



Thursday, October 23, 2008, 2008
Griffin Gate
3:00 to 5:00 p.m.

MEETING SUMMARY
Open Meeting

Present: Jerry Buckley, Janet Castanos, Zoe Close, John Colson, Sunny Cooke, Jim Fenningham, Chris Hill, Tim Flood, Anita Martinez, Dave McDade, Jane Nolan, Roger Owens, Shirley Pereira, Tina Pitt, Brad Tiffany, Adelle Schmitt, William Snead, Jim Spillers, Jim Wilsterman

Absent: Fred Allen, Pam Amor, Carrie Clay, Kats Gustafson, Alba Orr, Veronica Powell, Marsha Raybourn, Mary Rider, Paul Vincent

Recorder: Patty Sparks

Meeting Convened: 3:05 p.m.

I. Approval of Planning & Budget Meeting Notes, August 28, 2008

Shirley asked the Council if there are changes or edits to the September 25, Meeting Summary. No changes announced.

II. Strategic Planning

Sunny presented a Power Point presentation, *External Environmental Scanning, Trend Analysis and Forecasting* with a handout for Council to follow along with. She explained that currently we have a process that takes at least a year and-a-half to get a new Strategic Plan launched. We need to think about how to begin, and who needs to be involved.

Sunny stated that some pieces of a Strategic Plan that are generally missing are: data; facts; information; and another piece she is introducing, trend analysis. Traditionally, a Strategic Plan is a product developed by a group of people who come together for a retreat. Strategic planning looks three to five- years ahead and focuses on external environments, deals with big issues, and values expert judgment. Basically the Strategic Plan answers the question, "What do we need to do?" Components of a Strategic Plan include a vision, a mission, and goals. She further stated we are approaching our 50th Anniversary, and asked, "Where do we want to be in the next five years?"

Sunny stated that both colleges and the District are undergoing this process at the same time. We each launch a 2010 Strategic Plan that carries to 2016.

Sunny explained operational planning is the work we do annually, how we manage our division budgets, the business at hand, etc. She stated operational planning looks to the past, has a one-to-two year timeframe, is internally focused, and driven by the strategic plan. Strategic planning is proactive, looks toward the future, is driven by change and differs as its emphasis is on the environment. Further strategic planning helps organizations focus on doing the right thing and operational planning helps you to do things the right way. Strategic planning depends a lot on opinion, intuition, best guessing, and operational planning focuses on fact and past practices.

Sunny stated that the Environmental Scan gives us data snapshots of who our students are, demographics of our community, and similar fact based topics. We can look at a snap shot of today and compare that with

yesterday, but we don't have a systematic way within this organization to look at what we think is coming. This is where trend analysis and forecasting comes into play.

Scan Teams

Scan teams are organizations of people that have a passion or interests in a particular area. For instance, politics and economy - these are things within our environment that no doubt will be changing within the next three to five years. Who has passion for this, Joe Braunschwarz? She stated that Joe loves it, he teaches it, and is an expert in it. We would need someone like Joe to participate in a scan team that would anticipate where politics and economy will be, and how we would use that information in the future.

Sunny reported that a Scan Team would include four to five people with expertise in their field to identify a trend. The scan team should include a person who questions everything i.e., a "nay sayer." Scan team members would scan the horizon, look at all media, ask questions and decide if there is a trend or is it just an event. Is it likely to touch the community, how do we know that, and what impact would it have. If the future is changing faster than we are, there is not much we can do to be a relevant dynamic organization.

Trends

Sunny stated that a trend is a general direction that we see coming over a long period of time and it shapes the future of an area, region, organization, and so forth.

Sunny referred the Council to the sample trend on page 3. She reiterated that between 1995-2025, the number of persons 50 or older is expected to increase while the number of younger people under 18 is expected to decrease during the same time period. This trend was identified by a group of people and verified by community leaders. This impacts the community by: greater health care costs; fewer young people to support an older population; more consolidations for K-12; realignment of public services; more people will move to where schools are; taxes to support K-12 will decline; loss of feeder programs for employees; fewer young people going to college; and less funding for public schools. Impacts to our college would be: smaller traditional student pool to draw from (we serve a large majority of recent high school graduates); potential consolidation of K-12 districts (this may be an opportunity for us, is there something we can do with Jr. and Sr. high school students); less traditional age students; may have to expand where we recruit our students; more classes for the 50 plus adult population; flexible scheduling. This is a good example of a trend a scan team might identify.

Sunny stated that strategic planning is a requirement and believes that scan teams are valuable, and a good investment of time. She referred the Council to the handout, *Taxonomy Change Areas and Information Descriptors*, for the Council to review. This is an example of areas to focus on. Sunny is asking that we as a college consider three or four of these areas that are more than likely to impact our community and our college.

Sunny reported that the last time she did this with an institution there were eight scan teams, however this is a pilot for us and doing more than three or four would be a challenge. She explained that overlapping change areas may be a better approach, for instance education/competition. We could look at education in a broad sense and competition at the same time – which could be done by one scan team.

Sunny asked the Council if they are okay with the concept of scan teams and if so, asked them to consider as a college, what change areas are important and make suggestions and/or identify who could participate on scan teams. She further stated that this issue was discussed at ADSOC wherein the following change areas were suggested: politics/economy (combined), education/competition, (as long as you look at education in general); and technology.

The Council discussed at length the following change areas: social, lifestyles, values; technology; media/communication; transportation; and energy. After a lengthy discussion, the Council agreed that political/economy, technology/media communications, transportation/energy and education/competition are areas of focus for the scan teams. It was discussed that social, lifestyles, values, be integrated into each of the areas.

Timeline

Sunny provided a handout, *Grossmont College Planning Process and Strategic Plan Development 2009-2015 Timeline*, for the Council to review. She explained this timeline was developed with the help of others and it identifies that we are looking at a four month timeframe for the scan teams to complete their work. In January, a visioning exercise will be done with the entire college during flex week. In May a task force of this committee will work from visioning and trends to writing draft goals. In April those goals would go to our leadership council. In the fall of 2009, we will move through the governance structure for input. In November the plan will be presented at the Governing Board meeting and unveiled during Convocation in January, 2010.

Sunny reiterated the need to streamline the process and requested that the Council carefully look at the areas decided today, and provide her with feedback and names of potential scan team members by next week. She will contact those people and ask them to participate and further clarified that administrators, faculty, classified and after today's discussion sociologists should be involved.

Action taken: Council agreed to move forward with scan teams; Council to consider scan team members for areas identified and forward their names to the President.

III. Budget Status/Update

Tim provided a handout, *Grossmont College 2008-09 Fiscal Year 3% & 5% Reduction Scenario Summary*, for the Council to review. He explained that currently the 2008-09 beginning balance is \$60,921,188. The increase is due to the 2.19% growth, a .68% COLA and a one-time backfill in the amount of \$862,000 from the State. We had a decrease in interest revenue and an increase in interest expense - this is due to not getting the apportionment early on requiring the District to borrow funds. He further clarified that the Board Staffing Commitment is included in the Budget however, reported that it cost Grossmont College \$162,000. He explained we would normally receive 69% through the funding formula, and in reality it cost the college the difference.

Tim reminded the Council that tax revenues continue to come in lower than expected and depending on the information source, the deficit could reach \$10 billion. This may lead to a mid-year cut and we need to be prepared. The District took 3%, approximately \$2.7 million, figuring that a mid-year cut may occur in 2008/09. He referred the Council to the three-page handout, *GCCCD Expenditure Statement General Fund Grossmont College – Unrestricted Page 14, . . . Restricted (page 15), and . . . Combined (page 13)*, for the Council to review. He explained that the difference between the tentative adopted budget and the Adopted Budget is approximately \$1million. That \$1million was placed in personnel accounts. He informed the Council that we have a budget that compares closely to last year's budget. Sunny reminded the Council that last year in January/February we reduced budgets for the give back to the State, and further stated that it was not a healthy year. Tim added that we have higher salaries, less sections, and more students to serve.

Cost Savings Task Force

Tim explained that the Cost Savings Task Force was charged with reviewing budgets and discussed what object codes, if possible, should be refunded. He stated that there is approximately \$1 million, however \$400,000 of that amount is the Board's staffing commitment funding. The Task Force discussed at length refunding supplies and equipment budgets (4000 object codes) as they were reduced. The Task Force determined this is an equitable way to restore budgets as some departments gave more than others. The supply budgets college wide were reduced by \$293,822.

Adelle Schmitt asked about adding on-line and hybrid classes. Jerry Buckley responded that those classes have increased 30%-40% over last year and another 10 classes were added for spring. Tim explained that there are ways to do more with less funding by utilizing space not being used during non-prime time hours and weekends. Chris Hill asked about last year's growth. Tim stated we did receive growth funding last year and was applied to funding step and column.

Shirley asked if we should re-open sections that were cut/consolidated for the spring semester. Tina responded that we must be careful what we bring back as facilities are limited. Chris Hill stated that we can be specific in certain areas, for instance part of the Basic Skills Plan is to fill classes that have wait lists and there

is funding available. Tim reminded the Council that we did cut 121 sections, yet because of space limitations classes are being taught in Griffin Gate. In addition, we remodeled the upstairs of the Communication Arts Building due to space shortages. Further there is not a space on campus that is not being used during prime time. He stated that it is necessary to research new sections but realize that they would have to offer them during non-prime times.

Chris asked if we could look into facilities elsewhere for a short period of time. Sunny reported that during these challenging times, using the campus on Fridays and any other non-prime time should be researched first before looking for facilities off campus.

Tim referred the Council to the handout, *2007/08 Mid-Year Reductions*. He explained that this is a document that he wanted to present and make clear what object codes were reduced in the previous year. Further this document had to be recreated, and he wanted this Council to have all available information and back up documentation.

IV. Planning Process Update

Shirley Pereira reported to the council that she and Chris have gone to the Chairs and Coordinators to get them started on their action plans. They provided hard copy forms to the department and program leaders and explained that the electronic link will go live in late November. Additionally they encouraged them to start their planning process. She further reported that Grossmont has hired Robert Gillespie to program the electronic version of the action plans, and it will have the capability to query and create reports. She further stated that she and Chris, with the help of Robert, will have a workshop in November to go over the electronic forms with the chairs and coordinators.

The other issue that Shirley raised was the sources of funding for our new planning process. Shirley stated that equipment and technology funding is allocated through a formula that the ETC Committee created. It was suggested by the planning group that those funds, minus the roll-over piece, be placed into the planning process. It was brought up that there may not be any block grants this year and Tim Flood will follow up with this issue.

Chris also stated that she has met with EDIC and will work with the committee as EDIC morphs into the Resource Development Committee, where they will search to find monies for activities that are not funded by the Planning and Resources Council.

Sunny reminded the Council that external funds must be institutionalized through the planning process, in addition to have a plan to allocate those funds. Shirley reminded the council that in order for the planning process to work we must commit funds for the activities.

Action taken: Tim Flood to research if there is block grant funding.

V. Committee Reports

Staffing Committee Report

Jim Fenningham provided a one-page, front-to-back handout, *Faculty Staffing Committee (Fa07-Sp08-Su8) Faculty Staffing Priority List*, for the Council to review. He explained that the Committee would like to carry over the faculty list from last year to this year, as it has done in the past. Further he stated that this list benefits the institution and explained that even though positions are postponed due to budget issues, they will eventually get filled. Further this list represents a long term look into staffing needs by the Faculty Staffing Committee. There is a fast track process used for unexpected retirements or leaves which allows the request for replacements to be placed on the list. Jim requested that the list be shared and reviewed and inform him of any pending retirements/or leaves.

Tina Pitt stated that a new situation has occurred in the nursing department. She explained two nursing positions are losing grant funds and need to be transitioned to general fund, funded positions. Sunny responded that we have made commitments to accept nursing students who have been on wait lists for years. Unfortunately, unlike the ROP transition where we will increase FTES, we will not from the nursing students as

we already incurred FTES. Further these positions would have to be considered as new positions. Jim responded that if the plan is to turn these two positions into permanent tenured track general fund positions, requests need to be submitted to the Faculty Staffing Committee. The Committee will score and rank the positions and incorporate them into the current list, however cannot guarantee they will be placed at the top. Sunny stated that we cannot get the positions filled until July so realistically there will be salary savings. Further, we would have to agree collectively that to have viable offerings to meet the needs of the community, we may have to pay some faculty more to work here. Further our partners in the healthcare industry are happy to contribute to equipment and scholarships, but believe staffing is up to us. Tim reminded the Council that funding from the Board staffing commitment is dedicated to hire new faculty and staff, and further stated that this is an implied priority for each college.

Chris stated that if the Staffing Committee accepts the nursing positions as replacements then those positions could be fast tracked and incorporated in the current list. Jim suggested that because of the needs, we could consider opening the door to the nursing department's request. Tina reminded the Council that if these positions are not filled then we could very well lose the ability to serve students we have committed to. Sunny reported that two positions lose their funding in January and we have to scrape together funds to pay them.

Sunny stated that as of spring 2008 there is a total of 11 new classified positions, however there are frozen positions in departments that need to be filled to effectively serve students.

Action taken: Nursing requests to be submitted to the Faculty Staffing Committee.

Meeting adjourned at 5:10 p.m.