



Planning and Budget Council

Minutes – **APPROVED**

February 28, 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, 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: Delashay Carmona Benson, Gene Durand

Guest: Nancy Persons

1. **APPROVAL OF MINUTES**

Sandy Sigala moved to approve the January 24, 2022 and February 14, 2022 minutes. Debbie Weatherly seconded. The January 24th and February 14th minutes were approved for posting.

2. **COMMITTEE MEMBER ANNOUNCEMENTS AND CLARIFYING QUESTIONS FROM PREVIOUS MEETINGS**

No announcements.

3. **STRATEGIC PLANNING UPDATE** – Jeremy Smotherman and Julie Thompson

The second Strategic Planning Town Hall held on February 25th focused on the Mission, Vision, and Values statement. The Strategic Plan Coordinating Committee meets this Friday and will bring an overview to the next PBC meeting. It was noted that more time for group discussion at Town Halls is needed. Julie asked for ideas to refine the process.

Members were asked to encourage attendance from their constituency groups. Would like to see more faculty participation; however, it was noted that Fridays are generally when faculty have other commitments. It is also difficult for classified to take several hours from their work.

4. **STUDENT CENTERED FUNDING FORMULA (SCFF) OVERVIEW** – Kate Jolley

The [Student Centered Funding Formula \(SCFF\)](#) is the current formula for calculating apportionment funding from the state. Formulas were reviewed at current Fire Waiver FTES and actual served FTES. The SCFF plays a critical role in how to maximize revenue as we explore enrollment management and future planning.

- Base Component calculates funding based on FTES served and includes smoothing over three years to mitigate losses of FTES in a single year as well as a basic allocation based on the number and size of District sites.
- Supplemental Component is a one-year count. Payments are received for Promise and Pell Grant recipients and AB540 students. The Governor's 22-23 proposal includes adding a metric for first-generation students once a reliable data source is found.
- Student Success Component includes three-year smoothing based on headcount. Funds are received for the highest metric in the year in which a student achieves it. In the past, points were awarded in multiple categories. Bonus allocations are awarded for Promise and Pell Grant students.
- Based on the three-year smoothing, current FTES will continue to decline.

5. **FISCAL HEALTH ASSESSMENTS** – Kate Jolley

Kate Jolley reviewed two fiscal health assessments, which are completed each year after the close of the fiscal year and the audit is completed.

[FCMAT](#) (Fiscal Crisis & Management Assistant Team) assesses the District's financial health. The assessment reflects the current period and does not include past or future evaluation. A score of 24 or lower is considered low risk; SRJC's score is 18.0%. Kate went over the "no" responses and pointed out areas or processes that are currently being addressed, need to be developed, or are acceptable as is.

[Fiscal Management Checklist 2020/21](#) is a self-assessment checklist from the Chancellor's Office to identify whether an area is acceptable overall. This checklist is more forward looking to identify areas that will need to be addressed. Enrollment is the only area that is not acceptable overall.

When asked if there are areas PBC should focus on, Kate said that overall we are low risk and most of the issues are minor and being addressed. It's a question of where to put resources when there is a number of large initiatives coming up.

6. **PBC CONVERSATION TOPIC - ENROLLMENT MANAGEMENT**

Pedro Avila, the Cabinet Administrator charged with overseeing the enrollment management initiative, shared a presentation.

- Establishing an Enrollment Management Workgroup was a goal of 2020-21 PRT visit.
- 2010-2012 headcount declined significantly, from 41,601 to 36,242.
- Headcount further declined due to fires, decreasing high school population, and families leaving Sonoma County.
- Prior to COVID, the long range plan for fiscal stability was based on meeting 17,500 FTES, and we were on track to meet that.
- Unlike at many colleges, headcount at SRJC has increased slightly since COVID; however, FTES has decreased, indicating that students are not taking as many units.
- The Student Information System (SIS) Requests for Proposals (RFPs) system demonstrations being reviewed over the next few weeks should provide some tools that have been lacking.

On behalf of the President's Cabinet, Pedro Avila made a formal recommendation to PBC to "establish a Strategic Enrollment Management (SEM) Workgroup to develop an Enrollment Management Plan that will provide strategies for the District to return to 17,500 FTES. The plan will also identify strategies and initiatives to attract, retain, and support students to reach their goals. The SEM Workgroup will make recommendations to PBC, which makes recommendations to the Cabinet."

Discussion included:

- Adding students, an additional counselor and two classified staff to the membership.
- Sean Martin recalled that following the 2007-08 recession, which resulted in high student demand which could not be met, decisions around scheduling impacted long-term enrollment trends.
- Examples provided that could be worked on in Fall 2022 and implemented in Spring 2023: dual enrollment, accurate wait lists, referral system for at-risk students, scheduling, and identifying student needs and potential growth.
- There was support to work on implementing wait lists.
 - Sean referred to the [AFA contract Article 26.05](#) (page 6), where agreement was reached to have a *Collaboration to Promote Productivity and Avoid Application of the Revenue Cap*, which references enrollment, dual enrollment, and other factors for an agreed-upon process to develop.
 - Class Wait Lists are referenced in the *SCJCD Board Policy Manual, Section 3: Academic Program*, [3:14.5](#) and [3:14.5P](#).
- Identify not only classes that students need but the modality—in person, hybrid, online.

- PBC brings together all the constituent groups to understand the challenges and implications, including collective bargaining, and to find solutions and build consensus.
- PBC's focus is to establish and agree on membership for the workgroup and to provide direction and support to the workgroup. The workgroup will bring recommendations to PBC.

After final discussion, Dr. Chong moved to establish the Strategic Enrollment Management Workgroup and include the suggestions to add two classified, an additional counselor, and students as members.

- Abrea Tillman volunteered to be a member of the SEM Workgroup.
- The workgroup can reach out to other departments/people to provide expertise.
- Sean Martin asked that the District review the [Article 26.05](#) (page 6) language to ensure that this group does not override that agreement.

All approved creation of the Strategic Enrollment Management Workgroup as recommended, and the motion passed. Here is the link to the updated [Enrollment Management presentation](#).

The meeting adjourned at 2:55 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.