



Thursday, February 28, 2013
Griffin Gate
3:00 to 5:00 p.m.

MEETING SUMMARY

Chair	Sunita Cooke	√	AFT Rep	Michael Golden Jim Mahler	√
Co-Chair, Faculty Rep	Michael Barendse	√	Chairs & Coordinators Rep	Joel Castellaw	√
Academic Affairs Facilitator	Chris Hill	√	Library Rep	Pat Morrison	√
VPAS – Dir. of Facilities & Operations	Tim Flood	√	Academic Senate Reps	Adelle Schmitt Jim Wilsterman Jane Nolan Craig Milgrim	√
VPSS	Jeff Baker	√	Supervisory Rep		
Arts, Humanities, Lang/Comm	Steve Baker		Classified Senate Rep	Janet Carter √ Irene Bauza	
CTE/Workforce	Christina Tafoya	√	CSEA Rep	Will Pines	√
Counseling and Enrollment Services	Howard Irvin, Int.	√	ASGC President or Designee	Vacant Victor Barajas	√
English, Social and Behavioral Sciences	Agustin Albarran, Int.	√	TTLC Committee Chair or Designee	Angela Feres	
MNSESW	Mike Reese	√	Guests:	Oralee Holder	√
LTR	Kerry Kilber	√		Jeff Lehman	√
Allied Health	Debbie Yaddow	√		Susan Working	√
Assoc. Dean, Athletics	Jim Spillers	√			
Academic Senate President	Sue Gonda	√	Recorder	Patty Sparks	√

Meeting Convened: 3:00 p.m.

The Council welcomed Victor Barajas, ASGC Student Representatives. Introductions were made.

Education – TRACDAT, Chris Hill

Chris Hill reported that the College is underway with implementing a new planning, program review and SLO management system, TracDat. In November a large group including faculty, classified, and administrators met for a two day session in which the system was reviewed and configured. A smaller group met to configure the planning and program review modules on Monday and Tuesday of this week. Chris explained that this system tracks and stores goals, activities, and results. The basic but not final configuration of the system is finished.

Chris has already started meeting with divisions individually at their Division Council meetings to go over the TRACDAT program and its functions. During these meetings the hope is to generate questions and input to better configure the system. She reminded the Council that this is a new

system and will take some adjustment. Multiple training sessions will be scheduled during fall flex week and will continue through October as needed. Additionally, training manuals will be made available campus wide and on the planning website. Members of the Council wanted to have training available during summer and Chris agreed to make that happen. She further stated she would like to have the training manuals completed by June and then start training shortly thereafter.

Chris opened the discussion to those who attended the training. Oralee stated that she believed the system will require some training; however, commented that the SLO component is exciting as everything is located in one spot. She especially likes the capability to house the assessment tools and data utilized. Tim expressed that the beauty of the system is that we will be able to sort and filter report requests allowing for customized reports as well as have access to “canned” reports. Sunny stated that implementation of new software takes a tremendous amount of work up front and requires lots of training and further commended those who have participated. She added that Christopher Tarman, Sr. Dean, Research Planning & Institutional Effectiveness, has been a great help as he implemented this program at his previous place of employment.

Chris reported that the data from the spreadsheets/forms we used last year that included the SLO piece, program review, planning, as well as Activity Proposals from the DPM, will be integrated into the new TRACDAT system. Prior years will be archived. Activity Proposals will no longer be identified by a number, but by name. For this year we can include the Activity Proposal number if necessary.

I. Enrollment Update

Sunny stated that we have three guests with us today, Oralee Holder, Jeff Lehman and Susan Working. She invited them to observe and provide their invaluable insight regarding enrollment issues.

a) Spring 2013 Enrollment at Census

Tim stated that Grossmont College’s FTES goal is 11,765 and we came in at 11,479 FTES (or 2.5%) short by 287 FTES. District wide we are short 438 FTES. Cuyamaca College (CC) is down 3%. He stated that with Prop 30 passing, sections are opening up here and at other local colleges giving students more choices so our efficiency rates are down.

Tim utilized the overhead to display a graph outlining the efficiency rates for summer, fall and spring for the years, 2010/11, 2011/12, and 2012/13 (A copy of the graph Tim displayed will be sent via email to the Council). He explained that there are a couple of anomalies. Summer was increasing every year, but this summer we cut way back and efficiencies were down (only 56 FTES overall). Further, every year fall and spring increased in FTES, however, in spring we are down for the first time. The trend is that we increased efficiency rates because we had to scale down classes minimizing the supply so demand appeared up, but that changed with Prop 30 passing. Essentially this means that with every FTES we earn will cost us more as our efficiency goes down. We have had the benefit of running lean. Now, however, we have to more carefully predict what students want and will be competing to get students here.

b) Additional Spring 2013 Late Start Classes

Chris Hill stated that because of the time constraints after Prop 30 passed, we were only able to restore two-thirds of the sections we needed. She provided a handout, *Spring 2013 Late Start Classes*, for the Council to review. She explained that these are the classes added after census. These additions took a lot of work and they were done in a very short time. Thank you to all our faculty, department chairs and deans for their quick and effective work. As the handout relates,

the total proposed spring late start FTEF is 9.32. We are estimating that this could bring us approximately (worst case=50% fill rates) 90 FTES, and possibly if the classes fill at maximum (best case), it could bring us up to 150 FTES. If we were to fill each and every class and get close to maximum, we will still be below our FTES goal. It was clarified that FTEF per section does not change, however FTES can change by the number of students in a classroom (more students in the same classroom means more FTES, less students in the same classroom means less FTES). It was further clarified that FTEF and LED are the same thing. It was suggested that either FTEF or LED be used as a constant for communication reasons as using both is confusing. FTEF is more widely used, LED is our GCCCD term.

Tim reported that he reviewed data and averages for the last five years to calculate the FTES for the handout, but reiterated that there are variables that change often. Sunny further reported that throughout the State of California CIOs are reporting enrollment numbers are “softening”. Oralee stated that four basic skills classes were added this semester; however, two had to be cancelled for lack of students. She now is not sure how to schedule for the next semester. Sunny stated that the Enrollment Strategies Committee is going to discuss and review how to plan for these changing situations (declining enrollment, and how to generate FTES). The feeder high school, GUHSD, reports over 800 fewer students next year.

- Sunny reported that the Spring 2013 Late Start Classes are provided on the Grossmont College Website. The link is brightly colored and just takes one click to view.
- Projected FTES
Tim stated that Grossmont College’s FTES Goal is 11,765. After late start classes, we are still short approximately 196 FTES.

c) Summer 2013

Sunny reported that we will have to port back FTES from summer 2013, to meet our FTES goals for 2012/13. It was not until after census that we found both colleges were under. Chris stated that when Prop 30 passed it challenged us to add classes back in the spring. Some of us could not add to the spring semester so we were asked to schedule what could not be added in spring to the summer schedule. Now we need to build a stronger summer so we can port back FTES, but also start next year strong. The goal is to port 200 FTES from summer to the 2012/13 year and move 300 FTES to the 2013/14 year for a stronger start.

Susan Working stated that the message must be clear that when the deans communicate to their chairs what FTEF is allocated, it should identify what year it applied to, this year or next. Chris stated that this will be discussed at IAC and it will be identified clearly by the time the Chairs receive their allocations. Tim further stated this is the first time we are able to share this information and we need to keep two variables in mind: what our fill rates are going to be and what amount, if any, restoration or growth dollars the State may allocate. This is a moving target and will be a monthly discussion for the next few months.

Susan stated that the goal is to plan for the whole year however if restoration or growth dollars are allocated that would mean we would probably have to add to the spring schedule making for a smaller fall and larger spring. Is there a way to allocate more FTES in fall? Sunny reported that we will not have more information about 13/14 until the May Revise. We are already planning the tentative budget for next year and we are using FTES from this year to plan. Unfortunately the timelines are not aligned. Chris will talk to Marsha Raybourn about adding classes in the fall and the ability to pull them should we have to. Chris will report back to this Council with more information once she speaks with Marsha.

It was reported that accountability discussions are happening at Budget Allocation Taskforce (BAT) related to the new allocation formula; specifically the scenarios related to one college missing its FTES goals. If one college repeatedly meets its goal and the other doesn't, at what point do we start to shift resources? Tim added that there is work being done on modeling. Brian Nath is working on a couple of reports that will get us closer to predicting what a schedule will be able to generate in FTES, and also give us the ability to adapt the efficiency ratio allowing colleges to generate reports at different levels.

- Sunny reported that there is a district wide effort to market the late start classes as well as summer for both colleges
- Proposal for Additions:
Build a strong summer and port back 200 FTES to this year and port 300 to 2013/14.

The Council agreed that these were good directions to move.

d) Discussion of Student Demand

BAT is looking to the future as to enrollment at each college, shifting, demographic trends and labor markets.

Oralea asked about summer and fall page proofs and whether an extension can be granted. Chris stated she would like to provide an extension. She will send numbers to the deans with clear communication and details for summer and fall. It was discussed to send two messages, one immediate message that provides a brief summary of today's recommendation to extend the timeline for turning in summer and fall proof sheets, and informing them deadline dates are forth coming. The second message can be more a concise communication.

Action Taken: Chris will discuss possibly adding sections (and the possibility to recall them) to the fall schedule with Institutional Operations. Further Chris will send an email briefly stating there is an extension regarding summer and fall proof sheets and deadline dates will be forthcoming.

II. Budget Update

Tim reported that Budget Packets will be in mail boxes today. Tim provided a handout, *GCCCD and Grossmont College Merged Budget Preparation Calendar - Fiscal Year 2013-2014*, for the Council to review. He directed them to the red bolded dates that are important to our college and when activities are due. Tim explained that we have a short turnaround time to submit the payroll forecasts into the district. He is requesting that completed packets be returned to him by March 7. In your packets there are samples of how it should be done.

Tim stated that we are sending out for the first time this year an electronic version of the budget worksheets in an excel format. The worksheet is simple to use and formulas are in place to add the columns for you. Managers will have the ability to save the document for future use and if users like this format, it will become standard.

III. Activity Proposal Funding 2012/13 Update

Tim stated we talked about funding for this year at the last meeting and currently the IRC is hearing presentations as detailed on the second page of the Agenda.

IV. Follow-up from last meeting

- Dean of Planning and Institutional Effectiveness

Last month, as part of our administrator staffing discussions, the need to fill the Associate Dean of Student Affairs and VPAA position permanently were discussed. These positions have moved on to DSP&BC and will be in recruitment. As she began discussing the Dean of Institutional Effectiveness and Planning, the Council moved to another direction about administrative stability and increasing salaries. Though the Dean position and function was captured in the minutes, Sunny asked how many Council members remembered the discussion. Approximately six hands were raised. Because of this, Sunny brought this re-purposed Dean position back for further discussion because there is a critical staffing need and we may not have fully addressed it. She stated there is a vacant instructional dean position which has not been filled for over a year, and we have a layer of work that has been heaped on us that involves accountability for student achievement, institutional effectiveness, accountability of Federal and State dollars, accreditation, TracDat responsibilities, and planning and program review. This work is currently being done by several departments and levels of the organization, including, deans, VPs, faculty members and chairs. Sunny talked with the instructional deans and faculty leaders about what was increasingly becoming a greater need. She also talked with the Administrators Association about what this position would look like and the level of classification.

Chris reported that we had to ramp up to meet the need of so many pieces that go with accreditation and integrated planning. We repurposed faculty members with reassigned time to help. A lot of work and planning has gone into the development of the process however there is a question as to who will manage it. Sunny reported that the position is in the reclassification process with the Administrators Association wherein the position could be established as Dean or Sr. Dean. The level of work is significant and this position is recognized at other colleges statewide. We will still maintain an SLO coordinator.

Craig Milgrim stated that the work required by him and his office has doubled. He has not been offered additional compensation or more release time. He believes that adding more administrators will not solve the workload problem as all the data comes from faculty. Sunny responded that this is not a discussion about compensation. Further she displayed data from IPEDS National Statistics. She referred the Council to Grossmont College's number of administrators, which is 18 and our peer colleges including many from California have 37 on average (51% less than peers). Not only do we not compensate our administrators competitively, but we do not employ enough of them. For classified employees our peer colleges have 254 and we have 182. The District is working through a Classified Staffing Task Force to help address this. She reminded the Council, we are not creating a new position but we are repurposing an existing vacant dean position.

Craig again related that the problem is the chairs are generating most of the work. Sunny agreed that the work load has increased for the chairs, but chairs are not the only participants in our planning efforts and there are levels of college data reporting beyond the department/unit level. Sue Gonda stated that we have faculty doing the SLO work and the research liaison work. The planning and development for documenting and housing our SLOs and planning efforts has been an extremely labor intensive and tedious. Much of the hard work has been done. We now have a process in place as well as the new tracking system, TracDat. The time and effort assigned to chairs will decrease related to research, SLOs, planning and the like. Chris stated that initially when the SLO Coordinator was assigned, she was assigned a .40 release time and the SLO assistant received another .4 release. We assigned a research liaison at .80 release time and other than Shirley Pereira, no one is willing to step up to do that job. Some of the work being done was not intended to be permanent but to eventually find a home and someone to manage it.

Tim further stated that in having multiple people involved and transitioning responsibilities time and time again, we lose continuity. Having someone who has continuity and someone to manage the planning would take some stress off the chairs. The reality is the State has continued to make more and more demands for data to be ready for accreditation and program review. Just recently ACCJC added many more questions to the annual report as well as fiscal standards of accreditation. The State is implementing a new Score Card for accountability. Sue Gonda stated that the Score Card has us producing data on how well we did last year and Sunny reported that by March 31, ACCJC assigned us to provide College Standards for student achievement and outcomes. There is a lot of work being generated and data provided that is college level and not unit level. The volume of work has and will continue to grow and the consequence of not doing it right could cost us millions of dollars; accreditation, stability and our reputation as an exceptional college. Janet Carter added the work assigned to this new position is tremendous and may even be too much for one person.

Oralee suggested that when this position is introduced to the college community, a clear and concise communication regarding the difference of the new position's job duties and the other VP job duties. Sunny will be happy to share the job descriptions side by side. Chris stated that it might better serve the college community to let them know that the work expected of this new position is currently housed in seven to eight different areas on campus. Sunny reminded the Council that we are replacing six faculty positions and currently working with CSEA on identifying and hiring needed classified staff positions. The college is addressing staffing issues campus wide as best it can, but compensation and working environment issues are addressed at the negotiation table. We are in dire need of this position. We also need to hire a permanent College and Community Relations administrator as the Administrators Association is no longer willing to outsource this position as the budget stabilizes. Sunny further stated she appreciates the feedback and is willing to sit down with anyone who has questions and or concerns.

Michael Golden stated that we have discussed administrators and administrator's compensation, but is concerned that there is no discussion as to compensation for the work being piled on to chairs and further, he would like to have all employees acknowledged in some way. Chris related that we need to acknowledge that a great burden has been placed on each employee within the district but must be mindful that compensation is discussed at the negotiation table.

Agustin Albarran stated that it is important to support the vision of the college and the President's recommendation to move forward. Chris agreed and reminded the Council that it is our job to report back to our constituents with good, consistent information. It was agreed that the subject of this position would be discussed at the next meeting.

Meeting Adjourned: 5:10 p.m.

Class Efficiency Percentages

