## San Diego Miramar College

# **Environmental Scan**

**Fall 2019 - Spring 2023** 

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### Introduction

Environmental scanning refers to "the acquisition and use of information about events, trends, and relationships in an organization's external environment, the knowledge of which would assist management in planning the organization's future course of action" (Choo & Auster, 1993). A successful method of environmental scanning enables decision makers to acquire both knowledge and understanding of the external environment, and then translate the knowledge and understanding into the planning and decision making processes.

Methodology. The present Miramar College Environmental Scan draws upon available historical, current, and forward-looking data and projections to comprehensively describe the external forces of change. The data and information are summarized and grouped by the Loss/Momentum Framework (LMF) (Completion by Design initiative), which is the basis of the College's Student Success Framework for Long-term Integrated Planning. The grouping translates the seemingly isolated issues and facts into recognizable trends for easy adoption. The analysis are further broken down using a SWOT (Strengths, Weakness, Opportunities, Threats) analysis to identify threats and opportunities that could impact the College. At last, the results of the SWOT analysis are grouped by LMF phases to connect back to the College's Integrated Planning Framework.

**Purpose.** The development of this environmental scan report is a critical component of the College's strategic planning efforts in that the results contribute to the strategic direction for the College. The environmental scan can be used to develop effective responses, articulate priorities and objectives, and inform the various forms of long-term or short-term planning, which includes educational master planning as well as divisional and operational planning. The environmental scan can also help respond to inquiries such as compliance (e.g., accreditation), research requests, as well as innovations (e.g., new initiatives and grants). This environmental scan is organized and structured for easy navigation as well. The first two tables provide a compendium of environmental scanning results, followed by four appendixes reporting detailed data at various levels by service area, county, statewide, and nationwide.

<u>Content</u>. The deliverables of this environmental scan provide data and information in four main aspects of the external environment: 1) Demographic, 2) Educational, 3) Economic Trends, and 4) Political and Social Trends. The results of the environmental scan are organized by the LMF in two tables: 1) Findings by Loss/Momentum Phases and 2) Findings by Loss/Momentum Points – SWOT Analysis. Four appendices follow the tables which show detailed data and information.

Limitation. The type, level, and intensity of the data collected for this environmental scanning is limited to data availability. The Miramar College Office of Planning, Research & Institutional Effectiveness (PRIE), in collaboration with the Research Subcommittee, tried its best to gain access to as many data sources as possible with limited resources. Both PRIE and RSC also value timeliness as an important data quality dimension and tried hard to obtain the latest information. However, the currency of the data compiled for this environmental scan is subject to changes that may occur in the source documents at any time. As a temporary solution, hyperlinks are embedded in the appendix tables for users of this environmental scan to access the source documents and their latest updates.

Choo, Chun Wei, and Auster, Ethel (1993). "Environmental scanning: acquisition and use of information by managers", in: *Annual Review of Information Science and Technology*, edited by M. E. Williams. Medford, NJ: Learned Information, Inc. For the American Society for Information Science.

## Findings by Loss/Momentum Phases

	Connection c	Entry <sup>c</sup>	Progress c	Completion c							
	(Principles 7-8) <sup>a</sup>	(Principles 1-3, 5, & 7-8) a	(Principles 3-8) <sup>a</sup>	(Principles 3-8) <sup>a</sup>							
Demographic Indicators (Refer to Appendix I)	Large population growth is expected within/outside the College's service area, county, state, and nation. The Latino segment is increasing and expected to witness the most growth of all.										
	Compared to county and state demographics, Asian/Pacific Islander students are overrepresented within/outside the College's service area, Latino students are underrepresented within/outside the College's service area, and White students are overrepresented outside the College's service area.										
Educational Indicators (Refer to Appendix II)	Public school K-12 enrollment in San Diego County and California has been stable and is expected to decline slightly.			Among Miramar College students admitted to UCSD, nearly half are Asian and about one- third are White.							
	San Diego Unified School District has the highest average overall enrollment and Grade 12 enrollment within the county (and ranks 2nd and 3rd on these indicators state-wide). Among the top largest school districts in San Diego County, there is significant variation in enrollment patterns with districts increasing or decreasing by as much as 5% in a 5-year period. There is even greater variation in 12th grade enrollment over time.			The top three majors of Miramar College students who transfer to UCSD are Biological and Biomedical Sciences, Multi/Interdisciplinary Studies, and Social Sciences.							
	Private school enrollment in grades 9- 12 has been increasing in San Diego County.			Community college transfers to UCSD experience high retention rates in the first year, with more than one-third of students graduating in two years. More than four-fifths graduate in four years. Women community college transfers have comparable 1-year retention rates but higher graduation rates compared to men, especially within the first few years following transfer.							
	An increasing number of graduates from five private schools that have been identified as important feeder schools are enrolling at Miramar College.			UCSD first-time freshmen have 1- year retention rates comparable to community college transfers. Women first-tim freshmen have higher graduation rate compared to their men counterparts especially at the 4-year mark.							
	Civilian labor force has increased with an	unward employment rate county-wide									
Economic Indicators		Civilian labor force has increased with an upward employment rate county-wide.  Since 2014, employment in Construction and Transportation and Warehousing has increased the most; employment in Mining, Quarrying, and Oil and Gas Extraction an Utilities has decreased substantially.									
(Refer to Appendix III)	Within San Diego County:  a) Bookkeeping, Accounting, and Auditing Clerks and Teacher Assistants are projected to have the most job openings among all occupations with an entry-level requirement of an associate degree or post- secondary vocational training. b) General and Operations Manager and Registered Nurses are expected to have the most job openings among all occupations with an entry-level requirement of a four-year degree. c) Office and Administrative Support and Sales and Related are the top two most in-demand occupations that are severely undersupplied. d) Median household income is \$70,588 and mean household income is \$96,153.										
Political and Social Trends (Refer to Appendix IV)	Veteran population in the county and state is projected to decline. Increases are expected for female veterans and veterans in the 17-44 age group county-wide.			Associate Degree for Transfer (ADT)							
	California Guided Pathways										
	Vision for Success Student Centered Funding Formula (SCF	TF)									
	Free Application for Federal Student Aid (FAFSA) Application Timeline	.,	Career Technical Education (CTE)								
	Student Equity and Achievement Program	m (SEAP)									
	San Diego Promise	AB 705		Strong Workforce Program (SWP)							
	Social Media/Communication Trends (e.g	., Twitter)		4-Year Baccalaureate Program at							
	n (Source: Completion by Design Initiativ			California Community Colleges							

<sup>&</sup>lt;sup>a</sup> Principles of Redesign (Source: Completion by Design Initiative)

\* Loss/Momentum Framework (Source: Completion by Design Initiative)

## Findings by Loss/Momentum Points - SWOT Analysis

Strength/Opportunities	Factors	Threats/Weaknesses
Leading to Momentum Points		Leading to Loss Points
Large population growth, with an increase in the number of Latino students in the county/state. Currently, Miramar College does a good job of attracting Latino students, whom are overrepresented at Miramar College compared to their percentage of the population within/outside of the service area.	Demographic Indicators (Refer to Appendix I)	Since Pacific Islanders are tracked in the same group as Asians, Pacific Islanders may or may not be as well-represented at the College as Asians.
San Diego Unified School District has the highest average overall enrollment and Grade 12 enrollment in San Diego county (and is second and third in the state).	Educational Indicators (Refer to Appendix II)	A slight decline in attendance of public school K-12 enrollment is expected for San Diego County and California.  Overall, the number of 9 <sup>th</sup> -12 <sup>th</sup> graders enrolled in
If past trends continue, increase in average enrollment and Grade 12 enrollment for San Marcos Unified School District and Poway Unified.		private school is increasing in San Diego County. There is considerable variation in enrollment among private colleges that serve 9 <sup>th</sup> through 12 <sup>th</sup> graders, with some facing enrollment increases and others, declining enrollment.
An increasing number of private school graduates are attending Miramar College, based on an analysis of five private high schools identified as important feeders.		
The majority of Miramar College students admitted to UCSD are Asian, followed by white students.		The majority of Miramar College students admitted to UCSD are Asian, followed by white students.
The most frequent majors among enrollees from Miramar College to UCSD are: <i>Biological and Biomedical Sciences</i> , <i>Multi/Interdisciplinary Studies</i> , and <i>Social Sciences</i> .		Community college transfers have 1-year retention rates comparable to UCSD first-time freshmen. First-time female freshmen have higher graduation rates compared to their male counterpart.
Community college transfers to UCSD experience high 1st year retention, comparable to first-time freshmen.		Community college transfers to UCSD experience a low 2-year graduation rate, but a higher 4-year graduation rate than first-time freshmen.
Increasing employment in Construction and Transportation and Warehousing.	Economic	Decreasing employment for Mining, Quarrying, and Oil and Gas Extraction and Utilities.
Bookkeeping, Accounting, and Auditing Clerks and Teacher Assistants are predicted to have the most annual job openings in the county among occupations requiring postsecondary training or an associate's degree for entry.	Indicators (Refer to Appendix III)	Increasing civilian labor force and employment rate county-wide.
General and Operations Manager and Registered Nurses are predicted to have the most annual job openings in the county among occupations requiring a bachelor's degree for entry.		Median household income is \$70,588 and mean household income is \$96,153.
Top two most in-demand jobs which are severely undersupplied in San Diego County: Office and Administrative Support and Sales and Related.		
Expected population growth for female and young (17-44 years old) veterans	Political and Social	Decrease of overall veteran population in the county and state
California Guided Pathways San Diego Promise	Trends (Refer to Appendix IV)	California Guided Pathways San Diego Promise
4-Year Baccalaureate Program at California Community Colleges		4-Year Baccalaureate Program at California Community Colleges
Social Media/Communication Trends Student Centered Funding Formula		Social Media/Communication Trends Student Centered Funding Formula
Vision for Success AB 705		Vision for Success AB 705
FAFSA		
Student Equity and Achievement Program		
ADT		
CTE and SWP		

## **Appendix I. Demographic Information**

Table 1. Population Estimates in San Diego County, California, and the United States

Area	2010 Census	2014 Estimate	2015 Estimate	2016 Estimate	2017 Estimate	2018 Estimate	2019 Estimate	% Change 2010-2019
San Diego County	3,095,313	3,235,142	3,267,992	3,287,279	3,309,626	3,333,128	3,351,786	8.29%
California	37,253,956	38,622,301	38,952,462	39,214,803	39,504,609	39,740,508	39,927,315	7.18%
United States	308,745,538	318,386,421	320,742,673	323,071,342	325,147,121	327,167,434	(not released)	5.97% (2018 comp)

Source: Estimates: State of California, Department of Finance, E-4 Population Estimates for Cities, Counties, and the States; Census data: United States Census Bureau, American Fact Finder (last download date: 6/24/2019)

Table 2. Population Estimates by Zip Codes - Within/Outside of Service Area

	Within Service Area											
Zip Code	2010	2016	2018	% Change								
	Census	Estimate	Estimate	2010-2018								
92121	4,179	4,927	4,796	14.76%								
92122	43,728	47,321	48,504	10.92%								
92126	73,343	76,512	76,665	4.53%								
92131	32,787	36,204	35,951	9.65%								
Subtotal	154,037	164,964	165,916	7.71%								

	Outside of Service Area											
Zip Code	2010 Census	2016 Estimate	2018 Estimate	% Change 2010-2018								
92064	47,904	50,214	50,315	5.03%								
92065	35,414	37,184	35,628	0.60%								
92127	39,337	48,141	49,605	26.10%								
92128	47,490	50,168	50,678	6.71%								
92129	51,536	53,481	52,563	1.99%								
92130	48,940	55,224	59,436	21.45%								
Subtotal	270,621	294,412	298,225	10.20%								
Grand	424,658	459,376	464,141	9.30%								

Sources: San Diego Association of Governments (SANDAG) Data Surfer | United States Census Bureau, American Fact Finder (last download date: 6/24/2019)

Note: Within Service Area zip codes are assigned by the District. Outside of Service Area zip codes are selected by patterns in student enrollment at Miramar College.

MCAS Miramar (92145) is omitted from Within Service Area due to unreliable population size.

Table 3. Population Projections for San Diego County, California, and the United States

Area	2010	2020	2030	2040	2050	2060	Projected to	
	Census	Projection	Projection	Projection	Projection	Projection	change to 2060	
San Diego	3,095,313	3,390,529	3,608,286	3,799,752	3,966,643	4,100,074	32.46%	
California	37,253,956	40,467,295	43,631,295	46,484,933	48,762,709	50,605,573	35.84%	
United States	308,745,538	332,555,000	354,840,000	373,121,000	388,335,000	(not released)	25.78% (2050	

Sources: State of California, Department of Finance, P-1 State and County Population Projections | United States Census Bureau | 2017 National Population Projections (last download date: 6/24/2019)

#### Table 4. Population Projections by Zip Codes - Within/Outside of Service Area

Data are not available to update this table at this time.

Sources: San Diego Association of Governments (SANDAG) Data Surfer | United States Census Bureau, American Fact Finder (last download date: 10/22/2019)

Table 5. Population Estimates by Ethnicity: Miramar College, San Diego Region, and California - 2017

Ethnicity	Miran	ar College	San Diego Reg	ion 2017	California 2017		
African American	783	4.96%	147,802	4.47%	2,163,804	5.81%	
Asian/Pacific Islander	3,384	21.42%	373,902	11.30%	4,903,647	13.16%	
Latino	4,380	27.73%	1,133,247	34.24%	14,013,719	37.62%	
American	43	0.27%	15,013	0.45%	162,250	0.44%	
White	5,793	36.67%	1,521,646	45.98%	14,956,253	40.15%	
Other	1091	6.91%	117,899	3.56%	1,054,283	2.83%	
Unreported	322	2.04%	n/a	n/a	n/a	n/a	
Total	15,796	100%	3,309,509	100%	37,253,956	100%	

Sources: Miramar College Fact Book 2018 | San Diego Association of Governments (SANDAG) Data Surfer | United States Census Bureau American Fact Finder (last download date: 6/24/2019)

Table 6. Population Estimates by Ethnicity and Zip Codes - Within/Outside of Service Area - 2018

Tuble of Topulation Estimates by Ethnicity and Exp Codes Within Outside of Service fired 2010													
Ethnicity	Within Service Area												
	921	21	92122		92126		92131		Subtotal				
African American	67	1%	1,820	4%	3,537	5%	725	2%	6,149	4%			
Asian/Pacific Islander	1,637	34%	14,680	30%	31,152	41%	8,946	25%	56,415	34%			

Latino	703	15%	6,395	13%	13,104	17%	4,449	12%	24,651	15%
American Indian/Alaskan Native	16	0%	261	1%	382	0%	152	0%	811	0%
White	2,157	45%	22,962	47%	23,757	31%	20,024	56%	68,900	42%
Other	216	5%	2,386	5%	4,733	6%	1,655	5%	8,990	5%
Total	4,796	100%	48,504	100%	76,665	100%	35,951	100%	165,916	100%

Ed : 4	Outside of Service Area													
Ethnicity	920	64	92065		92127		92128		9212	29	921	30	Subtotal	
African American	701	1%	582	2%	928	2%	1,311	3%	1472	3%	1,601	3%	6,595	2%
Asian/Pacific Islander	6,137	12%	1,244	3%	14,049	28%	11,505	23%	15,631	30%	16,417	28%	64,983	22%
Latino	10,190	20%	9,601	27%	6,227	13%	6,804	13%	7,204	14%	5,980	10%	46,006	15%
American Indian/Alaskan Native	210	0%	167	0%	266	1%	209	0%	237	0%	232	0%	1,321	0%
White	31,180	62%	22,891	64%	25,450	51%	28,516	56%	25,154	48%	32,521	55%	165,712	56%
Other	1,897	4%	1,143	3%	2,685	5%	2,333	5%	2,865	5%	2,685	5%	13,608	5%
Total	50,315	100%	35,628	100%	49,605	100%	50,678	100%	52,563	100%	59,436	100%	298,225	100%

Source: San Diego Association of Governments (SANDAG) Data Surfer- 2016 Estimate from United States Census 2010 (last download date: 6/24/2019)

Note: Within Service Area zip codes are assigned by the District. Outside of Service Area zip codes are selected by patterns in student enrollment at Miramar College.

MCAS Miramar (92145) is omitted from Within Service Area due to unreliable population size.

Table 7. Population Projections by Ethnicity for San Diego County and California

E4hi-i4		San Diego County													
Ethnicity	2010 Cer	2010 Census		2020 Projections		2030 Projections		2040 Projections		2050 Projections		2060 Projections			
African American	146,600	5%	163,126	5%	177,813	5%	191,111	5%	202,512	5%	212,052	5%			
Asian/Pacific Islander	341,562	11%	376,931	11%	393,261	11%	402,971	11%	407,879	10%	408,219	10%			
Latino	991,348	32%	1,161,236	34%	1,285,235	36%	1,411,076	37%	1,524,168	38%	1,601,990	39%			
American Indian/Alaskan Native	14,098	0%	15,452	0%	16,657	0%	17,656	0%	18,479	0%	19,353	0%			
White	1,500,047	48%	1,563,021	46%	1,602,921	44%	1,621,649	43%	1,634,917	41%	1,658,162	40%			
Other	101,658	3%	110,763	3%	132,399	4%	155,289	4%	178,688	5%	200,298	5%			
Total	3,095,313	100%	3,390,529	100%	3,608,286	100%	3,799,752	100%	3,966,643	100%	4,100,074	100%			

E41:		California													
Ethnicity	2010 Census		2020 Projections		2030 Projections		2040 Projections		2050 Projections		2060 Projections				
African American	2,163,804	6%	2,321,113	6%	2,541,494	6%	2,729,256	6%	2,872,678	6%	2,999,403	6%			
Asian/Pacific Islander	4,903,647	13%	5,447,521	13%	5,744,233	13%	5,977,578	13%	6,141,814	13%	6,242,589	12%			
Latino	14,013,719	38%	15,955,542	39%	17,712,916	41%	19,436,395	42%	20,826,149	43%	21,737,556	43%			
American Indian/Alaskan Native	162,250	0%	175,736	0%	192,707	0%	206,686	0%	217,040	0%	228,345	0%			
White	14,956,253	40%	15,451,934	38%	16,099,146	37%	16,554,966	36%	16,887,082	35%	17,351,938	34%			
Other	1,054,283	3%	1,115,449	3%	1,340,799	3%	1,580,052	3%	1,817,946	4%	2,045,742	4%			
Total	37,253,956	100%	40,467,295	100%	43,631,295	100%	46,484,933	100%	48,762,709	100%	50,605,573	100%			

Sources: State of California, Department of Finance, P-2 County Population Projections by Race/Ethnicity | United States Census Bureau American Fact Finder (last download date: 6/27/2019)

Note: Population by ethnicity for the United States is omitted due to different ethnicity categorization method.

## **Appendix II. Educational Information**

Table 8. Public School K-12 Enrollment in San Diego County and California

Area	2014-15	2015-16	2016-17	2017-18	2018-19	% Change 2014/15-2018/19
San Diego County	503,848	504,561	505,310	508,169	506,260	0.5%
California	6,235,520	6,226,737	6,228,235	6,220,413	6,186,278	-0.8%

Source: California Department of Education - Data Quest (last download date: 7/2/2019)

Table 9. Public School K-12 Enrollment Projections for San Diego County and California

Area	2019-20	2020-21	2021-22	2022-23	2023-24	% Change 2019/20-2023/24
San Diego County	510,158	511,631	511,029	508,632	506,458	-0.7%
California	6,188,967	6,174,486	6,153,439	6,110,592	6,079,283	-1.8%

Source: State of California, Department of Finance, California Public K-12 Grade Enrollment Projections (last download date: 7/2/2019)

Table 10.1. Top 10 Public School Districts in California Ranked by Enrollment

Public School District	2014-15	2015-16	2016-17	2017-18	2018-19	5-Year Average	% Change 2014/15-2018/19
Los Angeles Unified	646,683	639,337	633,621	621,414	607,723	629,756	-6.0%
San Diego Unified	129,779	129,380	128,040	126,400	124,105	127,541	-4.4%
Fresno Unified	73,543	73,460	73,356	73,455	73,249	73,413	-0.4%
Long Beach Unified	79,709	77,812	76,428	74,681	73,221	76,370	-8.1%
Elk Grove Unified	62,888	62,767	63,061	63,297	63,917	63,186	1.6%
San Francisco Unified	58,414	58,865	60,133	60,263	60,390	59,613	3.4%
Capistrano Unified	54,036	53,878	53,613	53,622	53,269	53,684	-1.4%
Corona-Norco Unified	53,739	53,354	53,157	53,924	53,002	53,435	-1.4%
San Bernardino City Unified	53,365	53,303	53,152	53,027	52,773	53,124	-1.1%
Santa Ana Unified	56,815	55,909	54,505	53,131	51,482	54,368	-9.4%
Total	1,268,971	1,258,065	1,249,066	1,233,214	1,213,131	1,244,489	-4.4%

Source: California Department of Education - Data Quest (last download date: 7/2/2019)

Note: Top 10 public school districts ranked by enrollment were selected based on 2018-19 data and are presented in order of descending enrollment based on this year's data.

Table 10.2. Top 10 Public School Districts in San Diego County Ranked by Enrollment

Public School District	2014-15	2015-16	2016-17	2017-18	2018-19	5-Year Average	% Change 2014/15-2018/19
San Diego Unified	129,779	129,380	128,040	126,400	124,105	127,541	-4.4%
Sweetwater Union High	41,018	41,050	40,671	40,737	40,364	40,768	-1.6%
Poway Unified	35,629	35,771	35,956	36,519	36,450	36,065	2.3%
Chula Vista Elementary	29,806	30,230	30,053	30,120	30,135	30,069	1.1%
Vista Unified	25,377	25,244	25,149	24,708	24,198	24,935	-4.6%
Grossmont Union High	22,220	21,860	21,709	21,492	21,342	21,725	-4.0%
San Marcos Unified	20,452	20,813	20,970	21,007	21,122	20,873	3.3%
Oceanside Unified	20,980	21,024	20,629	20,459	19,749	20,568	-5.9%
Escondido Union	19,204	19,067	18,965	18,695	18,473	18,881	-3.8%
Cajon Valley Union	16,601	16,645	16,924	17,369	17,468	17,001	5.2%
Total	361,066	361,084	359,066	357,506	353,406	358,426	-2.1%

Note: Top 10 public school districts ranked by enrollment were selected based on 2018-19 data and are presented in order of descending enrollment based on this year's data.

Table 10.3. Top 10 Public School Districts in California Ranked by Grade 12 Enrollment

Public School District	2014-15	2015-16	2016-17	2017-18	2018-19	5-Year Average	% Change 2014/15-2018/19
Los Angeles Unified	43,324	43,432	42,101	42,372	41,873	42,620	-3.3%
Kern High	9,227	9,372	9,625	9,852	10,175	9,650	10.3%

San Diego Unified	10,180	10,273	9,584	9,665	9,418	9,824	-7.5%
Sweetwater Union High	7,972	7,881	7,821	8,078	7,934	7,937	-0.5%
East Side Union High	6,647	6,485	6,549	6,909	6,785	6,675	2.1%
Chaffey Joint Union High	6,214	6,317	6,064	6,014	6,046	6,131	-2.7%
Long Beach Unified	6,767	6,299	6,282	6,019	5,929	6,259	-12.4%
Antelope Valley Union High	7,334	6,805	5,972	5,667	5,657	6,287	-22.9%
Grossmont Union High	5,931	5,662	5,876	5,405	5,541	5,683	-6.6%
Anaheim Union High	5,435	5,213	5,199	5,328	5,479	5,331	0.8%
Total	109,031	107,739	105,073	105,309	104,837	106,398	-3.8%

Source: California Department of Education - Data Quest (last download date: 7/2/2019)
Note: Top 10 public school districts ranked by enrollment were selected based on 2018-19 data and are presented in order of descending enrollment based on this year's data.

Table 10.4. Top 10 Public School Districts in San Diego County Ranked by Grade 12 Enrollment

Public School District	2014-15	2015-16	2016-17	2017-18	2018-19	5-Year Average	% Change 2014/15-2018/19
San Diego Unified	10,180	10,273	9,584	9,665	9,418	9,824	-7.5%
Sweetwater Union High	7,972	7,881	7,821	8,078	7,934	7,937	-0.5%
Grossmont Union High	5,931	5,662	5,876	5,405	5,541	5,683	-6.6%
Poway Unified	2,694	2,804	2,849	2,735	2,918	2,800	8.3%
Escondido Union High	2,358	2,344	2,355	2,425	2,532	2,403	7.4%
Vista Unified	3,135	2,951	2,975	2,919	2,363	2,869	-24.6%
San Dieguito Union High	2,124	2,052	2,179	2,174	2,334	2,173	9.9%
Oceanside Unified	1,509	1,538	1,528	1,470	1,628	1,535	7.9%
San Marcos Unified	1,338	1,425	1,461	1,493	1,534	1,450	14.6%
Carlsbad Unified	777	810	870	950	913	864	17.5%
Total	38,018	37,740	37,498	37,314	37,115	37,537	-2.4%

Source: California Department of Education - Data Quest (last download date: 7/2/2019)

Note: Top 10 public school districts ranked by 12th grade enrollment were selected based on 2018-19 data and are presented in order of descending enrollment based on this year's data

Table 11.1. Miramar College Feeder High Schools Enrollment by Ethnicity – 2018-19

Feeder High School	Mira	Mesa	Scripp	s Ranch	Se	rra	Univer	sity City	Total/Average	
African American	118	4.9%	59	2.7%	108	7.4%	44	2.4%	329	4.2%
Asian/Pacific Islander	552	23.0%	547	25.1%	126	8.6%	211	11.5%	1,436	18.2%
Filipino	595	24.8%	126	5.8%	34	2.3%	79	4.3%	834	10.6%
Latino	538	22.4%	316	14.5%	601	41.0%	684	37.2%	2,138	27.1%
American Indian/Alaskan	7	0.3%	2	0.1%	7	0.5%	2	0.1%	19	0.2%
White	312	13.0%	874	40.1%	424	28.9%	662	36.0%	2,271	28.8%
Other	19	0.8%	2	0.1%	4	0.3%	4	0.2%	29	0.4%
Two or More Races	262	10.9%	253	11.6%	163	11.1%	151	8.2%	828	10.5%
Total	2,400	100%	2,179	100%	1,466	100%	1,838	100%	7,885	100%

Source: California Department of Education - Data Quest (last download date: 7/2/2019)

Table 11.2. Top 20 San Diego County Private High Schools by 9th-12th Grade Enrollment

School	2014-15	2015-16	2016-17	2017-18	2018-19	% Change 2014-15-2018/19
Brookshire International Academy	30	497	1,558	2,048	2,229	7330.0%
Cathedral Catholic High School	1,646	1,569	1,633	1,595	1,617	-1.8%
Mater Dei Catholic High School	703	702	715	754	863	22.8%
Academy of Our Lady of Peace	746	747	730	748	767	2.8%
St. Augustine High School	735	736	734	731	715	-2.7%
Bishop's School, The	547	549	535	521	536	-2.0%

Total	8,448	8,823	9,997	10,582	10,957	29.70%
San Diego Academy	112	105	99	96	89	-20.5%
Calvin Christian School of Escondido	150	140	124	107	97	-35.3%
Grauer, The	129	109	105	110	108	-16.3%
San Diego Jewish Academy	181	185	174	180	172	-5.0%
Tri-City Christian Schools	188	211	210	208	215	14.4%
Foothills Christian High School	247	256	254	224	245	-0.8%
Heritage Christian School of San Diego	333	327	313	287	253	-24.0%
Maranatha Christian Schools	160	178	228	287	286	78.8%
Christian Junior/Senior High School	363	382	381	393	387	6.6%
Pacific Ridge School	351	382	393	420	441	25.6%
Santa Fe Christian Schools	425	431	446	436	444	4.5%
La Jolla Country Day School	479	458	467	483	474	-1.0%
National University Virtual High School	423	364	391	432	484	14.4%
Francis Parker School	500	495	507	522	535	7.0%

Source: California Department of Education - Private Schools (last download date: 7/2/2019)

Note: Private schools were selected based on 2018-19 enrollment data and are presented in order of descending enrollment based on this year's data

#### Table 11.3. Private School - Graduated and Subsequently Enrolled to Miramar College within Two Years (Unduplicated Headcount)

Data are not available to update this table at this time.

Source: SDCCD Information System

Table 12. Graduates from Feeder High School and UC/CSU Application Eligibility Rate - 2016-17

Data are not available to update this table at this time.

Sources: California Department of Education - Graduates Meeting UC/CSU Entrance Requirements | California Department of Education - Data Quest (last download date: 10/22/2019)

Table 13.1. Miramar College Student Admission (not Subsequent Enrollment) to UCSD by Ethnicity

Ethnicity	20	14-15	2015-16 2016-17		2017-18		2018-19*			
African American	0	0.0%	3	2.9%	10	6.6%	7	4.5%	8	4.0%
American Indian	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Asian	41	46.6%	45	43.3%	70	46.4%	67	43.5%	90	44.6%
Hispanic/Latino	10	11.4%	15	14.4%	11	7.3%	20	13.0%	30	14.9%
White	29	33.0%	38	36.5%	57	37.7%	50	32.5%	69	34.2%
Other	8	9.1%	3	2.9%	3	2.0%	10	6.5%	5	2.5%
Total	88	100%	104	100%	151	100%	154	100%	202	100%

Source: University of California Info Center, Admissions by Source School (last download date: 7/2/2019)

\*UCSD Fall 2018 data only

UCSD Majors	2014-15	2015-16	2016-17	2017-18	2018-2019*	Average enrollment 2014/15-2018/19
Biological & Biomedical Sciences	18	18	25	25	43	25.8
Multi/Interdisciplinary Studies	5	14	25	12	12	13.6
Social Sciences	6	8	5	20	18	11.4
Computer & Information Sciences & Support Services	10	4	7	14	18	10.6
Physical Sciences	9	8	10	8	13	9.6
Engineering	11	5	3	8	16	8.6
Psychology	4	5	3	4	4	4.0
Health Professionals & Related Programs	0	2	7	5	4	3.6
Mathematics & Statistics	1	4	3	3	2	2.6
Visual & Performing Arts	1	1	5	0	3	2.0
Communication, Journalism, & Related Programs	3	0	1	3	2	1.8

English Language & Literature/Letters	2	1	2	4	0	1.8
Family & Consumer Sciences/Human Sciences	1	0	0	5	0	1.2
History	0	0	3	1	2	1.2
Natural Resources & Conservation	0	0	0	0	5	1.0
Business, Management, Marketing, & Related Support Services	0	0	0	1	2	0.6
Education	0	1	0	1	0	0.4
Foreign Languages, Literatures, & Linguistics	1	0	0	1	0	0.4
Architecture & Related Services	0	0	0	0	1	0.2
Area, Ethnic, Cultural, Gender, & Group Studies	0	0	0	1	0	0.2
Philosophy & Religious Studies	0	0	0	0	0	0.0
Total	72	71	99	116	145	84.8

Source: University of California Info Center, Transfers by Major (last download date: 7/2/2019)

Table 14.1. UCSD Undergraduate Retention and Graduation Rates: First-time Freshmen, Overall

Cohort	Cohort	Retention Rate		Graduation Rate				
Conort	Size	1-Year	2-Year	4-Year	5-Year	6-Year		
2017	5,698	94%						
2016	5,476	94%	90%					
2015	5,292	95%	91%					
2014	4,922	95%	90%	68%				
2013	5,228	95%	90%	65%	85%			
2012	4,573	94%	89%	62%	82%	86%		
2011	3,444	94%	88%	55%	80%	85%		

Sources: UCSD Undergraduate Graduation and Retention Rates | UCSD Total New Undergraduate Students: The Past Decade (last download date: 10/28/2019)

Table 14.2. UCSD Retention, Graduation, and Time-to-Degree: First-time Freshmen by Gender

	Women											
Caland	Cohort	Retenti	on Rate	Graduation Rate								
Cohort	Size	1-Year	2-Year	4-Year	5-Year	6-Year						
2017	2,987	94%		•	•							
2016	3,059	95%	92%									
2015	2,662	96%	93%									
2014	2,479	95%	91%	73%								
2013	2,733	95%	91%	72%	87%							
2012	2,377	94%	89%	68%	85%	88%						
2011	1,980	95%	89%	60%	82%	87%						

	Men										
C-14	Cohort	Retenti	on Rate		Graduation Rate						
Cohort	Size	1-Year	2-Year	4-Year	5-Year	6-Year					
2017	2,721	94%									
2016	2,652	93%	88%								
2015	2,710	95%	90%								
2014	2,539	94%	90%	63%							
2013	2,616	94%	88%	59%	82%						
2012	2,329	94%	89%	55%	79%	85%					
2011	1,583	93%	87%	50%	76%	82%					

Source: UCSD Undergraduate Graduation and Retention Rates (last download date: 10/28/2019)

Table 14.3. UCSD Undergraduate Retention and Graduation Rates: First-time Freshmen by Ethnicity

African American/Black											
C 1 4	Cohort	Cohort Retention Rate			Graduation Rate						
Cohort	Size	1-Year	2-Year	4-Year	5-Year	6-Year					
2017	134	93%									
2016	154	92%	88%								
2015	89	96%	87%								
2014	95	94%	88%	48%							
2013	119	92%	84%	55%	77%						
2012	93	94%	94%	47%	82%	88%					
2011	62	92%	84%	37%	60%	69%					

American Indian/Alaska Native

<sup>\*</sup>UCSD Fall 2018 data only

Cohort	Cohort	Retention Rate		Graduation Rate				
Conort	Size	1-Year	2-Year	4-Year	5-Year	6-Year		
2017	17	88%						
2016	23	91%	87%					
2015	22	96%	91%					
2014	15	93%	100%	73%				
2013	19	95%	90%	53%	84%			
2012	14	100%	93%		86%	86%		
2011								

Asian/Asian American											
Caland	Cohort	Retenti	ion Rate		Graduatio	n Rate					
Cohort	Size	ze 1-Year 2-Year 4-Year 5-Year									
2017	2,964	96%									
2016	3,197	96%	92%								
2015	3,246	97%	93%								
2014	2,923	96%	93%	73%							
2013	3,005	96%	92%	69%	87%						
2012	2,719	95%	90%	64%	84%	89%					
2011	1,902	95%	90%	60%	83%	88%					

	Chicano/Latino										
C-14	Cohort	Retenti	on Rate		Graduation Rate						
Cohort	Size	1-Year	2-Year	4-Year	5-Year	6-Year					
2017	1,325	91%									
2016	1,222	91%	87%								
2015	748	92%	87%								
2014	873	91%	87%	52%							
2013	825	94%	88%	53%	78%						
2012	627	92%	85%	49%	72%	77%					
2011	723	91%	84%	40%	70%	76%					

	White/Caucasian										
C-14	Cohort	Cohort Retention Rate			Graduation Rate						
Cohort	Size	1-Year	2-Year	4-Year	5-Year	6-Year					
2017	1,056	94%									
2016	939	94%	90%								
2015	953	94%	90%								
2014	847	93%	87%	68%							
2013	1,087	93%	87%	64%	84%						
2012	980	94%	88%	63%	81%	85%					
2011	696	94%	88%	61%	82%	85%					

Source: UCSD Undergraduate Graduation and Retention Rates (last download date: 10/28/2019)

Note: Native Hawaiian/Pacific Islander and Unknown/Declined to State excluded from analysis due to small sample sizes but available in original dashboard

Table 15.1. UCSD New Student Enrollments

Student Type	2006	2011	2012	2013	2014	2015	2016	10-Year Change
E' + E' - E - 1	4,589	3,444	4,573	5,228	4,922	5,292	5,746	1250/
First-Time Freshmen	76%	55%	67%	66%	67%	66%	67%	+25%
New Transfers	1,482	2,803	2,240	2,704	2,462	2,678	2,884	1050/
New Transfers	24%	45%	33%	34%	33%	34%	33%	+95%
New Student Total	6,071	6,247	6,813	7,932	7,384	7,970	8,630	+42%

Source: UCSD Total New Undergraduate Students: The Past Decade (last download date: 10/28/2019)

## Table 15.2. UCSD Retention, Graduation, and Time-to-Degree: Community College Transfers by Gender Data are not available to update this table at this time.

Sources: UCSD Retention and Graduation Rates 2016-2017, Student Research & Information Institutional Research, Academic Affairs, University of California, San Diego, page 29 (last download date: 10/28/2019)

#### Table 15.3. UCSD 1-Year Retention Rate: Community College Transfers by Ethnicity

Data are not available to update this table at this time.

Source: UCSD Retention and Graduation Rates 2016-2017, Student Research & Information Institutional Research, Academic Affairs, University of California, San Diego, page 30-31 (last download date: 10/28/201

## **Appendix III. Economic Trends**

Table 16. Civilian Labor Force, Employment, and Unemployment for San Diego County

Measures	2014	2015	2016	2017	2018	% Change 2014-2018
Labor Force	1,540,700	1,550,100	1,564,300	1,574,600	1,592,200	3.34%
Employment	1,441,700	1,469,500	1,490,500	1,511,400	1,539,500	6.78%
Unemployment	99,000	80,600	73,900	63,200	52700	-46.77%
Unemployment Rate	6.4	5.2	4.7	4	3.3	-48.44%

Source: State of California Employment Development Department, Historical Data for Unemployment Rate and Labor Force (Not Seasonally Adjusted) (last download date: 7/2/2019)

Table 17. Employment by Industry in San Diego County

Industry	2014	2015	2016	2017	2018	Av. annual employment	% Change 2014-2018
Health Care and Social Assistance	165,980	174,483	182,893	188,028	191,908	180,658	15.62%
Accommodation and Food Services	150,353	155,911	165,892	170,594	173,387	163,227	15.32%
Professional, Scientific, and Technical Services	135,975	138,027	138,211	135,660	147,885	139,152	8.76%
Retail Trade	131,751	134,512	135,091	136,788	136,496	134,928	3.60%
Educational Services	122,077	125,881	128,070	131,092	131,398	127,704	7.64%
Manufacturing	96,795	106,014	108,206	109,593	113,875	106,897	17.65%
Administrative and Support and Waste Management and Remediation Services	80,380	85,345	88,239	88,211	93,233	87,082	15.99%
Construction	65,093	71,693	78,159	81,166	85,395	76,301	31.19%
Other Services (except Public Administration)	48,904	50,020	51,715	52,029	52,135	50,961	6.61%
Finance and Insurance	40,713	41,543	43,131	44,526	45,609	43,104	12.03%
Wholesale Trade	47,007	47,960	47,534	51,285	44,767	47,711	-4.77%
Public Administration	38,554	39,418	40,872	41,589	41,680	40,423	8.11%
Arts, Entertainment, and Recreation	37,698	38,557	37,120	36,286	37,267	37,386	-1.14%
Transportation and Warehousing	23,318	24,854	25,762	27,088	28,643	25,933	22.84%
Real Estate and Rental and Leasing	27,367	27,610	27,712	27,840	28,360	27,778	3.63%
Information	25,538	25,974	25,064	26,062	25,666	25,661	0.50%
Management of Companies and Enterprises	23,870	23,892	23,200	23,647	25,297	23,981	5.98%
Agriculture, Forestry, Fishing and Hunting	9,380	9,180	9,098	8,761	9,083	9,100	-3.17%
Utilities	7,159	6,827	6,877	6,602	6,448	6,783	-9.93%
Mining, Quarrying, and Oil and Gas Extraction	390	361	272	332	330	337	-15.38%
Total	1,278,302	1,328,062	1,363,118	1,387,179	1,418,862	1,355,105	11.00%

Source: QWI Explorer, Annual Averages, by NAICS Sector in San Diego County (last download date: 7/1/2019)

Table 18.1. Top 20 Jobs Requiring an Associate Degree or Post-Secondary Vocational Training\* with Highest Predicted Annual Job Openings in San Diego County

Occupation	Predicted Annual Openings from 2016-26
Bookkeeping, Accounting, and Auditing Clerks	1,898
Teacher Assistants	1,281
Nursing Assistants	1,261
Medical Assistants	1,097
Heavy and Tractor-Trailer Truck Drivers	972
Automotive Service Technicians and Mechanics	787
Hairdressers, Hairstylists, and Cosmetologists	603
Manicurists and Pedicurists	512
Computer User Support Specialists	506
Dental Assistants	486
Preschool Teachers, Except Special Education	486
Licensed Practical and Licensed Vocational Nurses	466
Paralegals and Legal Assistants	389
Massage Therapists	348
Telecommunications Equipment Installers and Repairers, Except Line Installers	337
Electrical and Electronics Engineering Technicians	301
Heating, Air Conditioning, and Refrigeration Mechanics and Installers	255
Web Developers	242
Firefighters	223
Health Technologists and Technicians, All Other	203

Source: State of California Employment Development Department, Long-Term Occupational Employment Projections (last download date: 7/1/2019)

Table 18.2. Top 20 Jobs Requiring a Bachelor's Degree with Highest Predicted Annual Job Openings in San Diego County

Occupation	Predicted Annual Openings from 2016-26
General and Operations Managers	2,350
Registered Nurses	1,601

<sup>\*</sup> Includes occupations with following entry-level education requirements: Associate's degree, Postsecondary non-degree award; Some college, no degree

Business Operations Specialists, All Other	1,463
Accountants and Auditors	1,222
Management Analysts	1,106
Market Research Analysts and Marketing Specialists	1,073
Software Developers, Applications	1,067
Teachers and Instructors, All Other, Except Substitute Teachers	961
Managers, All Other	936
Elementary School Teachers, Except Special Education	922
Substitute Teachers	914
Secondary School Teachers, Except Special and Career/Technical Education	877
Software Developers, Systems Software	660
Financial Managers	602
Sales Managers	594
Human Resources Specialists	571
Construction Managers	566
Securities, Commodities, and Financial Services Sales Agents	557
Sales Representatives, Wholesale and Manufacturing, Technical and Scientific Products	488
Civil Engineers	480

Source: State of California Employment Development Department, Long-Term Occupational Employment Projections (last download date: 7/1/2019)

Table 19. Labor Market Demand vs. Program Supply for the Top 25 Middle-Skill\* Jobs in San Diego County

Occupational Group	2017-22 Annual Openings	Supply Gap or Oversupply	2013-15 Average Annual Awards	Difference between Openings and Awards
Customer Service Representatives	2,920	Supply Gap	5	2,915
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	2,683	Supply Gap	1,206	1,477
Registered Nurses	1,810	Supply Gap	553	1,257
First-Line Supervisors of Office and Administrative Support Workers	1,743	Supply Gap	9	1,734
Sales Representatives, Services, All Other	1,578	Supply Gap		
First-Line Supervisors of Retail Sales Workers	1,542	Supply Gap	78	1,464
Business Operations Specialists, All Other	1,439	Supply Gap	59	1,380
Maintenance and Repair Workers, General	1,303	Supply Gap	=	1,303
Medical Assistants	1,180	Oversupply	1,396	(216)
Carpenters	1,178	Supply Gap	99	1,079
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,132	Supply Gap	87	1,045
Medical Secretaries	1,058	Supply Gap	405	653
Electricians	1,026	Supply Gap	115	911
Heavy and Tractor-Trailer Truck Drivers	988	Supply Gap	N/A	
Fitness Trainers and Aerobics Instructors	835	Supply Gap	125	710
Plumbers, Pipefitters, and Steamfitters	799	Supply Gap	221	578
Executive Secretaries and Executive Administrative Assistants	768	Supply Gap		
First-Line Supervisors of Construction Trades and Extraction Workers	732	Supply Gap	26	706
Inspectors, Testers, Sorters, Samplers, and Weighers	650	Supply Gap	=	650
Licensed Practical and Licensed Vocational Nurses	645	Supply Gap	378	267
Insurance Sales Agents	554	Supply Gap	-	554
Computer User Support Specialists	548	Supply Gap	39	509
Dental Assistants	533	Supply Gap	410	123
Production, Planning, and Expediting Clerks	505	Supply Gap	3	502
First-Line Supervisors of Production and Operating Workers  " '' indicates that the TOP code(s) for that job was (were) emitted and	474	Supply Gap		

<sup>&</sup>quot;--' indicates that the TOP code(s) for that job was (were) omitted and accounted for elsewhere in the table

<sup>&</sup>quot;N/A" indicates that no program exists for that TOP code in the region

Source: San Diego & Imperial Community Colleges Regional Consortium, San Diego County Regional Scan June 2018 (last download date: 10/22/2019)

<sup>\*</sup> Middle-skill occupation requires at least a high school diploma, but less than a four-year degree.

Table 20. Household Income in the Past 12 Months - San Diego County (IN 2017 INFLATION-ADJUSTED DOLLARS)

Household Income & Benefits	Families	Percent	
Less than \$10,000	56,699	5.1%	
\$10,000 to \$14,999	42,246	3.8%	
\$15,000 to \$24,999	84,492	7.6%	
\$25,000 to \$34,999	88,939	8.0%	
\$35,000 to \$49,999	126,738	11.4%	
\$50,000 to \$74,999	186,772	16.8%	
\$75,000 to \$99,999	143,414	12.9%	
\$100,000 to \$149,999	188,996	17.0%	
\$150,000 to \$199,999	91,163	8.2%	
\$200,000 or more	103,392	9.3%	
Total households	1,111,739	100%	
Median Household Income	me \$70,588		
Mean Household Income	\$96,153		

Source: Selected Characteristics of the Native and Foreign-Born Populations. 2012-2016 American Community Surveys 5-Year Estimates (last download date: 7/1/2019)

Table 21. Household Income Estimates by Zip Codes -2016 (2010\$, adjusted for inflation)

, , , ,	Within Service Area				Outside of Service Area					
Income Levels	92121	92122	92126	92131	92064	92065	92127	92128	92129	92130
Less than \$15,000	12%	14%	5%	4%	6%	7%	6%	6%	6%	7%
\$15,000 to \$29,999	5%	11%	9%	5%	9%	10%	6%	9%	6%	6%
\$30,000 to \$44,999	7%	11%	11%	7%	9%	13%	7%	10%	7%	5%
\$45,000 to \$59,999	7%	10%	11%	6%	9%	11%	7%	10%	8%	6%
\$60,000 to \$74,999	10%	9%	11%	7%	9%	10%	8%	9%	8%	6%
\$75,000 to \$99,999	15%	13%	17%	13%	14%	14%	12%	15%	14%	11%
\$100,000 to \$124,999	12%	10%	13%	13%	12%	12%	12%	13%	13%	12%
\$125,000 to \$149,999	9%	7%	9%	10%	8%	8%	9%	8%	10%	9%
\$150,000 to \$199,999	12%	8%	8%	14%	12%	8%	14%	11%	14%	14%
\$200,000 or more	12%	8%	5%	21%	12%	7%	19%	9%	14%	24%
Median Household Income (2010\$, adjusted for inflation)	\$96,733	\$73,617	\$86,012	\$115,113	\$94,067	\$79,125	\$118,481	\$88,209	\$109,149	\$130,088
Median Household Income (2017\$, not adjusted for inflation)	\$109,080	\$83,013	\$96,991	\$129,806	\$106,074	\$89,225	\$113,604	\$99,468	\$122,968	\$146,692

Source: San Diego Association of Governments (SANDAG) Data Surfer (last download date: 7/1/2019)

Note: Within Service Area zip codes are assigned by the District. Outside of Service Area zip codes are selected by patterns in student enrollment at Miramar College. MCAS Miramar (92145) is omitted from Within Service Area due to unreliable population size.

## Appendix IV. Political and Social Trends Impacting Miramar College

Table 22.1. Veteran Population Projections for San Diego County - Overall

	2015 Benchmark	2020 Projection	2025 Projection	2030 Projection	2035 Projection	2040 Projection	2045 Projection	Projected Change to 2045
Overall	246,972	235,780	223,531	214,829	208,639	203,925	201,017	-18.61%

Source: U.S. Department of Veterans Affairs, Veteran Population Projection by Counties (last download date: 7/1/2019)

#### Table 22.2. Veteran Population Projections for San Diego County - Age

Data are not available to update this table at this time.

Source: U.S. Department of Veterans Affairs, Veteran Population Projection by Counties (last download date: 10/22/2019)

#### Table 22.3. Veteran Population Projections for San Diego County - Gender

Data are not available to update this table at this time.

Source: U.S. Department of Veterans Affairs, Veteran Population Projection by Counties (last download date: 10/22/2019)

#### Table 24. Veteran Population Projection for California - Ethnicity

Data are not available to update this table at this time.

Source: U.S. Department of Veterans Affairs, Veteran Population Projection by State (last download date: 10/22/2019)

Table 25.1 Current Political/Social Trends Impacting Miramar College

Current Trends	Literature
Associate Degree for Transfer (ADT)	Program and Course Approval Handbook, September 2013
Associate Degree for Transfer (ADT)	Associate Degree for Transfer Legislative Report 2017
AB705	AB 705, California Community Colleges Chancellor's Office (CCCCO)
California Guided Pathways	California Guided Pathways Project; Fact Sheet, Resources
	Community Colleges to receive over \$16.5M for job training programs, SDCCD News
Career Technical Education (CTE)	Center
Strong Workforce Program (SWP)	Strong Workforce Program (CCCCO)
	Strong Workforce Program Planning Calendar
Student Equity & Achievement Program	Student Equity and Achievement Program (CCCCO)
Free Application for Federal Student Aid	Free Application for Federal Student Aid (FAFSA)
(FAFSA)	Student Financial Assistance Programs (SFAP)
Application Timeline	Student Web Services, Financial Aid (SDCCD)
Vision for Success	Vision for Success (CCCCO)
Student Centered Funding Formula	Chancellor's Recommendations on Funding for the California Community Colleges

Table 25.2 Future Political/Social Trends Impacting Miramar College

Future Trends	Literature				
4-Year Baccalaureate Program at	San Diego Mesa College Selected as Pilot Site to Offer Bachelor's Degree in Health Information Management, SDCCD News Releases				
California Community Colleges	Mesa College opens door to freshmen in bachelor's degree program, SDCCD News Center				
Cumorina Community Coneges	State senate approves bill expanding 4-year degrees at community colleges				
	California's Baccalaureate - Association of Community College Trustees				
	San Diego Community College District (SDCCD) San Diego Promise				
	Free Community College 'Promise' pilot program approved, SDCCD News Center				
San Diego Promise	Free community college pilot program launched, SDCCD News Center				
	Leaders mobilize to expand tuition-free community college, SDCCD News Center				
	San Diego Promise a lifeline to students in need, SDCCD News Center				
	San Diego Miramar College Facebook				
	San Diego Miramar College Instagram				
Social Media/Communication Trends	San Diego Miramar College Pinterest				
	San Diego Miramar College Twitter				
	San Diego Miramar College YouTube				