



Planning and Budget Council

Minutes – **APPROVED**

December 12, 2022

1:30 – 3:00 PM

Attending: Frank Chong, Li Collier, Patty Collis, Stephanie Dirks, Anne Donegan, Gene Durand, Robert Ethington, K. Frindell Teuscher, Regina Guerra, Robert Holcomb, Kate Jolley, Sara Jones, Sean Martin, Rachel McCain, Jessica Melvin, Eve Miller, Nancy Persons, Whitney Schultz, Sandy Sigala, Debbie Weatherly

Absent: D’Juan Brundidge, Maggie Fishman, Timothy Melvin, Jeremy Smotherman

Guests: Josh Adams

1. **Approval of 11.28.22 Minutes**

The 11.28.22 Minutes were approved as presented.

2. **Member Announcements and Clarifying Questions from Previous Meetings**

Beginning Spring Semester, PBC will meet in Doyle 141 to better accommodate zoom participation.

3. **2021/22 District, Bond Financial, and Bond Performance Audits** – Kate Jolley

Auditors have concluded the District and Bond audits for 2021-22. There are two audits for the bond each year. The [financial audit](#) shows that funds are being spent appropriately, and the [performance audit](#) shows the funds are being spent as presented to voters in the Measure H Proposition. District and Bond audit reports can be found on the [Finance and Administrative Service website](#).

Kate Jolley referred to the Management Discussion and Analysis starting on page 5 of the [District audit](#) which provides a good summary and comparatives to the prior year. She reported all three audits had an unmodified, clean opinion which is the highest we can receive. Over 340 items were prepared for the auditors over a three week process, and Whitney Schultz and the Accounting Team were recognized and thanked for their work.

The question was asked if the Foundation pays the District for services provided, such as Accounting, HR, IT, etc. She said the Foundation exists solely to support the District, and through a master agreement, services are provided to the Foundation. Concern was expressed on behalf of classified staff about the 3% fee to manage funds when making donations. Dr. Chong explained this percentage goes towards supporting staffing and operational costs for the Foundation which are not covered by the District. As this is a purview of the Foundation, this concern should be taken to the Foundation or Foundation Board.

4. **Strategic Plan Update** – Nancy Persons and Robert Ethington

The December 8th Town Hall continued the work from the November 17th Town Hall. There were few people in attendance, however, a lot was accomplished. A document with goals and objectives generated from the Town Halls will be shared at the December 13th Strategic Plan Coordinating Committee meeting for discussion and input. There has been good progress so far, and the plan is to bring goals and objectives to PBC in January.

5. **Strategic Enrollment Management Plan** – Robert Holcomb and Josh Adams

Robert Holcomb presented the draft [Enrollment Management Plan 2023-2027](#) from the Enrollment Management Workgroup. The plan is a result of recommendations from the Partnership Resource Team (PRT), and in spring 2022, Dr. Chong charged PBC to establish a workgroup to develop an enrollment management plan with a target of 17,500 FTES. The plan is a working, living document designed for opportunities for systemic review and updating, and the proposal is to implement starting spring 2023. He pointed out Enrollment Data includes context around the fires and the pandemic,

general goals, and ideas followed by extensive, comprehensive data overview with charts. Members were asked for input whether there should be more focus on specific targets or to be more inclusive and comprehensive.

Josh Adams reviewed the data charts under Enrollment Data.

- The 12,400 FTES in 2021-22 is used as the baseline to measure growth towards the 17,500 FTES.
- In-person dropped because we had to go remote and has made a significant rebound since we've come back in-person, but overall fully online courses are stronger than they were pre-pandemic. The data in the plan stopped before being able to show the full rebound of in-person.
- Older adults were 100% in person until the pandemic. During the pandemic online courses brought a different population of older adults.

There was concern that due to COVID, the data is not reliable to indicate online trends, and caution should be used when making decisions based on demand. Online courses may not meet the underserved. It was noted, additional data on enrollment for fall will be available in a couple of weeks. There was a suggestion to include national and statewide trends.

The seven strategies were reviewed outlining how they will be implemented and who is responsible noting that some activities will need to go through collective bargaining. Responding to the Goal *Implement consistent terminology* under Schedule Development, Jessica Melvin asked that classified from affected departments should be included in that conversation.

Nancy Persons provided information on Guided Pathways as it relates to the Caring Campus Initiative under Organizational Alignment. A multi-constituent workgroup is being formed to develop a structure for Guided Pathways at the college. Guided Pathways related activities appear in the SEM Plan such as developing program course maps and schedule development. Academic Senate approved a motion calling for Guided Pathways Coordinators, and there is now a Guided Pathways Liaison.

Activities under Enrollment Growth Areas were reviewed and discussed:

- There is potential growth of ISA partnerships for Public Safety Instructional Service Agreements. Currently public safety agencies use a private company through Palo Verde College.
- Reaching all these benchmarks only accounts for 66% of the needed FTES to reach the 17,500 FTES goal so we're hoping to carry indirect gains from enhanced scheduling, data analysis, organizational alignment, student retention, and other areas. This provides a roadmap through enrollment growth areas and we think the difference can be made up through these auxiliary areas.
- Integrating the life-long learning program into credit course offerings without receiving credit. Rebranding older adults and attract a younger segment of older adults. Courses must be designed to older adults as per the Ed Code. Dr. Chong reported a small segment of older adults are also interested in taking credit classes, however, due to the repeatability policy, he does not expect a move towards integrating credit classes for older adults.
- Need to consider increased enrollment from new student housing and Petaluma Construction facility.
- Concern that the goal of 17,500 FTES can't be met due to the decline of continuing students and student population.

Once the other sections are completed, marketing strategies will be developed to support the specifics of the plan.

Robert Ethington presented the Outreach, Engagement, Retention strategy.

- Student services will align staff and fiscal resources to support the overall plan. Every area of student services has been asked to contribute ideas to this section which is still being developed.

- Looking at all things that can be done to keep and engage students so they feel connected. For example, students who live on campus feel connected to the college community so retention rates should be higher in housing.
- How resources can be used to support high school dual enrollment.
- Suggestion to advertise at high school athletic events, and in addition to having an outreach presence at SRJC athletic events to include high school athletic events.
- Given that the student base is shrinking, retention becomes more critical. The Student Drop Survey implemented 10 years ago consistently shows reasons students drop are work and family responsibilities, scheduling, and modalities. \
- Expand hours for food options for working students.
- The need for discipline specific tutorials. Provide funds for departmentally based academic support to students possibly with associate faculty.
- There was concern on behalf of classified staff as to how much the SEM plan relies on STNC staff.

Council members were invited to bring ideas that could be incorporated into the plan.

Robert will work on finalizing the plan and posed the question of how best to implement with the goal of rolling out in spring whether through the Enrollment Management Workgroup or PBC. It was decided to bring the discussion of implementing the plan to the next PBC meeting in January.

6. **Proposed Agenda Items for Next Meeting – January 23**

Conversation Topic: Strategic Enrollment Plan Implementation

The meeting adjourned at 2:57 p.m.

[PBC Committee Function](#)