

CERRITOS COLLEGE  
COORDINATING COMMITTEE MINUTES  
February 6, 2017

PRESENT:	Dr. Jose Fierro Rick Miranda Dr. Stephen Johnson Felipe Lopez Dr. Adriana Flores-Church Dr. Renée DeLong Michelle Lewellen Armando Soto Dr. April Griffin Miriam Tolson Julie Mun	ABSENT:	Terrance Mullins Lynn Laughon David Ward Saul Lopez-Pulido
		GUEST(s):	Dr. Kristi Blackburn Miya Walker

I. MEETING CALLED TO ORDER

Dr. Fierro called the meeting to order at 1:05 p.m.

The committee held a moment of silence in the memory of Renée Bloch, long-time classified employee.

II. PUBLIC COMMENTS

There were no public comments.

III. INTRODUCTION OF NEW EMPLOYEES & ANNOUNCEMENT OF EMPLOYMENT OPPORTUNITIES

Information regarding current employment opportunities is posted on the Human Resources webpage.

<u>Name</u>	<u>Position</u>	<u>Start Date</u>
Kahlil Ford	Research Analyst	January 19
Clarence Wheeler	Research Analyst	January 23

IV. APPROVAL OF MINUTES – January 23, 2017

It was moved by Dr. Johnson and seconded by Dr. Griffin to approve the January 23 minutes. The vote for approval was 9-0-2; Dr. Johnson and Ms. Tolson abstained.

V. BOARD AGENDA – February 15, 2017

The committee reviewed the draft February 15 Board Agenda. The meeting will serve as a board retreat focusing on team building and conflict resolution.

VI. ITEMS FROM INSTITUTIONAL COMMITTEES

**Enrollment Management**

Dr. Johnson distributed the attached August 24, September 28, and October 26, 2016 meeting agendas and minutes, and the January 15 meeting agenda. He stated that topics of discussion included shared governance survey results, enrollment status and projections, dta

needs, committee goals, and open educational resources (OER). The committee's main focus and work has been spent on the Enrollment Management Plan. A Plan Writing Subcommittee, chaired by Dr. Kristi Blackburn, developed an updated draft which was adopted by the committee in October 2016. The committee then discussed its role in supporting the rollout and implementation of the new plan.

Mr. Miranda distributed the updated Enrollment Management Plan which was presented to the Planning and Budget Committee at its February 2 meeting. The draft was also vetted by the Faculty Senate. He thanked Dr. Blackburn for her considerable time and effort in this challenging endeavor and stated that data is available on the [IERP website](#). Mr. Miranda provided an overview of the plan goals: maintaining our base FTES; improving completion/success rates in courses which, over a 5-year period, have been identified for resourcing for improved rates; identifying new programs to offer/develop; aligning "front door" activities and coordinating resource allocation (3SP/Student Equity); and improving fiscal reporting to guide enrollment management planning.

Dr. Fierro reminded the committee that there are urgent, short-term enrollment management issues that need to be addressed in response to our enrollment shortfall.

### **Planning and Budget**

Mr. Lopez distributed the attached January 19 meeting minutes. He stated that the committee reviewed updates he received from the January 18 Governor's 2017-18 Proposed Budget Workshop and also discussed faculty prioritization. The finalized faculty ranking list was recently distributed. Mr. Lopez stated that the majority of discussion at the February 2 meeting was focused on the Enrollment Management Plan so the budget update was tabled until the February 16 meeting.

### **Web Standards**

Ms. Walker stated that the committee, web administration/public affairs team, and IT department have completed a tremendous amount of work in moving to the new website platform, OU Campus. The committee also provided input on initial web design concepts that were developed based on a cross section of feedback from campus groups. The recommended concept will be presented to a student focus group for review.

Ms. Walker stated that Public Affairs staff have been meeting individually with departments and programs to identify, reorganize, reduce, and eliminate duplication on the website. They will also work with them to rewrite content to speak to our main audience, students. Website standardization will also be a large part of the overall look and feel of the new system in order to achieve the goal of one campus voice. In addition, accessibility training will continue as all new documents posted on the website must meet 508 compliance standards. The new website is scheduled for completion in late fall.

## **VII. ITEMS FROM FACULTY SENATE STANDING COMMITTEES**

No reports.

VIII. STATUS OF SHARED GOVERNANCE

**Special Meeting to Discuss Accreditation Midterm Report**

Dr. Fierro stated that he would like to schedule a special meeting to review the Accreditation Midterm Report after it is reviewed by the Faculty Senate at its February 14 meeting. The committee reached consensus to schedule the special meeting for Tuesday, February 21 to begin at 1:00 p.m. in the Board Room.

IX. REPORTS FROM COORDINATING COMMITTEE MEMBERS

Ms. Lewellen stated that sabbatical leave applications will be reviewed by the Faculty Senate at its February 7 meeting.

X. PRESIDENT'S REPORT

Dr. Fierro provided information related to recent topics discussed by the Executive Council such as the Accreditation Midterm Report, Educational Master Plan, emergency phones and blue lights, faculty prioritization, swing space needs for upcoming facilities projects, enrollment updates and best practices, and updated budget projections.

Dr. Fierro also stated that the Fine Arts Complex and Mathematics/Computer Information Sciences Building Ribbon Cutting/Grand Opening and the James D. Woolever Math/CIS Lobby Dedication are scheduled for Wednesday, February 15 to begin at 4:00 p.m.

XI. ADJOURNMENT

Meeting adjourned at 2:33 p.m.

**Cerritos College**  
**ENROLLMENT MANAGEMENT COMMITTEE**

Wednesday, August 24, 2016

3:00 p.m. in LC 62

**Agenda**

- I. Approval of Minutes – April 27, 2016
- II. Enrollment Management Committee Shared Governance Survey Review
- III. Current Enrollment Status and Projection
- IV. Enrollment Management Plan Update
  - A. Timeline to Completing Plan
  - B. Writing Task Force Composition Update
- V. Committee Goals for 2016-17
- VI. Member Reports and Announcements
- VII. Future Agenda Items

Next meeting – September 28, 2016, at 3 p.m. in LC 62

ENROLLMENT MANAGEMENT COMMITTEE  
Minutes of August 24, 2016

Members Present: Dr. Kristi Blackburn, Dean of Institutional Effectiveness, Research and Planning  
Craig Breit, Assistant Professor, Fine Arts and Communications  
Dr. Renée DeLong, Dean of Counseling Services  
Debbie Jensen, Professor, HPEDA, CCFE Designee  
Dr. Stephen Johnson, Vice President of Student Services (Co-chair)  
Tim Juntilla, Assistant Professor, English  
Michelle Lewellen, Faculty Senate President  
Mike Miles, Counselor, as proxy for Armando Soto,  
Counselor/Associate Professor, Counseling  
Debra Moore, Professor, Library  
Stephanie Murguia, Dean of Admissions, Records and Services  
Dr. Nick Real, Instructional Dean of Technology  
Rosario Rubio, Career Services

Members Not Present: Rich Cameron, Faculty Co-chair of the Chairs Council  
Saul Lopez-Pulido, ASCC President  
Sandy Marks, Instructional Dean of Health Occupations  
Rick Miranda, Acting Vice President of Academic Affairs (Co-chair)  
Ben Pendleton, Admissions, Records and Services

Dr. Johnson called the meeting to order at 3:05 p.m.

I. Approval of Minutes

MSU (Juntilla, Lewellen) to approve the minutes of April 27, 2016, as presented.

II. Enrollment Management Committee Shared Governance Survey Review

Dr. Johnson reported that all shared governance committees have been asked to review the results of the survey as a group. He added that robust discussions are encouraged and we should look for ways within the survey to improve.

Dr. Blackburn commented that as noted in the Executive Summary, this committee has struggled with scheduling and attendance at meetings. She suggested this would be a good time to confirm that we can all observe our meeting schedule of the fourth Wednesday of each month. Dr. Blackburn added that another trend identified in the survey was that goals are not brought forward at the beginning of the year. She asked that the committee goals be placed on today's agenda for discussion. She added that accreditation will evaluate how we address the comments of the survey and meet our goals. Ms. Lewellen suggested the college goals be brought to the committee in the fall to help with the development of the committee goals.

MSU (DeLong, Juntilla) to accept the Shared Governance Committee Evaluation Survey results.

### III. Current Enrollment Status and Projection

Dr. Johnson noted that lagging enrollment has reached Cerritos College, although it came a little later than at other institutions. We would normally have projected enrollment FTES at 18,000, but it looks like we will be at 17,200. We will monitor fall and spring enrollment to see if we are on target with that number. This will have important implications for what we are able to do for students in the number of sections we can offer and other funding. The state stabilization policy used to allow three years to recover an enrollment decline but the current policy is now just one year. This provides a very short window to recover and protect the base funding for the college. We will need to be mindful of this in the short-term and long-term enrollment planning we do in the Enrollment Management Plan.

Current and new enrollment management efforts will continue to be rolled out, acted on, and supported. Some of those efforts include:

- The K-16 Bridge Program is excellent for student success and community success, but is also a powerful enrollment management tool because of its recruitment and retention effects.
- Admissions and Records has been very involved with the Finish First program, which identifies and reaches out to students from Fall 2015 and Spring 2016 that have only one class remaining to complete a degree or certificate. We are encouraging them to come back and get that last class.
- Financial Aid efforts include contacting individuals whose FAFSA Individual Student Institution Report (ISIR) listed Cerritos College as a college they might attend. They are sending these students comparative data about the cost of attendance here versus elsewhere while emphasizing the quality of the educational opportunities available at Cerritos.
- Students who apply to the college, but never attend, will receive letters from the President welcoming them to the college and encouraging them to enroll.

Dr. Blackburn inquired if there was a way to contact students who have a student number but have not applied. Ms. Murguia responded that there is a new tool in PeopleSoft that can identify those students and send them a message that they need to file an application before they can enroll. This would address the ISIR students and those who just need to reapply to reactivate their student numbers.

Ms. Rubio requested assistance contacting students who start their placement tests but don't complete them. She would like to use the new tool to follow up and encourage students to return and finish their tests so they can come back to college.

Dr. Johnson announced that the college will launch student email in mid-September. Ms. Murguia indicated that the student's college email will appear on Rosters+ and will be the only email faculty will have access to. We will notify students at both their personal email and their new student email that they must use their student email account to receive college information. General instructions will be provided to students on how to forward all their email to the new student email address. Dr. Johnson added that Miya Walker is developing a communication plan for student email that includes an announcement on the college home page, messaging to the students, and a Nixle text.

We will use Google email which requires an eight-digit password protocol instead of our usual six-digit format. Student email passwords will begin as their eight-digit date of birth but can be changed by the student after their initial login. Ms. Murguia noted that only the MyCerritos login password will remain the six-digit date of birth. Logins for Talon Net and Wi-Fi will change to an eight-digit date of birth.

IV. Enrollment Management Plan Update

A. Timeline to Completing Plan

Dr. Blackburn announced that we will sunshine the Enrollment Management Plan at the September 28 meeting and put it to a vote on October 26. She stated that everyone will get an advance copy so they can read it before the meeting. After approval, the Plan will go forward for approval by Planning and Budget on November 3 and Coordinating Committee on November 14.

B. Writing Task Force Composition Update

Dr. Blackburn indicated the writing task force will begin meeting as early as next week. She confirmed the task force members as Ms. Marks, Ms. Murguia, Mr. Breit, and Ms. Jensen.

V. Committee Goals for 2016-17

Dr. Johnson suggested this activity be completed at the next meeting so we can connect the committee goals to the Enrollment Management Plan goals. This item was held over to the next meeting.

VI. Member Reports and Announcements

Ms. Lewellen reported that Faculty Senate is working on the OER goal, and she will be meeting with David Betancourt to set up the Professional Development aspect. She asked that the committee members tell others about OER to raise awareness and help increase participation to 2%.

VII. Future Agenda Items

- Committee Goals for 2016-17
- Adoption of Enrollment Management Plan

The meeting adjourned at 4:16 p.m. The next meeting is scheduled for September 28, 2016.

**Cerritos College**  
**ENROLLMENT MANAGEMENT COMMITTEE**

Wednesday, September 28, 2016

3:00 p.m. in LC 62

**Agenda**

- I. Enrollment Management Plan - Sunshine

Next meeting – October 26, 2016, at 3 p.m. in LC 62



ENROLLMENT MANAGEMENT COMMITTEE  
Minutes of September 28, 2016

Members Present: Dr. Kristi Blackburn, Dean of Institutional Effectiveness, Research and Planning  
Craig Breit, Assistant Professor, Fine Arts and Communications  
Debbie Jensen, Professor, HPEDA, CCF Designee  
Tim Juntilla, Assistant Professor, English  
Michelle Lewellen, Faculty Senate President  
Sandy Marks, Instructional Dean of Health Occupations  
Brittany Lundeen, Counselor/Assistant Professor, Counseling  
Debra Moore, Professor, Library

Members Not Present: Dr. Renée DeLong, Dean of Counseling Services  
Dr. Stephen Johnson, Vice President of Student Services (Co-chair)  
Saul Lopez-Pulido, ASCC President  
Stephanie Murguia, Dean of Admissions, Records and Services  
Rick Miranda, Acting Vice President of Academic Affairs (Co-chair)  
Silvia Varela, Financial Aid

Dr. Blackburn called the meeting to order at 3:09 p.m.

I. Enrollment Management Plan - Sunshine

Dr. Blackburn presented the draft Enrollment Management Plan. The purpose of this meeting is to introduce the document to the committee. It is expected that additional discussion will take place at the next meeting, but today the group is invited to begin its review and suggest revisions to the document.

Dr. Blackburn thanked her team of analysts for preparing the data and also the writing task force for their many comments and revisions. The writers were Ms. Jensen, Ms. Marks, Mr. Breit, and Mr. Soto. She noted that she also met with others who would be affected by the goals in the Plan and will invite them to attend the next meeting so they can speak to their participation.

Discussion of the Plan focused on the following points:

- Utilization of 9-week classes/9-week course patterns to help with completion, meeting course prerequisites, and classroom utilization.
- Reinstatement of Weekend College classes that include the opportunity to complete a full program of study. Possible incentives could be offered for full-time faculty to work Friday-Sunday instead of Monday-Thursday.
- Meeting the high demand for science classes beyond those needed for medical fields. This would require additional facilities that could be obtained by leasing or partnering with other programs.
- Strategies to address lower success rate courses such as reinstating funding for faculty to attend teaching conferences and sharing what they learn with other faculty in CTX workshops.

- Progress at the state level regarding the use of multiple measures for student placement. Multiple measures have been used with K-16 students moving them up levels based on their high school transcripts.
- Faculty who do not have full-time teaching schedules because there aren't enough sections offered in their area.
- Concern that the 71% college Standard Success Rate used for growing FTES is too high and can be unrealistic in some disciplines. There is continuing discussion on campus regarding how FTES are allocated and whether they should go to basic skills courses or be shared throughout the campus.
- Connecting with AVID programs at local high schools to educate students on what is required of them when attending Cerritos College.
- Implementing a business practice in Financial Aid that holds a student's classes until they receive their disbursement.

As a result of the discussion, the following revisions were made to the Plan:

Goal #1

Teaching Practices:

- Activity #5 was revised to read "Explore strategies to address lower success rate courses with high enrollment."
- Metric #2 was revised to read "Determine actual FTES needed to reach with 9 wk offerings"

Academic Infrastructure:

- Activity #1 was revised to read "Ensure all full-time faculty have requested full-time teaching schedules."
- Resources Needed #4 was separated from #3 and now reads "Time and effort; and fiscal data."

Support Services:

- Activity #1a "Visit AVID classrooms" was added.
- Activity #7 was revised to read "Examine Financial Aid disbursement process which does not drop students for non-payment when they have not received their disbursement yet."
- Resources Needed #7 "Fiscal impact data" was added.

Goal #2

Teaching Practices:

- Activities 1-3 were replaced with "Explore strategies to address lower success rate courses with high enrollment."
- The term "Academic Senate" was revised to "Faculty Senate" under the Involved/Lead column.

Goal #3 - Immediate

Academic Infrastructure:

- The Lead roles were revised to "relevant Deans, relevant Department Chairs, relevant faculty". The Involved roles were revised to "VP/AA; Dean IERP".

Dr. Blackburn indicated she will incorporate the suggested revisions into Goals 1 through 3. The group will continue review of Goals 4 and 5 at next meeting.

It is anticipated that the Enrollment Management Plan will be presented for approval at the next meeting. The Plan will then be forwarded for approval by Planning and Budget on November 3, Faculty Senate on November 1 or 8, and Coordinating Committee on November 14.

The meeting adjourned at 4:40 p.m. The next meeting is scheduled for October 26, 2016.

**Cerritos College**  
**ENROLLMENT MANAGEMENT COMMITTEE**

Wednesday, October 26, 2016

3:00 p.m. in LC 62

**Agenda**

- I. Approval of Minutes
  - A. August 24, 2016
  - B. September 28, 2016
  
- II. Adoption of Enrollment Management Plan
  
- III. Committee Goals for 2016-17
  
- IV. Enrollment Management Efforts
  
- V. Meeting of November 23, 2016
  
- VI. Member Reports and Announcements
  
- VII. Future Agenda Items

**Cerritos College**  
**ENROLLMENT MANAGEMENT COMMITTEE**

Minutes of October 26, 2016

Members Present: Dr. Kristi Blackburn, Dean of Institutional Effectiveness, Research and Planning  
Craig Breit, Assistant Professor, Fine Arts and Communications  
Dr. Renée DeLong, Dean of Counseling Services  
Debbie Jensen, Professor, HPEDA, CCFD Designee  
Dr. Stephen Johnson, Vice President of Student Services (Co-chair)  
Michelle Lewellen, Faculty Senate President  
Brittany Lundeen, Counselor/Assistant Professor, Counseling  
Debra Moore, Professor, Library  
Stephanie Murguia, Dean of Admissions, Records and Services

Members Not Present: Dr. Amy Holzgang, Professor, Sociology  
Tim Juntilla, Assistant Professor, English  
Saul Lopez-Pulido, ASCC President  
Sandy Marks, Instructional Dean of Health Occupations  
Rachel Mason, Instructional Dean of Business Education & Humanities/Social Sciences  
Rick Miranda, Acting Vice President of Academic Affairs (Co-chair)  
Silvia Varela, Financial Aid

Guest: Dr. Patricia Robbins Smith

Dr. Johnson called the meeting to order at 3:08 p.m.

I. Approval of Minutes

A. August 24, 2016

MSU (DeLong, Lewellen) that the minutes of August 24, 2016, be approved as presented.

B. September 28, 2016

MSU (Moore, Lewellen) that the minutes of September 28, 2016, be approved as presented.

II. Adoption of Enrollment Management Plan

Following the Committee's complete review of Goals 1-3 at its previous meeting, the Committee reviewed Goals 4 and 5 of the proposed Enrollment Management Plan draft (attached). Discussion on Goal 4 addressed the following key points: Coordination of front door functions including Educational Partnerships and School Relations; coordination of BSI, 3SP, and Student Equity resource management; priorities for Student Equity funds for faculty projects; and resourcing IT and Admissions and Records for front door services. Discussion on Goal 5 addressed the need to include the Chairs

Council, Division meetings, and Faculty Senate in the listed Campus Leadership activities.

MSU (Lewellen, Lundeen) to approve the draft Enrollment Management Plan.

III. Committee Goals for 2016-17

MSU (DeLong, Blackburn) that the following three goals be adopted as the Enrollment Management Committee Goals for 2016-17:

1. Adopt the new Enrollment Management Plan
2. Align Enrollment Management Plan and Educational Master Plan
3. Support the carrying out of the Enrollment Management Plan

IV. Enrollment Management Efforts

Dr. Blackburn reported achievement of a critical data analysis and strategic planning milestone in launching the Phytorion Cognos enrollment tool that includes FTES scenarios.

V. Meeting of November 23, 2016

The committee agreed to move the November 2016 meeting to Wednesday, November 30, at 3 p.m. in LC 62.

VI. Member Reports and Announcements

None

VII. Future Agenda Items

Ms. Lundeen requested that retention via intervention practices be agendaized for the January 2017 meeting.

The meeting was adjourned at 4:14 p.m.

**Cerritos College**  
**ENROLLMENT MANAGEMENT COMMITTEE**

Wednesday, January 25, 2017

3:00 p.m. in LC 51

**Agenda**

- I. Approval of Minutes – October 26, 2016
  
- II. Enrollment Management Plan Campus Review Update Blackburn
  
- III. Enrollment Management Data Blackburn
  - A. FTES Reports
  
- IV. Retention via Intervention Practices Lundeen
  
- V. Member Reports and Announcements
  
- VI. Future Agenda Items

CERRITOS COLLEGE  
COLLEGE COMMITTEE ON PLANNING AND BUDGET  
MEETING MINUTES  
JANUARY 19, 2017

Present: Felipe Lopez  
Dr. Adriana Flores-Church  
Dr. Stephen Johnson  
Rick Miranda  
Dr. Kristi Blackburn  
Michelle Lewellen  
Rachel Mason  
Patrick O'Donnell

Dr. Dan Smith  
Dr. Stephen Clifford  
Debbie Jensen  
Stephanie Rosenblatt  
Lynn Laughon  
Etta Walton  
Linda Kaufman

Absent: Stephanie Murguia  
Terrance Mullins

Adelle Krayner  
Miriam Tolson

1. **CALL TO ORDER**

Mr. Lopez called the meeting to order at 2:06 p.m.

2. **APPROVAL OF MINUTES** – December 8, 2016

It was moved by Dr. Johnson and seconded by Rick Miranda to approve the December 8, 2016 minutes. Dr. Blackburn, Stephanie Rosenblatt and Lynn Laughon abstained. The minutes were approved as presented.

3. **ENROLLMENT MANAGEMENT PLAN**

Mr. Miranda stated the Enrollment Management Plan continues to move forward and the committee is addressing the concerns that have been raised.

4. **FACULTY PRIORITIZATION**

Mr. Miranda noted that the college followed the faculty ranking process that was in place this year. Based on questions from committee members regarding the dean's faculty ranking process for the 2017-18 academic year, a reply was sent to the committee that provided the dean's justification.

Michelle Lewellen commented that the dean's justification did not provide any additional information that wasn't already known. She noted that faculty did want to work with the deans to try and come up with a collaborative ranking process, and it feels like now there is a territory dispute on both sides, guarding what has been the status quo versus what is by law 10 +1 (hiring.) Mr. Miranda replied that there is still an opportunity for the Faculty Ranking Task Force to discuss the issues. The committee briefly discussed the make-up of the task force and agreed to the following



members: Rick Miranda, Michelle Lewellen, Dr. Blackburn Dr. Aborn, and Dr. Clifford (who will replace former committee member Bill Sparks). Some future topics for the Faculty Ranking Task Force are the faculty ranking process, the timeline, and retirees and where they fit into the ranking process.

Michelle Lewellen noted that an email needs to be sent to Department Chairs that faculty justifications need to be in their unit plans. It was agreed that Dr. Blackburn would send out an email that states if departments are going to request faculty for next year's process it needs to be in your PR+ prior to February 24, 2017.

The 2017-18 Faculty Ranking List was discussed with the following comments:

- Dr. Aborn stated that the DSPS position that is in the status ranking was a vacancy as of June 30, 2016 by Mary Hunt.
- Michelle Lewellen brought up the discussion of the order of the dance faculty position and the economics faculty position.
- Concern was noted regarding the upcoming retirement of Rich Cameron and that the Journalism position was not reflected in the rankings.

After discussion, Michelle Lewellen made a motion that we trust Executive Council to consider those positions in departments that are left with zero faculty (Plastics and Journalism), that the Economics position move above the Dance position and all other faculty positions would move down by one, and that Executive Council consider the Plastics and Journalism positions above and beyond the eight faculty positions that were approved to be hired. Dr. Smith seconded the motion. The motion passed unanimously. The new faculty ranking is as follows: Welding, Chemistry, Administration of Justice, English, Studio Art, Economics, Dance and Reading.

Michelle Lewellen commented that the faculty, union and Senate want an automatic hire of all retirees. Lynn Laughon noted that some staff were not hired because of the economic downturn. Michelle Lewellen concurred with this statement and clarified that she was referring to the retirements that took place during 2009-2012.

Dr. Johnson expressed his concern regarding the college's resourcing of the basic skills, particularly Math and how the college is ensuring we are loading enough into the curriculum for students to progress. It is his understanding that if the college adds Math offerings it is not easy to find math instructors, so he is concerned about the number of full-time Math professors that we prioritize in the process. Dr. Clifford agreed and added that this committee should address this topic soon, as Math and English are large, and because of the completion initiative state-wide they always have a need for faculty. He added that this does significantly hurt the smaller programs who have a legitimate claim for their majors and programs as any other department. He suggested having a future conversation to figure out ways to move Math and English out of the faculty ranking equation so they are not competing with smaller but vital programs.

5. **CERRITOS COLLEGE ENVIRONMENTAL SCAN**

Mr. Miranda provided a brief background of the environmental scan and requested that the committee review the environmental scan that was sent to the committee and provide any comments to Patricia Robbins-Smith prior to Monday, January 23.

6. **HOW TO PREPARE A PLANNING DOCUMENT**

Due to time constraints, this item was tabled until the next scheduled meeting.

7. **BUDGET UPDATE**

Mr. Lopez provided the following budget update:

2016-17 Budget

- An actual budget to actual projections overview will be distributed at the next meeting.
- The college adopted a budget that has a little over a \$3.6M deficit.
- The percentage of salary and benefits to the college's overall operating budget is at 90.78%. This percentage was 91.2% in the 2015-16 budget year. Mr. Lopez is going propose a plan to help minimize or at least lower the percentage. Lynn Laughon asked who would be coming up with this plan and requested on behalf of CSEA that the Health Benefits Task Force be re-instated. She noted that this is a shared governance process and that everyone is involved if decisions need to be made regarding benefits. These decisions should not come from the top down, but as a group as everyone at the college is a stakeholder. Mr. Lopez clarified that he would be proposing recommendations/strategies and that he was referring to salary and benefits overall, not specifically benefits. If benefits need to be discussed, then the Health Benefits Task Force will be re-instated.
- There is concern regarding low enrollment and the possibility of the college being in stabilization. In 2015-16 the college's FTES was 17,741. At this time the college is not near that. Mr. Lopez and college staff continue to monitor the situation.
- Michelle Lewellen asked the following questions. 1) Does the 2016-17 salary and benefit percentage reflect the retroactive pay? *Yes, the retroactive pay is reflected in the 2016-17 budget.* 2) What does accreditation suggest as a recommended percentage of salary and benefits? *Accreditation recommends this figure to be in the mid 80%.* 3) What is the ending reserve balance? *At the end of 2016 the ending unrestricted general fund reserve is +/- \$20M*
- Rachel Mason commented that the college cannot operate at a 9% operating budget. For example, the college just built new buildings and we will not be able to hire janitors. The college needs a healthy 15% to 20% operating budget to fund items like this. She also added that even adding sections may not be the answer; we need to get our fill rate up.
- Dr. Johnson commented that in previous meetings a 3-year budget projection was provided that reflected about how much the college would be spending the reserve until there is eventually no more reserve, unless we change. It all goes back to the saving the college can do now to help mitigate the impact. So, in

essence, you want to hope for a strong reserve ending this year because we are going to need it for the next few years.

## 2017-18 Budget

- The years of increase revenues are gone
- The sales tax portion of Prop 30 was phased out as of 12/31/16. Moving forward the Educational Projection Account will be lessened until 2030
- Prop 55 (Income Tax) was extended to 2030. Moving forward the college can expect a 20% to 30% decrease in the Prop 30 dollars received
- \$400M in new Prop 98 dollars for the California Community Colleges
- Approximately \$79M for Access (growth)
- COLA is at 1.48%
- The State is allocating \$23.6M to increase the base funding to primarily offset the increase in the cost for STRS/PERS
- \$150M for implementation of Guided Pathways
- \$20M for Innovation Awards programs
- \$5.4M COLA increase for some of the categorical programs such as Apprenticeship, EOPS, DSPS, CalWORKs and the Child Care Tax Bail Out Programs
- \$43.7M in scheduled maintenance and instructional materials (significant decrease from last year)
- \$53.3M for Prop 39 - Energy Efficient programs (significant decrease from last year)
- Concern regarding the State's adopted budget which shows over a \$3-billion-dollar deficit.
- Dr. Johnson commented with relevance to our budget status and the salary and benefit percent for personnel, following up on a committee member's question as to the percent. He noted that what he is saying does not take away the college's need to address the percent, but feels important that it is in perspective. At the January 18, 2017 Board meeting, the annual adjustment to the international tuition was presented for approval. The calculation for that includes a review of cost per FTES for all 72 districts in the state. There are only two districts with a slightly lower cost per FTES than ours. We are third from the bottom. It speaks to the funding formula and the reality of what this district is subjected to as a result of that. We just need to make sure we address the budget needs we are going to have. It is not about us internally finger pointing; it is important that we recognize that.

## 8. **ITEMS FROM THE FLOOR**

Michelle Lewellen noted that she has been receiving a lot of complaints about email storage space. Patrick O'Donnell noted that the college is developing a plan to move faculty and staff into the Office 365 Cloud which will provide a 50G mailbox.

## 9. **NEXT MEETING – FEBRUARY 2, 2017**

The next meeting is scheduled for February 2, 2017.

10. **ADJOURNMENT**

The meeting was adjourned at 3:53 p.m.