

## College Council Minutes - DRAFT

May 10, 2016

2:00 pm

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**College Council Members:** Luz Aguirre, Diane Boynton, DJ Singh, Elizabeth Dilkes Mullins, Fred Hochstaedter, Wendy Bates, Scott Gunter, Francisco Tostado, Kevin Haskin, Monika Bell, Paola Gilbert, Larry Walker, Kiran Kamath, Laura Franklin, Stephanie Perkins, Steve Crow, Suzanne Ammons, Walter Tribley, ASMPC Pres. Maria Lopez, ASMPC Rep. Santos Gonzales.

Absent: ASMPC Pres. Maria Lopez, Rep. Santos Gonzales.

Guests: Mike Gilmartin, Catherine Webb, Vicki Nakamura, Alan Haffa, Mike Midkiff, Rosaleen Ryan, Leslie Procive, Lyndon Schutzler, Jon Knolle, John Cristobal.

1. **Call to order:** Meeting called to order at 2:03. Diane updated the agenda as related to CBT members and reports they will be presenting on. Rocky Young will present on the Finance Report on behalf of Mike Hill, Pam Deegan will present on the Enrollment Management Report and Eva Conrad will present on the Policies and Processes.
2. **Public comments (3 minutes):**
  - Alan Haffa commented on two specific areas of the Finance Report in reference to revenue loss through declining FTES:
    - Consideration should be given to growing needed programs with FTES earning potential.
    - Off-site centers should not be a drain on resources; a review of efficiencies may suggest consideration be given to lease portions of the Marina Ed. Center to CSUMB, partner with CSUMB in class offerings.
    - ERP- what is the status and progress towards obtaining an ERP.
3. **CBT Update/Report:**
  - a. **Finance Report DRAFT 5/3/2016 (Mike Hill):** Rocky Young recapped the CBT group's plan of action since the District contacted them in September 2015 to conduct a system review. He indicated that some areas reviewed have consumed more resources than originally planned. CBT is still working to provide a final report by end of spring which they prefer to present in person. He emphasized that it is not the intent of CBT to gain consensus for the presented recommendations, rather it is the intent that CBT provide information and recommendations; MPC can choose to accept, modify or reject those recommendations. Rocky recapped the District's FTES history as preview to the Draft Finance Report 5/3/16 and referenced the Long Term Financial Plan 2009:
    - Ft. Ord closure in 1994: The anticipated FTES loss was for 30%, (actual was 23%). The District did not have a solid plan to meet the anticipated 30% FTES decline. Since the demographics could not support recovery, the District responded by increasing the production of non-credit courses between 1997-99 by nearly 140%, increase in instructional contracts and course repetition.
    - State Regulation and funding changes slowly eliminated many of the options the District used to replace lost FTES.
    - Since 2009, FTES have declined 25% to the current 6,500.
    - Expenses continue to rise while FTES production has declined as neither issue has been dealt with adequately. Instead, the District has relied on one time funding to fill the gap.
    - A "Three Year Budget Model" handout was shared. Rocky explained the spreadsheet "model" indicating no strategies are implemented here; rather, the intent is to support three year fiscal planning with estimations with a 3 year outlook.

Rocky reviewed the Draft Finance Report 5/3/16 and its key points:

- Fiscal Operations
- Fiscal Planning and Monitoring
- Peer District Comparisons
- Summary of Peer District Responses to Inquiries by CBT
- Specific Matters of Note
- Faculty Obligation Number (FON)
- True Funded FTES Decline
- Enterprise Resource Planning (ERP)
- OPEB (and OPEB Funding Strategy and Open OPEB Plan)
- Retirees and the Health Plan
- Health Benefits and Plan
- Faculty Reassigned Time
- Classroom Productivity
- CTA Contract Article 16.8: Salary Schedule Adjustments
  - The Use of P1 Data
  - Lack of Context
  - Lack of Incentive
  - Broader Implications
  - Summary
- Possible FTES Strategy

**b. Policies, Processes and Procedures (Eva Conrad and Workgroup)** Diane introduced the powerpoint presentation and Eva Conrad introduced the Workgroup members and why they were chosen to serve on the Decision Making and Integrated Planning workgroup. Members of the Workgroup presented on their observations and vision which include the following:

- Lack of clarity in several areas including internal processes, how committees operate (Brown Act), decision making structure and accountability.
- Too many meetings and redundancies across the committees.
- Workgroup set criteria and vision to foster participation, increase transparency and meet accreditation standards.
- Review of college documents and current decision making structure for brainstorming resulted in the drafting and critiquing of a more efficient decision making structure.
- Distinction made between governance and operational groups and the specific responsibilities and authority of each.
- Group developed the **Resource Guide to Institutional Decision Making**, which outlines the governance and operational groups, the charges and norms of each.
- Proposal for new committee *Planning and Institutional Effectiveness* to support accreditation standards which requires emphasis on planning and allows view of operations and planning at the 10,000 foot level.
- College Council reframed to President's Advisory Group as a recommending body parallel to other advisory groups.
- **Resource Guide** – To All Users May 13, all advisory groups, and Academic Senate for feedback. Feedback from campus groups will be provided to the Workgroup and responses to feedback will be sent to All Users. Final version to Board on May 20<sup>th</sup> and to College Council and Superintendent/President for action on May 24<sup>th</sup>. Resource Guide implemented in fall 2016 along with orientation to campus groups and followed by evaluation and revision as needed of processes in spring 2017.

Eva prefaced a recommendation from the CBT team with regards to the Academic Affairs and Division Chair structure. Academic Affairs is currently organized with four academic administrators, eight division chairs and three directors. The role, evaluation and selection process of division chairs are codified in the collective bargaining agreement and responsibilities include many administrative responsibilities. *Issue: When collective bargaining was an option for public colleges, most colleges moved away from this structure as it is fraught with the potential for conflict of interest. The current division chair three year temporary assignment does not allow for an authentic performance evaluation; the evaluation is disengaged from many larger institutional college processes such as planning, institutional goals and objectives, decisions to increase enrollment or efficiencies.*

Recommendations from CBT (to be formalized in a written report later):

1. Create a dean position for fall 2016 to monitor enrollment management responsibilities; redesign the current workload structure so that it will eventually be close to cost neutral and away from the current approximate 18 FTE in reassign time.
2. Provide professional development for new administrators to enable a better understanding of those who report to them as well as comprehending the overall vision of the College.

**Enrollment Management Report:** Pam Deegan thanked the members of this collaborative workgroup. Pam summarized the Operational Enrollment Management work with two entities that come together as (1) FTES is our funding source and too low to fund ongoing costs and (2) the current reassign time practices is an inefficient use of resources. An ERP is essential to the College's integrated data functions and will require significant funding. She presented and explained the ppt of the group's work:

- What is Enrollment Management
- Present Practices (Discussion)
- Approach Used to Assist MPC with Enrollment Management
- Work group Purpose of Project

Recommendations from the workgroup include:

- **Class scheduling based on time blocks**-MW, TTH and F blocks help students get needed classes in shorter time window, increase FTES with better space use. This model has increased enrollment at institutions from 5% - 30%.
- **Schedule Development**-semester to semester rather than annual as that limits flexibility. Publicize two year plan.
- **Production Timelines**-schedule in fall for Fall and Summer, spring for Spring.
- **Planning Calendar**- outlines who does what for schedule building.
- **Two year Schedule Plans (Analysis and Sample):** post along with transfer packages. Allows students to plan for alternating semester offerings.
- **Curriculum Advisory Committee:** Courses must be examined for maximums; important when making data driven decisions.
- **Prepare FTEF Allotment with FTES Targets:** Important planning tool for revenue and expense target.
- **Class Cancellations** – Discussion critical before decision made to best serve students. Cancel before classes start and contact every student with alternatives.
- **Parking Lot Issues**-Important variety of issues requiring completion, clean up.
- **Sub-Groups** – Groups assigned to various “parking lot” issues.

Recommendations from CBT (see ppt slide #30-32). Pam emphasized the importance of replacing the current SIS to an ERP, having reliable systems and processes in place that are transparent so that functionality is preserved through staff changes.

Rocky indicated that the preliminary Draft will be sent ahead of time, and summarized the CBT team's oral report with the following overall highlights of critical areas to consider:

- Three Year Budget Model report- the District is at a critical stage
- Peer District Comparables - MPC is the only one of the five with deficit spending, and low or declining enrollment making the situation more critical.
- FON – reduce number of full time faculty requirement (inflated through the FTES earned through SBRPSTC JPA), through possible waiver.
- FTES – Stabilization. Approximately 358 FTES are available if we can generate by 7/1/2017. Reality is that the District is not truly generating 6,500 FTES due to reliance on SBRPSTC for 11% of its FTES.
- ERP system critical as SRS will be unsupported in the next year.
- Retiree health benefits –consider monitoring status of retirees for changes and consider closing off to new hires.
- SIF – small colleges should consider an alternative to being self-insured.
- Faculty Reassigned Time of 18 FTES needs revision.
- Classroom productivity and related inefficiencies could help preserve resources in pursuit of new FTES.
- P1 – is not a good indicator of FTES production and should not be tied to salary restoration.
- Final report will include other possibilities--the reporting of summer FTES, recapturing students after census w/short term classes, changing the Academic Calendar (compressed calendar), and marketing to underserved demographics.

Comments shared recognized the need to replace inefficient FTES with efficient FTES (approximately 1200); though growth is limited to 1%, the conversion is critical.

CBT members indicated they enjoyed working with the District and thanked staff for their dedicated involvement and work. Due to time limitations, remaining agenda items are deferred to the May 24<sup>th</sup> meeting.