



Planning and Budget Council

Minutes – **APPROVED**

February 14, 2022

1:30 – 3:00 PM

Attending: Pedro Avila, Frank Chong, Li Collier, Patty Collis, Anne Donegan (proxy for Sean Martin), Ann Foster, Stephanie Dirks, Gene Durand, Maggie Fishman, K. Frindell Teuscher, Regina Guerra, Kate Jolley, Jessica Melvin, Eve Miller, Salvador Rico, Jane Saldaña-Talley, Whitney Schultz, Sandy Sigala, Jeremy Smotherman, John Stover, Julie Thompson, Abrea Tillman, Debbie Weatherly

Absent: Denise Beeson, Delashay Carmona Benson

Guest: Nancy Persons

1. APPROVAL OF MINUTES

Jessica Melvin and Pedro Avila noted a couple of corrections to the minutes. Approval of the January 24th minutes will be moved to the February 28th meeting.

2. COMMITTEE MEMBER ANNOUNCEMENTS AND CLARIFYING QUESTIONS FROM PREVIOUS MEETINGS

Jessica Melvin asked for an update from the PRPP Coordinating Committee about PRPP ranking process oversight. Jeremy Smotherman reported PRPP CC is drafting communication of this year's PRPP process within the aspect of Strategic Planning and has not yet reviewed the ranking aspect.

New PBC members Li Collier, Ann Foster, and K. Friendell Teuscher were welcomed.

3. STRATEGIC PLANNING UPDATE – Jeremy Smotherman and Julie Thompson

Jeremy Smotherman reported that the February 11th town hall was well attended. General take away was everyone has a general connection to the Strategic Plan and wants to be involved. Questions included how SRJC connects to the county and what are aspects of outcomes to consider. This will help develop future town halls to address these questions and implement within the Strategic Plan. Members were asked to inform their constituent groups that [recordings](#) of the town hall are available on the [Strategic Plan website](#) along with a [survey](#) to provide additional comments. Next town hall focuses on Mission, Vision, and Values.

In the town hall break-out session that Sandy Sigala participated in, the discussion included declining numbers of classified staff and what the college can no longer do as a result. Is the college downsizing? This prompted the question of how comments/input are captured. Jeremy Smotherman explained that information from the town hall or within PBC will be provided to the Strategic Planning Coordinating Committee for the next town hall.

4. PURVIEW DOCUMENT OVERVIEW (for Conversation Topic on March 14th) – Julie Thompson

Purview documents for Academic Senate, Classified Senate, and Student Senate and a document prepared by Legal Counsel (The Bermuda Triangle) were provided to review for future discussion. College Council is working on defining and clarifying each group's rights and responsibilities so that systems and processes are created that support healthy and respectful collaboration while embracing the principle of being inclusive. PBC needs to be mindful when making recommendations that may have implications for different constituency groups.

Jane Saldaña-Talley advised members not to share The Bermuda Triangle document. Members should contact her if wanting to share this document. Kate reminded the group that training on purviews is part of the PBC charge.

5. **LONG RANGE PLAN TO FISCAL STABILITY OVERVIEW** – Kate Jolley

The November 2018 [presentation](#) of the Long Range Plan presented to the Board of Trustees was reviewed. Budget concerns included:

- Higher staff to FTES ratios compared to state averages and other single-college districts.
- Significant decreases in FTES since 2008/09.
- A fund balance of 5.5% lower than the statewide average of 20.2% (this has now been increased).
- Fire Waiver allows sufficient time for planning and longer implementation.

Some adjustments to the plan have been made, mostly in response to the pandemic, and adjustments to the long range plan update were most recently presented in September 2021. The most recent adaptation can be found [here](#), on slide 4. A lot of good work has been accomplished in the 3-1/2 years since the plan was developed. About \$15.4 million in budget reductions have been achieved since 2018/19, and we are on track for 2021/22 reductions. Group discussion included:

- The long range plan modeling was based on an estimated 17,500 FTES.
- Adjustments were needed due to COVID and lower expected retirements after the ERI (to avoid layoffs) so reductions were shifted from 2021/22 to 2022/23. Recent retirements will contribute to reaching the \$4 million reduction in 2022/23. Jessica Melvin asked how close we are to meeting the target based on recent resignations/retirements.
- Pre-COVID significant progress had been made to the FTES-to-staff ratios.

6. **ENROLLMENT / FTES REPORTS AND TRENDS** – Kate Jolley

[FTES Comparisons](#)

With the fire waiver, SRJC is currently funded at 19,451 FTES. The long range plan FTES projection of 17,500 was based on 2017/18 FTES and factored in a 2% decrease based on schedule reductions. The college was in line to meet that projection until COVID hit, and declining enrollment has resulted in a significant gap between FTES long range plan projections. This spring, the focus will be how to offset revenue loss by increasing FTES through strategic enrollment management planning.

The [320 Report](#) certifying our FTES is submitted to the state four times a year. Kate Jolley pointed out the State resident number of 12,398 is FTES currently being served. The state does not pay for non-resident FTES, which is not included in our apportionment formula so can bring in additional revenue since non-resident FTES is self-supporting. These reports will be brought to PBC as they are sent to the state.

7. **PBC CONVERSATION TOPIC - FTES INFORMATION REQUEST FOR INFORMED 2/28 CONVERSATION ON ENROLLMENT MANAGEMENT**

Members were asked what data is needed to prepare for enrollment management discussions. This included:

- Online, hybrid and in-person enrollment
 - Online enrollment data since COVID. Has online enrollment dropped as in-person classes have been added?
 - Breakdown for times of day; days of week; 12-week vs. 14-week vs. semester-long courses
- Where are we seeing stronger success rates?
- In terms of COVID, SRJC's declining enrollment compared to other colleges? What are other colleges doing around enrollment management?

- Jeremy Smotherman noted the Chancellor's Office is sending out an enrollment survey this spring and will bring the results to PBC.
- Pedro Avila provided a link to a [Fall 2019/Fall 2020 enrollment map](#) comparing California community colleges. SRJC has a lower enrollment drop compared to neighboring colleges in Mendocino, Marin and Napa counties.
- Dual Enrollment opportunities
 - Jane Saldaña-Talley suggested inviting Vanessa Luna Shannon, Director, Dual Enrollment Pathways and Partnerships, who has been successful in developing relationships with high schools.
- Credit enrollment to enhanced non-credit (ESL, workforce training) to align with changing needs of the community. Non-credit is reimbursed at the same rate as credit, which was not previously the case.
- Sonoma, Marin and Napa County Demographics, projections, K-12 populations and projections, retirees, life-long learners.
 - [Strategic Planning 2.11.22 Town Hall PPT](#), beginning on page 30, includes the Environmental Scan.
- Julie asked whether it is the case—and, if so, for data to understand—whether some students state a different goal on their ed plan because of their eligibility for financial aid. If they complete a short term certificate, are certain financial aid opportunities no longer available to them?
- Programs with low enrollment; education plans supported by financial aid; programs resulting in jobs and increased income.
- Enrollment details - headcount; number of units; trends.

In response to PBC's role, Dr. Chong explained that shared governance committees are advisory to the Board. Committees build momentum and consensus around college issues and bring recommendations guided by defined principles to be considered by the President and the Board.

Enrollment should increase some after we come out of COVID, but it is critical to focus on implementing an enrollment management strategy with the expiration of the hold harmless fire waiver and to limit reductions needed to bridge the remaining gap in FTES.

8. **PBC CONVERSATION TOPIC CALENDAR** – Jeremy Smotherman

The [PBC Calendar](#) was provided and will be posted to the PBC Sharepoint site. Members were asked to contact the Tri-Chairs for any topics or agenda items they would like on the calendar.

Julie Thompson asked to include planning and allocating resources for successful implementation of AB705 and create a group that can work on ideas to bring back to PBC.

The meeting adjourned at 2:53 p.m.

PBC Committee Function: The PBC integrates the College's Planning and Budget allocation processes, with a focus on ensuring that the College's budgetary resources and planning processes support the College's Mission. The PBC:

1. Facilitates the College's strategic planning process
 - a. Facilitates creation of the Strategic Plan (Mission, Vision, Values, Goals, and Objectives);
 - b. Monitors progress on Strategic Plan goals via key performance indicators;
 - c. Annually reviews Strategic Plan and initiates cycle of revision as needed.
2. Reviews Institutional Plans, evaluates relevant key performance indicators and disaggregated learning outcome data, and makes recommendations to support continuous improvement of quality educational programs and services and achievement of the College's Mission.
3. Reviews Accreditation reports, evaluates progress on the Institutional Self-Evaluation Report Quality Focus Essay goals, and integrates Accreditation recommendations into Planning goals, decisions, and Budget allocation;

4. Initiates and oversees the Program and Resource Planning Process (PRPP), and reviews and approves the prioritized PRPP requests to ensure alignment with Mission, Vision, and Values;
5. Reviews Annual Unit Plans to ensure alignment and integration with the Mission, Vision, and Values articulated in the Strategic Plan; and receives reports on Unit Plan progress toward stated objectives and goals;
6. Provides institutional review of and recommends resource allocation to support new academic programs, majors, and certificates recommended by the Academic Senate, and new student services program;
7. Reviews outcomes of Program Review process (Policy 3.6/P), including recommendations for program revitalization and discontinuance, and recommends resource adjustments as needed;
8. Invites, reviews, and prioritizes Area and College-wide project proposals to support goal achievement, learning outcomes, and Accreditation recommendations; facilitates development of recommended projects by ensuring appropriate constituency group involvement; and recommends allocation of resources for developing approved proposals;
9. Reviews and, as necessary and appropriate, recommends revisions to key budget, financial, and planning process documents, including:
 - a. The Planning and Budget Framework;
 - b. Planning Calendar;
 - c. Annual Financial and Audit Reports;
 - d. Budget Calendar; and
 - e. Budget Assumptions
10. Advises the President's Cabinet on the decision to apply for grants, based on an assessment of resources required and the relevance of the grant to District Mission, Vision, Values, and Goals, and ensuring consultation with or consideration of appropriate constituency groups;
11. Receives annual training on Budget, Institutional Planning, and purviews;
12. Invites appropriate subject-matter experts to provide information that supports the Council's deliberation and decision-making; and
13. Maintains transparency by posting Council minutes and agendas, and providing updates on planning and budget items to the College community.