



GROSSMONT COLLEGE
Budget Committee
Thursday, February 13, 2019
3 – 4:30 p.m.
College Conference Room (10-106)
MEETING SUMMARY

Purpose The Budget Committee encourages transparency and constituency understanding of the budget, works to ensure that the budget allocation process is driven by college-wide planning and strategic priorities, and provides recommendations to the College Council on issues related to budget development and management.

In addition, the Budget Committee provides ongoing oversight in relation to budget changes and information at the State and District levels.

CO-CHAIRS	ASSOCIATED STUDENTS OF GROSSMONT COLLEGE (ASGC)	ADVISORY
<input checked="" type="checkbox"/> Bill McGreevy	<input checked="" type="checkbox"/> Jazlyn Gomez	<input checked="" type="checkbox"/> <i>Mike Reese (arrived at end of meeting)</i>
<input checked="" type="checkbox"/> Judd Curran, Faculty Co-Chair	<input checked="" type="checkbox"/> Kaelin Mastronardi	<input type="checkbox"/> <i>Aaron Stack</i>
	<input checked="" type="checkbox"/> Pedro Miranda	

ACADEMIC SENATE	CLASSIFIED SENATE	ADMINISTRATORS' ASSOCIATION
<input checked="" type="checkbox"/> Sara Ferguson	<input checked="" type="checkbox"/> Bryan Lam	<input type="checkbox"/> Wayne Branker
<input checked="" type="checkbox"/> Richard Schaper	<input checked="" type="checkbox"/> Michele Martens	<input checked="" type="checkbox"/> Michael Copenhaver
<input type="checkbox"/> <i>Judd Curran</i>	<input checked="" type="checkbox"/> Carol Rapolla	<input checked="" type="checkbox"/> Genie Montoya

RECORDER
<input checked="" type="checkbox"/> Patty Sparks <i>Krista Ames-Cook</i> (substitute)

Note: *Italicized names = non-voting members or duplicate names*

ROUTINE BUSINESS	
1. Public Comment	None
2. Welcome and Introductions	Meeting began at 3:04 PM. Bill welcomed the group and wished the group "Happy One Year". Judd greeted the group and introductions were made around the table. Special welcome to ASGC representatives, Pedro and Jazlyn as this is their first meeting. Group was invited to partake in some one-year anniversary treats.
3. Additions/Deletions to Agenda	None
4. Approve Meeting Notes & Follow-up	<u>Summary/Notes from Dec. 12, 2019 Meeting</u> Motion made and seconded. Meeting Summary approved as presented by unanimous vote.

5. Review Membership List – All	<p>Discussion about what cycle is a “year” in the participatory governance cycle. If it’s the academic year, then this first cycle may be longer during this initial time. Further discussion will take place at the Participatory Governance Co-Chairs meeting on 2/20/2020.</p> <ul style="list-style-type: none">• Faculty are currently set to serve through calendar year. This could be modified to align with the academic year.• ASGC representatives serve for one semester under the current setup.• Classified is on a one, two, three year term cycle so there is a staggering of the membership. Carol Rapolla’s expiration date on the committee will be confirmed by Classified Senate. Action Item: Michele Martens to check with Classified Senate on terms.• Administrators Association (AA) is on two-year terms, although there were discussions about possibly staggering the rotation. Michael Copenhaver stated AA will wait to hear further word from Part. Gov. review process and will then formalize their membership cycles. Question was asked if Wayne Branker plans to continue. Action Item: Michael Copenhaver to follow up with Wayne Branker. <p>Comments from group:</p> <ul style="list-style-type: none">• Beneficial for the Budget Committee, especially, to have a term cycle that more closely aligns with the fiscal and academic year.• Question from Michael Copenhaver: For this committee, specifically, would it be beneficial to have this committee follow an academic year? Per Bill, yes this would be beneficial since it is more aligned with the district’s fiscal calendar.• Judd added that the new Annual Unit Plan (AUP) cycle will also bring about some additional alignments. Discussion to align the AUPs to the academic year.• Both the Part. Gov. Structure and AUP system are in their first (beta) year.• Plan to revisit this topic and review membership at next meeting. Action Item: Add this Sunshine List to the March Budget Committee Agenda for further updates. Action Item: Judd to follow up with Dawn Heuft about access to Canvas Budget Committee module for new members. Krista to assist as needed.
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BUDGET 101

6. Effect of enrollment on budget.
Strategies to address –
McGreevy/Curran/All

Judd opened Budget 101. Today’s topic is the effect of enrollment on budget, including strategies to address. Bill stated that enrollment is down. Mike Reese made a presentation on enrollment at Administrators Roundtable this morning. Bill added that funding is also down. When enrollment is down, it drives down the other numbers. There are several reasons for this. Demographers have predicted this – the demographics have shown that there are not as many people leaving high school and coming to college. Michael Copenhaver added that the economy is also a factor. In summary, when the economy is good, including low unemployment, then enrollment tends to go down. When the economy is bad, then enrollment tends to go up. Coupled with the lower demographics, we’re in a “perfect storm” situation. In Mike Reese’s presentation, the recent class cancellations did not have as much of an impact on enrollment as was first perceived. Bill commented that the college is striving to schedule more efficiently. Judd added that he is also a co-chair of the Enrollment Strategies Committee (ESC) and glad that Kaelin has joined ESC as an ASGC representative. At the last ESC meeting, the group has been looking at how efficiently we’ve been scheduling, how full/empty the classes have been (using data), and the thought efficient scheduling is the goal. The complexity in this is there are many reasons as to why students select particular courses (time of day, particular day, which class it is, work schedules, bus schedules, and child care). Doing enrollment management well and scheduling efficiently are the goals.

Judd shared a conversation that occurred at a recent ESC, when over 160+ sections were cancelled at the last minute. What are the costs (direct and indirect) that were related to this? When the rug is pulled out from under the students at the last minute, what are the lasting impressions and the lasting effects on retention, persistence, and success? Important to keep a student focus while maintaining a fiscal responsibility. Bill added that what seemed to happen in 2020SP is we offered the same number of sections as previous terms, even though the enrollment projections showed a decline. So many parameters have to be considered and reviewed when building and shaping a schedule.

Richard Schaper commented that in his department, unlike in some colleges or universities, that they do not have “cohorts” where students are on certain tracks. We have many students who are on staggered tracks and if/when a class is cancelled, then some of the students are stuck. Bill commented that when deans are reviewing classes, whether students need a class for graduation is one of many variables that are taken into consideration.

Sara Ferguson asked about Enrollment Management Systems (EMS) (i.e., software) that could be used to collect and track this information and help with decision making. Judd offered that there are programs out there and GC may be looking at some of those options for future adoption, but we currently don’t have comprehensive EMS software. Judd added that Cary Willard has been compiling and sharing data. Sara and Kaelin asked what an EMS does for a school.

Bryan Lam offered that there are some systems out there that prompt, track students (from a relationship point of view). There may be tools in Ellucian that could be added to our current system that may be helpful. Is the district working on something like this? Could we find out a status on this?

<p>Effect of enrollment on budget. Strategies to address <i>(continued)</i></p>	<p>Richard added that the data we currently have is somewhat limited. Jazlyn mentioned that a more integrated system would be beneficial because it could also shape/guide scheduling by showing demand, etc. Judd commented that a more integrated approach would be beneficial as we go into Guided Pathways.</p> <p>Michael Copenhaver asked about ESC and Judd being the co-chair of it. Would it be beneficial to have a joint meeting with ESC and Budget Committee? Judd responded that he will share the true cost of cancelling classes at the next ESC meeting in early March.</p> <p>Pedro commented on the need to focus on outreach efforts that will increase enrollment. Bill added that budget is not necessarily the driving force behind cancelling classes. Sometimes there are other considerations to cancelling a class, such as size of a classroom, etc.</p> <p>Sara added that she's happy to hear the student experience is a factor. Another factor is the loss of professional capital when adjuncts who have been trained here and are well-qualified then leave and do not return. Bill commented that even though he is the head budget person for the college, he was not part of the conversation when the spring classes were cancelled. There are many factors in addition to budget that are involved.</p> <p>Judd continued that having an ongoing conversation about enrollment is important. Our new Chancellor is well-versed in enrollment management and there may be further conversations.</p>
<p>NEW BUSINESS</p>	
<p>7. Mid-year (2nd Qtr.) Budget Report - McGreevy/Rapolla</p>	<p>P2 – 2nd Quarter Fiscal Year 2019/20 – Unrestricted General Fund Expenditure Overview [Handout]. The growth in salaries were due to some one-time expenditures, some raises, and hiring. Other expenses that are up is furniture and meals/travel. “Classified Salaries” includes classified professionals and all other non-academic, the 3% change would not be only for classified professionals. Computer expenditures are no longer included in this summary, this line item has been moved to another spend category.</p> <p>Action Item: Request to modify descriptor on budget line to read “Non-Academic Salaries” to better capture who is in this category (Classified, Supervisors, Managers)</p> <p>Kaelin asked if enrollment was also down in 18-19. Yes, however not as far down as current numbers. Judd commented that how you're doing in FTES can determine your budget for future/following years. The student centered funding formula is relatively new so we are protected right now in the “hold harmless” phase.</p> <p>Sara asked if we know when the hold harmless will be lifted. It's currently slated to end in the 2021-2022 academic year. There is a proposal to extend the hold harmless through the 2022-2023 academic year.</p>

8. Budget Projections - McGreevy

Bill presented about the Grossmont College Budget Projections – Student Centered Funding Formula (SCFF). [\[PowerPoint Slides\]](#)

Summary:

- In the first year of the SCFF, Grossmont benefited from the new calculations (70% of funds based on enrollment, 20% for the supplemental allocation, and 10% based on specific student success metrics).
- However, changes to the SCFF since the initial implementation will not be favorable to our final calculations in the current fiscal year (2019-20).
 - Only the highest degree or certificate earned by a student is counted
 - Definition of a transfer student was changed
 - Uses a 3-year average of the base (FTES) and student success factors
- The SCFF includes a minimum revenue/hold harmless provision through FY 2021-22 and there is a proposal (not yet adopted) to extend this guarantee through FY 2022-23.
- Enrollment is declining, expenses are increasing, and revenues are being propped up by the hold harmless provision. On our current track, we are facing a “fiscal cliff” and revenues will fall below expenses.

Question from Michael Copenhaver about initial plans to decrease the enrollment percentages during the SCFF implementation. Per Bill, at some point this was discontinued and there are no current plans to decrease the enrollment percentages.

Bill recently attended a state budget workshop and learned that there will not be any further tinkering to the formula for the time being, going to let the dust settle.

Question from Kaelin, about the projection for FY 22-23 and the projected \$12 million negative balance for GCCCD.

Bill shared further about Grossmont College’s portion of this projected fiscal cliff. These projections tend to have expenses staying “flat” in the models, which is not probably likely to occur. Expenses tend to increase over time.

These projections are recent – within the last week. Per Bill, there are no discussions to have layoffs, etc. Observation from Richard that even in 2020-21, the ending balance begins to narrow. Michele asked where the money is going to come from. Bill explained that expenses such as travel and food for meetings may be considered, along with determinations as to whether to fill open positions.

Judd commented that he’s heard some discussion that the state may need to rethink the funding formula since there will be/are several colleges in the same boat. It will be interesting to see how the state reviews the looming fiscal cliff. Judd mentioned that the state proposition likely to qualify for the November 2020 ballot may have some financial benefits for schools/community colleges if it passes.

Question from Judd about spikes that he noticed in some of the expenditures. Bill explained that this is due to step/column salary increases, STRS/PERS increases, hiring, etc. Bill and Michael mentioned that there was a discussion at today’s Administrative Leadership Roundtable meeting that these projections are based on doing/changing nothing. The upcoming plans will be to see where/how we can “tighten our belts” to improve the situation.

Bill added that the recent accreditation report was favorable in Grossmont’s efforts in the areas of equity, student-focused, dedicated staff, and great faculty.

<p>9. Review Off-cycle Budget Augmentation Request Form – All</p>	<p>DRAFT Off-Cycle Department/Program Budget Augmentation Request [Handout] Proposed draft reviewed by the group. This draft incorporates suggestions from Michael Copenhaver and Sara Ferguson.</p> <ul style="list-style-type: none"> • Suggestion to modify wording to “Department Manager, Chair/Program Coordinator”. • Reminder that this form has been considered a “stop-gap” until the AUP process is in place. After that, these types of requests would be reflected in the AUP. <p>Discussion from the group:</p> <ul style="list-style-type: none"> • Carol: Wouldn’t the technology requests need to go through the Technology Committee first? • Bill: Our role in this group is to advise the College President and College Council on where we are in the budget based on college-wide planning. Specific plans (i.e., Technology, Staffing, etc.) and requests would need to be routed to the appropriate participatory governance committee. • Suggestion to add a routing section (or other instructions) so it’s clear where this form goes next for review/approval, etc. This form is reviewed by the appropriate VP and is presented at President’s Cabinet. • Genie: What is on page 3? Per Bill: There is no additional text, simply more rows and columns for additional items.
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DISCUSSION ON PREVIOUS AGENDA ITEMS	

FOR CONSENSUS	

FOLLOW-UP		
Who	Item	Timeline
Judd and Krista	Follow up re: access to Canvas Budget Committee module for new members	Within the next 2 weeks.

<p>10. WORK AHEAD</p> <ul style="list-style-type: none"> • Announcements • Preparations for future meetings – Canvas container for Budget Committee. Judd to follow up with Krista to make sure the new members have been added.

<p>NEXT MEETING: March 12, 2020, 3 – 4:30 p.m., College Conference Room (10-106)</p>

ADJOURN – The meeting ended at 4:32 PM.

Committees are to establish norms

In order to create valued outcomes, a commitment to participation, dialogue, and the pursuit of value in the form of useful output by all is necessary. It is acknowledged that there are power dynamics in a room. Work must be done to create the equitable and inclusive environment sought for effective and active participation. To do so, council/committee members will establish behavioral norms that include the following meeting rules of engagement, make use of meeting tools, and respect the roles of each member.

Rules of Engagement

In participatory government, a high level of collegiality, respect, and civility is expected. Those expectations include the following rules:

- There is no rank in the room when at the committee table. All participants are treated as peers, both between constituencies and within constituencies.
- Speakers will be heard one at a time and without interruption. Participants will allow for moments of silence for thought and other viewpoints. In consideration of hearing all feedback, members should be mindful of how often and how long they speak. Equity in consensus building means including diverse perspectives at all levels of the organization.
- Members will be engaged and contribute, and challenge ideas, not people. All meeting attendees will be respectful/civil in their comments, responses, and body language.
- Members will listen to others, and seek to focus on the merits of what is being said, while making a good faith effort to understand the concerns of others. Council/committee members are encouraged to ask questions of clarification.
- Each person reserves the right to disagree with any proposal and accepts responsibility for offering alternatives that accommodate individual interests and the interests of others.
- All members should be mindful of the language used in discussions, including use of "I" statements instead of "they" attributions to relate anecdotal evidence or experiences. Members are encouraged to use an asset-minded approach that focuses on what works and how something can be done. This is in contrast to a deficit-minded approach that focuses on the negative and why an initiative, idea, or project can't get done.
- All council/committee members will be aware of the purpose and responsibility of their committees. When issues arise in discussion that are not supported by the committee's charge, the chair will identify the proper council, committee, or constituency group leadership for review, and forward the issue for consideration.
- Once consensus is reached after deliberation, council/committee members will support the group's recommendation.