



**GROSSMONT COLLEGE**  
**Planning & Resources Council - Special Meeting**

**Thursday, February 18, 2010**  
**Griffin Gate**  
**3:00 to 5:00 p.m.**

**MEETING SUMMARY**

- Present:** Fred Allen, Steve Baker, Michael Berendse, Jerry Buckley, Danielle Camacho, Janet Castanos, Carrie Clay, Sunny Cooke, Angela Feres, Tim Flood, Chris Hill, Oralee Holder, Anita Martinez, Nick Montez, Patricia Morrison, Jane Nolan, Alba Orr, Will Pines, Tina Pitt, Adelle Schmitt, Lynette Wilson, Jim Wilsterman
- Absent:** Pam Amor, Carrie Clay, John Colson, Michael Golden, Danny Martinez, Shirley Pereira, Jim Spillers,
- Recorder:** Patty Sparks
- Meeting Convened:** 3:00 p.m.

**I. 2010/2011 Budget Challenges**

Sunny asked for this special meeting explaining that there have been District Wide meetings of late discussing next year's budget and planning. Sunny stated that it is critical that everyone understands the budget impacts and consequences and that we communicate openly and clearly about this. The impacts are likely to be felt for the next four to five years.

Tim provided a handout, *Grossmont-Cuyamaca Community College District 2010/2011 Budget Scenarios Unrestricted General Fund*, for the Council to review. He explained that the handout provides three budget scenarios: 1) best case - stay flat (same State funding as last year); 2) worse case 6.5% reduction; and 3) worst case 8.5% reduction. He explained that if we stayed flat, we would be in the hole as our costs would increase, we would not have the one-time backfills (including federal backfills), leaving us short by approximately \$2.54 million. Our estimated beginning balance would be approximately \$92.9 million District Wide.

Tim referred the Council to the handout and reported that for the 2009/10 year we started with \$100.2 million, less Purchase Order Carry Over (POCOs), and Early Retirement Incentives (ERI) Vacation/Partial Salaries & Benefits. The handout additionally provides amounts for increases to the 2010/11 Budget such as step and column, ERI Replacement Salaries & Benefit, utility increases, Governing Board Election, PERS Rate increase (.4915%), Health & Welfare Increases, Adjunct/Hourly Counselors/Librarian step increases, Restricted Fund backfill 09/10 ARRA, and Restricted Fund backfill 09/10 UGF. He explained that although we are looking at a projected \$92.9 million income, we are also looking at projected expenditures of \$107.6 million, leaving a hole of \$14.7 million if these increases were fully funded.

Tim referred the Council the section of the handout, Potential Solutions for review. He reviewed and discussed the solutions listed. Further he asked the Council for suggestions. He reminded the Council that summer school was reduced by 50% of which two weeks of funding is housed in this year and four weeks housed next year. The Council discussed the categorical backfill funds and Tim reminded the Council that withholding back fill for programs may incur issues as some categorical programs are mandatory. Sunny reminded the Council that we have faculty and staff on these categorical programs, if we lose a program that could mean shifting positions will occur affecting departments at both colleges.

Sunny stated that one cost saving suggestion is having another ERI opportunity however she stated that we have already lost a great number of seasoned employees and questioned if we could afford to lose more.

Other district wide suggestions to date are:

- Cut supply budgets
- 10% overall operation reduction
- Voluntary furloughs

Sunny reminded the Council that she is not interested in across the board cuts to everyone budget on campus. We will have to make tough decisions and look at our core goals, basic skills, transfer and work force development. What we do with our funds and how we apply them to those core goals.

Suggestions from this Council:

- Encourage faculty to help with advising students
- Encourage faculty to help with tutoring students
- Charge a fee for classroom “packages” (copies and materials) from instructors and sell them in the Bookstore
- Bulk buying, i.e. software, equipment, etc.
- Update Hiring practices - combining applications with local colleges

Sunny stated that the suggestion box is open and should the Council want an idea forwarded anonymously send it to herself, Tim Flood, or Chris Hill.

Tim referred the Council to the back page of the hand out that explains utility costs increases for the Council to review. Anita inquired about solar as the costs for electricity are expensive. Sunny stated that discussions with community partners about converting to solar are happening and there is interest. Ideally this is a goal to meet.

The Council briefly discussed revenue generation ideas such as naming buildings. Tim reminded the Council that a new cell tower has been installed.

Sunny again asked the Council to brainstorm and submit cost saving ideas forward.

## **II. FTES Projections**

Tim reminded the Council that this year the District FTES Goal is 18,052, and Grossmont’s Goal is 12,517. Grossmont College is projecting to hit 14,459 this year, leaving 1,942 projected unfunded FTES (approximately 3,000 students). At about \$4,500 per FTES district wide that is \$16 million that we are not funded for. Sunny stated that the efficiency rates are currently at 92% - 94% and further stated that when we chase FTES we run sections, when we are not chasing FTES we need to stay within the cap. With that information, Tim stated that if we start at 1,942 over cap and we see a 2.2%

growth, and an allowance for increased efficiency of 2.8%, less summer school reduction, our reduction goal is 707.5 FTES. That reduction goal will give us room should we garner any growth dollars, which realistically is unlikely.

### **III. Discussion - Section Goals for Fall 2010/Spring 2011**

Tim stated that the current target reduction is 140 sections for fall 2010. Oralee asked whether we look at cutting these sections sooner than later. Tim stated that multiple announcements will be going out district wide as we get direction from the District. Sunny stated that that we need to be at 18,052 FTES District Wide. She stated that should we receive the 2% growth, we need to have FTES to garner it. Further if we meet the proposed FTES reduction goal, we will still be 525 FTES over cap. We have to reduce sections by 140 FTES - it's tough but must be done. The college needs to think about offering some sections once a year. In keeping with our community hiring needs, we have to determine what workforce programs get students and offered annually versus each semester.

Chris asked how the 140 FTES reduction number was determined. Tim stated that if we take the same number as last year (300), take away the summer reduction, it would leave us with 140 FTES to reduce. Chris stated that theoretically if we took FTES and we are already serving students with efficiency then our current reduction will not cost us anything in the budget. Tim responded by stating that if we reduce FTES to what the State funds, that equates to dollars that can be utilized to fill holes, strengthen programs and/or services.

Jim Wilsterman inquired about overload issues and faculty taking students over cap. Sunny reminded the Council that at census we need to be at cap and faculty should not be taking more students. These student add-ons burden Admissions & Records, Financial Aid, all student services that we don't receive funding for.

Anita asked if it was discussed to cut summer sections altogether or consider having summer at just one college. Sunny responded that while there had been some discussion, the decision for this summer was no, but possibly we could look at next summer. It was discussed to offer just on-line classes in the summer. Sunny stated that that there are employees here over the summer, so the savings from facilities would not be significant.

Sunny further expressed that she is troubled by conversations across campus; departments are stating that they are being cut unfairly. This is neither true or helpful. What must be done is to find a way to reduce 140 FTES with the least impact to students and protecting our core goals. Tim and Sunny will attend Academic Senate and Chairs Coordinators meetings. It was agreed to utilize Enrollment Strategies Committee with a hefty influence of Chairs and Coordinators with recommendations to this Council and/or President's Cabinet. Sue Gonda suggested that the Enrollment Strategies Committee with chairs and coordinators should have the foci and Institutional SLOs readily available, but also data. Jerry stated that there is a need to collect various forms of quantitative data and productivity stats. Steve agreed and stated that we need to create a model to analyze impacts as well as watch other colleges for trends.

Sunny stated that we are cutting FTES when California will experience the largest high school graduating class this fall. In addition Sunny stated that students wanting to transfer to San Diego State must attend SDICCCA Colleges. Students must be made aware of this, if they take a class at a non SDICCCA College (or Palomar, Miracosta), they will not be in the first priority tier for consideration at SDSU.

The Council discussed the reduction goals of 140 FTES versus 202 FTES and after thorough discussion the Council agreed to reduce FTES by 202 in fall and 202 in spring. The Council agreed that it is easier to add sections at a later date if the opportunity arises

Fred requested that Tim provide the LED number for the section reduction goal.

*Action Taken: The Council agreed to the target section reduction of 202 sections.*

#### **IV. Sustainable Staffing Mechanisms**

Sunny asked that the departments/divisions discuss and come up with some kind of sustainable staffing plan for the next three to four years. She explained that currently, we have 10% of our workforce that we have not replaced and we cannot sustain this kind of staffing. These discussions started within the units, then through divisions, and on to the vice presidents. At President's Cabinet it was discussed that the criteria for replacing positions are:

- Health and safety requirements
- Appropriate supervision for students
- Legal or accreditation requirements
- Falling below minimal threshold level to serve students

She explained that the person who chaired both the Faculty and Classified Staffing Committees is no longer at the college. Sunny asked Tim and Shirley to facilitate a meeting to score positions through grids and matrixes. While the following positions may look like new positions, they may be a combination of positions and they are not going forward unless there is salary money within the units.

The critical position recommendations for 2010/2011 as discussed are:

Account Clerk - this position will assist with Grant writing processes. We have a person that we will move from a .75 to a 1 and hire a .5 person.

A&R Assistant - A&R is down three people. This person will assist with front assistance to students.

Custodian - We are down four custodians. We are adding 10% more square footage.

Director of Campus Facilities - Tim Flood was extended an offer for the Vice President of Administrative Services. This is a critical position that needs to be filled.

Director of Nursing - we must have a Director of Nursing to meet accreditation requirements.

EOPS Program Specialist - EOPS will experience equivalent reductions as they did last year and the reductions are likely to increase next year. We had to serve 450 less students because of cuts. It was recommended that this position not move forward as it is funded by categorical funding.

General Maintenance Worker - this position is critical due to many losses within the department.

Further, maintenance workers average square footage responsibility is currently at 113,000 square feet per worker as compared to 55,000 square feet in the year 2002.

Health Professions Specialist - we are three positions down within nursing, this position assists with the collection and maintenance of student health records and is an accreditation requirement.

Learning Resource Specialist - Multi-Media Tech, Senior - there is currently no dean for the LTRC, and these position recommendations come from the previous dean and Connie Elder who is assisting Grossmont College this year. Further these may not be the titles of the actual positions and are a best guess from the current frozen positions. Once a dean is hired in the LTRC it will be determined the positions best to move forward. Funding from two word-processing positions that were eliminated from this area will be used to hire.

Student Center Specialist, Career Center - this is an important position providing assistance within the Career Center however after discussion the Council decided it was not a priority position based upon criteria considered. It was recommended that this position not move forward at this time.

Sunny stated that less the EOPS and Student Center Specialist is what is being recommended to move forward and the dollar value is \$604,442, which includes benefit costs. She reminded the Council that Tim reported that to fill all the positions both ERI and Frozen Positions it would cost over \$6.3 million dollars. Cuyamaca and the District will be prioritizing their critical staffing needs as well.

Sunny asked for consensus on moving these positions forward, the Council agreed to move forward the suggested positions.

Action Taken: *The Council agreed to the Critical Staffing Recommendation as listed above, less the EOPS Program Specialist and Student Center Specialist.*

**V. Other:**  
**Sabbaticals**

Sunny reported that at the February 2010 Governing Board meeting the net fiscal impact of sabbaticals is to be zero costs. This means that that adjunct backfills cannot be hired while faculty are on sabbaticals.

**Adoption Budget**

Sunny stated that for those who are new to the Council and would like more information regarding the development of the Adoption Budget and its processes please contact Tim Flood.

Sunny thanked everyone for attending today's meeting and announced the February Planning & Resources Council meeting will meet as scheduled.

**Next Meeting Date: February 25, 2010, Griffin Gate**