easily reversed. Gains in enrollment of working age and older adults depicted in Scenarios D and E will produce the most headcount for the College. Finally, retention of students is always more cost-effective than simply recruiting them; the 2 percent gains for each of the scenarios include increased retention rates necessary to bring about this
gain. However, even larger gains in headcount enrollment may be realized in these market segments with both increased recruitment and retention.

## References

State of California (2004, May). Department of Finance, Race/Ethnic Population with Age and Sex Detail, 2000-2050. Sacramento, CA. Retrieved September 29, 2006 at http://www.dof.ca.gov/HTML/DEMOGRAP/Data/RaceEthnic/Population-00-

50/RaceData 2000-2050.asp

## Appendix A

Table A1: Projections by Age and Race/Ethnicity for the Four County Region

| Age Range <br> Total Population | $\mathbf{2 0 0 5}$ | $\mathbf{2 0 1 0}$ | $\mathbf{2 0 2 0}$ | $\mathbf{2 0 3 0}$ | Change <br> 2005 to <br> $\mathbf{2 0 3 0}$ |
| ---: | ---: | ---: | ---: | ---: | ---: |
| $15-19$ | 286,458 | 306,552 | 335,249 | 336,482 | $17.5 \%$ |
| $20-24$ | 288,976 | 308,887 | 312,164 | 358,917 | $24.2 \%$ |
| $25-29$ | 331,395 | 330,691 | 342,169 | 367,598 | $10.9 \%$ |
| $30-34$ | 421,475 | 367,909 | 347,535 | 346,549 | $-17.8 \%$ |
| $35-39$ | 435,812 | 437,495 | 359,764 | 368,732 | $-15.4 \%$ |
| $40-44$ | 380,436 | 390,168 | 333,054 | 314,861 | $-17.2 \%$ |
| $45-49$ | 373,968 | 407,242 | 438,659 | 364,165 | $-2.6 \%$ |
| $50-54$ | 325,404 | 364,922 | 428,051 | 378,760 | $16.4 \%$ |
| $55-59$ | 286,044 | 314,116 | 394,958 | 426,686 | $49.2 \%$ |
| $60-64$ | 201,865 | 271,683 | 344,963 | 405,351 | $100.8 \%$ |
| $65+$ | 512,370 | 560,205 | 796,410 | $1,074,999$ | $109.8 \%$ |

White

|  | 15-19 | 176,296 | 152,184 | 96,764 | 88,385 | -49.9\% |
| :---: | :---: | :---: | :---: | :---: | :---: | :---: |
|  | 20-24 | 168,980 | 163,257 | 107,235 | 98,718 | -41.6\% |
|  | 25-29 | 159,670 | 156,134 | 126,297 | 104,055 | -34.8\% |
|  | 30-34 | 153,851 | 148,435 | 128,936 | 109,983 | -28.5\% |
|  | 35-39 | 152,749 | 142,810 | 140,799 | 142,081 | -7.0\% |
|  | 40-44 | 123,607 | 140,518 | 141,927 | 146,959 | 18.9\% |
|  | 45-49 | 263,034 | 271,952 | 379,483 | 410,433 | 56.0\% |
|  | 50-54 | 29,944 | 30,497 | 19,534 | 13,002 | -56.6\% |
|  | 55-59 | 28,332 | 28,792 | 24,839 | 19,932 | -29.6\% |
|  | 60-64 | 20,787 | 26,729 | 26,719 | 24,786 | 19.2\% |
|  | $65+$ | 59,993 | 61,051 | 85,650 | 93,192 | 55.3\% |
| Hispanic |  |  |  |  |  |  |
|  | 15-19 | 94,839 | 110,671 | 115,345 | 125,522 | 32.4\% |
|  | 20-24 | 82,548 | 98,592 | 112,680 | 113,739 | 37.8\% |
|  | 25-29 | 70,095 | 85,997 | 114,319 | 113,359 | 61.7\% |
|  | 30-34 | 56,725 | 71,430 | 110,585 | 118,323 | 108.6\% |
|  | 35-39 | 45,273 | 56,109 | 100,078 | 114,101 | 152.0\% |
|  | 40-44 | 33,781 | 43,874 | 83,758 | 96,754 | 186.4\% |
|  | 45-49 | 59,810 | 71,299 | 146,702 | 179,628 | 200.3\% |
|  | 50-54 | 7,851 | 10,216 | 16,771 | 18,263 | 132.6\% |
|  | 55-59 | 6,031 | 7,618 | 14,143 | 15,905 | 163.7\% |
|  | 60-64 | 4,308 | 5,729 | 11,671 | 13,519 | 213.8\% |
|  | $65+$ | 9,671 | 11,344 | 23,771 | 29,989 | 210.1\% |
| Asian or Pacific Islander |  |  |  |  |  |  |
|  | 15-19 | 114,050 | 132,199 | 111,024 | 106,413 | -6.7\% |
|  | 20-24 | 73,210 | 81,827 | 70,062 | 63,017 | -13.9\% |
|  | 25-29 | 95,699 | 115,755 | 128,445 | 118,592 | 23.9\% |
|  | 30-34 | 87,199 | 102,014 | 125,504 | 123,386 | 41.5\% |
|  | 35-39 | 74,688 | 91,287 | 127,779 | 138,819 | 85.9\% |
|  | 40-44 | 53,742 | 77,458 | 114,686 | 127,604 | 137.4\% |
|  | 45-49 | 114,329 | 133,142 | 242,247 | 270,775 | 136.8\% |
|  | 50-54 | 11,873 | 13,373 | 13,703 | 12,041 | 1.4\% |
|  | 55-59 | 10,611 | 11,815 | 14,842 | 14,769 | 39.2\% |

## Appendix $A$

Table A1: Projections by Age and Race/Ethnicity for the Four County Region

|  |  |  |  |  | $\begin{aligned} & \text { Change } \\ & 2005 \text { to } \end{aligned}$ |
| :---: | :---: | :---: | :---: | :---: | :---: |
| Age Range | 2005 | 2010 | 2020 | 2030 | 2030 |
| 60-64 | 6,837 | 10,446 | 13,725 | 14,453 | 111.4\% |
| 65+ | 17,273 | 21,204 | 39,800 | 47,078 | 172.6\% |
| Black |  |  |  |  |  |
| 15-19 | 25,153 | 22,297 | 21,798 | 22,365 | -11.1\% |
| 20-24 | 26,462 | 23,505 | 22,706 | 22,559 | -14.7\% |
| 25-29 | 24,936 | 24,580 | 21,970 | 20,685 | -17.0\% |
| 30-34 | 22,422 | 23,124 | 20,505 | 20,282 | -9.5\% |
| 35-39 | 19,451 | 20,689 | 20,317 | 20,295 | 4.3\% |
| 40-44 | 13,916 | 17,625 | 19,593 | 19,844 | 42.6\% |
| 45-49 | 33,312 | 34,364 | 49,715 | 55,868 | 67.7\% |
| 50-54 | 1,255 | 1,241 | 843 | 841 | -33.0\% |
| 55-59 | 1,272 | 1,180 | 951 | 780 | -38.7\% |
| 60-64 | 948 | 1,171 | 911 | 747 | -21.2\% |
| $65+$ | 2,554 | 2,675 | 3,183 | 3,156 | 23.6\% |
| American Indian |  |  |  |  |  |
| 15-19 | 1,891 | 2,323 | 2,798 | 3,026 | 60.0\% |
| 20-24 | 1,974 | 2,430 | 2,872 | 2,985 | 51.2\% |
| 25-29 | 1,913 | 2,481 | 2,988 | 3,095 | 61.8\% |
| 30-34 | 1,733 | 2,335 | 2,943 | 3,139 | 81.1\% |
| 35-39 | 1,497 | 1,973 | 2,869 | 3,095 | 106.7\% |
| 40-44 | 1,108 | 1,608 | 2,640 | 2,879 | 159.8\% |
| 45-49 | 1,857 | 2,718 | 5,786 | 7,122 | 283.5\% |
| 50-54 | 245 | 276 | 286 | 253 | 3.3\% |
| 55-59 | 193 | 249 | 259 | 259 | 34.2\% |
| 60-64 | 136 | 193 | 269 | 285 | 109.6\% |
| $65+$ | 273 | 381 | 759 | 911 | 233.7\% |
| Multiracial |  |  |  |  |  |
| 15-19 | 8,615 | 9,581 | 12,048 | 12,923 | 50.0\% |
| 20-24 | 7,815 | 8,615 | 10,744 | 11,152 | 42.7\% |
| 25-29 | 6,677 | 7,815 | 10,319 | 10,938 | 63.8\% |
| 30-34 | 5,382 | 6,673 | 9,047 | 9,799 | 82.1\% |
| 35-39 | 4,482 | 5,374 | 8,380 | 9,390 | 109.5\% |
| 40-44 | 3,444 | 4,477 | 7,381 | 8,331 | 141.9\% |
| 45-49 | 6,805 | 8,842 | 17,388 | 20,871 | 206.7\% |
| 50-54 | 795 | 1,001 | 1,063 | 1,111 | 39.7\% |
| 55-59 | 662 | 795 | 1,142 | 1,064 | 60.7\% |
| 60-64 | 434 | 662 | 994 | 1,022 | 135.5\% |
| 65+ | 1,142 | 1,545 | 2,970 | 3,582 | 213.7\% |

[^1]
[^0]:    ${ }^{1}$ Totals may not sum due to rounding in this and subsequent tables

[^1]:    Source: California Department of Finance Projections

