

DISTRICT CONSULTATION COUNCIL
March 25, 2024

SUMMARY

MEMBERS PRESENT: Byron D. Clift Breland, Jennifer Combs, Damon de la Cruz, Jean Foster, Geoff Hurst, Naveen Kanal, Elaine Loayza, Kathleen McAlister, Flavio Medina-Martin Cynthia Olivo, Jeremy Peters, Valentina Purtell, Jeanette Rodriguez, Pamela Spence, Gabrielle Stanco (for Cherry Li-Bugg), Kai Stearns, Scott Thayer, and Fred Williams.

VISITORS: Danielle Davy and Kashu Vyas.

Chancellor Byron D. Clift Breland called the meeting to order at 2:02 p.m.

MEETING SUMMARY

Summary: The summary of the February 26, 2024 meeting was approved with the noted correction to page 2.

STRATEGIC GOALS & PLANNING

One Time Funding Request: Fred Williams, Vice Chancellor of Finance & Facilities, presented a one-time funding request discussion related to 1) funding of the Supplemental Employee Retirement Plan (SERP), 2) a \$2.14 million districtwide success advocates pilot program, and 3) a request to approve \$139,318 in additional 2023-24 technology expenses which were previously discussed by the Council on Budget and Facilities (CBF). He reminded the group that DCC receives recommendations from CBF, and then makes recommendations to the Chancellor as the budget assumptions are prepared, and later the proposed budget.

SERP Funding: Vice Chancellor Williams shared that the cost of the annuity to fund the SERP will include 75% of base compensation for each employee who participates, in addition to the commission fees for the program, with all costs being paid out over five years, and that the final calculations will occur in May once the participation window closes. He recommended setting aside the SERP costs, estimated at \$10+ million, from one-time funds so that the campuses can realize the savings instead of having to pay for the costs over the next five years.

Members asked when the final cost and expenses would be determined and how many faculty retirements would be needed. Chancellor Byron D. Clift Breland expressed support for the recommendation so that the campuses don't have to pay for it later.

Success Advocates Pilot Program: Cynthia Olivo, Fullerton College President, presented a first reading of a pilot to address student enrollment, retention and success via Success Advocates for students at an estimated cost of \$2.14 million. The Success Advocates would help prospective, former, and current students to enroll, re-enroll, or remain enrolled through providing just-in-time help, referrals and support in a proactive manner via text messaging, phone calls, online support and in person assistance in caseloads. The advocates would be implemented at all three campuses and through a combination of hands-on support and technology, they would connect with students to help on a regular basis.

As part of the discussion, members state the following:

- Where is the ownership portion of the program if they are all part-time employees who are taking classified jobs?
- What would the start date be and would Human Resources be able to process them?
- Were grants sought to offset costs?
- In calculating the number of students who did not return, were students who graduated or transferred taken into account?
- Where would these jobs be housed? In Admissions & Records?
- Do we know at what threshold the pilot would be considered a success?
- It's easy to see what they would do, but less clear what they would do beyond setting it up.
- The pilot could also help to have a Starfish lead (super user) create the cohorts on the backend and use that system to its fuller capacity.
- It includes three new managers with no new faculty as a result of the SERP. The District should invest in other hires if it works.
- The District is not currently earning the revenue that we're receiving and we need to be doing everything we can to increase enrollment. If enrollment increases, the faculty obligation number (FON) also increases, and we can then determine if we can hire more full-time faculty positions.
- Classified and management positions can be rehired right away, but it is not that easy for faculty, so we need to make sure that faculty are hired and supported down the road.
- Will these positions be remote? How will they be assigned?
- Will specialty training be provided for the areas that they're working with the student in?
- This sounds like a really good program, but concern with the number of staff taking the SERP, the hiring 80 temporary employees, and the impact on the lower number of employees.
- How will these advocates mesh with the student support services that already exist in each program?
- The need for permanent classified positions who will train the advocates.
- Ensure that enough planning is taking place to ensure that the areas that students are referred to for services and resources are ready for the influx of students.
- The pilot could help identify areas that require support that are oversaturated already.
- It is important to capture the feedback from our students and focus on areas where we need to improve.
- With a captive group, intentionality will allow us to capture the data to help us get back to where we were and also see where we can replicate and scale successful programs for all students, not just for first-time students.
- Have the advocates work with the campus strategic enrollment and retention committees to collaborate and keep them informed.

This item will return for consideration to the next DCC meeting.

2023-24 Technology Expenses Funding Request: Geoff Hurst, Executive Director of Information Technology, shared that the Districtwide Technology Budget was revised and approved by the Districtwide Technology Committee (DTC) and \$139,318 in additional funding is requested to cover an increase in 2023-24 districtwide expenses. A five-year projection was provided for review, It was also noted that Starfish was not included in the listing because it is not used by all of the campuses, and that for the last few years, the District has been underbudget, but three have been recent cost increases for Ellucian and Oracle.

Subsequent to clarification on the distinction between District Services expenses and districtwide technology expenditures (those used by the campuses and District Services), **there was consensus to approve \$139,318 in one-time funding for 2023-24 technology expenses.**

Budget Update: Vice Chancellor Fred Williams provided DCC with a budget update that outlined the following major points:

- The 2023-24 proposed budget deficit factor at P-1 which was 3.5512% and equates to \$9.4 million for the District.
- The 2024-25 early preliminary budget which reflects a \$3.8 million structural deficit, but a balance of \$17.7 million with the additional revenue sources (emergency conditions and hold harmless) along with ongoing districtwide expenses and budget assumptions.
- A review of the estimated cost of lecture lab parity.
- Scheduled maintenance contributions.

As part of the presentation, Vice Chancellor Williams stated that for the last several years when there has been a deficit it goes away after P-2, but cautioned that this year might be different and advised that the campuses need to be prepared to cover the deficit if it is maintained. He reiterated that if enrollment does not increase the District will have a new floor and will not receive COLA from the State for 3-5 years. He provided a recommendation to increase interest revenue income from \$1 million to \$3 million, noted that the extended day budget included in the tentative budget is at least \$5 million dollars short, and that the lecture lab parity rate that was negotiated will cost more than what was projected (currently at \$1.7 million with a partial review of the lab courses).

During the discussion, members asked why expenses were up despite enrollment being down and Vice Chancellor Williams clarified that enrollment increased and the costs reflect what was spent on overload and extended day. Members also requested an update on the money that was allocated to the campuses and scheduled maintenance at the next CBF meeting.

Vice Chancellor Williams noted that the State budget information is evolving, but that developments would be shared with CBF and DCC, and also shared that the 2024-25 budget year will not be too bad, but the years after seem to be concerning.

Strategic Enrollment Management – Partnership with Ruffalo Noel Levitz: Gabrielle Stanco, District Director of Research, Planning, & Data Management, introduced discussion on the District proposal to enter into a year-long engagement with Ruffalo Noel Levitz (RNL) to create a five-year strategic enrollment management plan with goals, key performance indicators, and market analysis for potential new academic programs. The engagement will encompass: 1) an enrollment projection model to assist the District in forecasting the impact of demographic changes on enrollment for new students, using demographic variables, institutional data, and county data; 2) an academic program demand/environmental scan analysis to review data on market share, degree trends, employer hiring and occupational trends, and NOCCCD student survey data to inform program offerings that may meet the needs of prospective students; 3) strategic enrollment planning consulting to develop a strategic enrollment management plan, including identification of key performance indicators, data analysis of NOCCCD enrollment and market data, strategy development, enrollment goal setting, and workshop and professional development sessions; 4) facilitation of a districtwide enrollment management summit; and 5) the administration of the Student Satisfaction Inventory (SSI) to measure student satisfaction

and priorities. The engagement is projected to begin in late spring 2024 with data gathering, and all other activities, including data discussions, enrollment planning, workshops, and professional development would commence in fall 2024 once all employee groups are back on contract.

During the discussion, members noted the following:

- RNL would help the District set actual numbers and goals with KPIs to help us see where we are which will be highly beneficial, and will also work with the campus enrollment committees.
- The data aspect is fascinating, especially the external data and how we can serve the community, but wondered how that would be helpful.
- What evidence has RNL provided that their work increases enrollment?
- Concern about how the academic program demand/environmental scan analysis could potentially lead to looking at programs for elimination.
- The cost and funding source for the partnership.
- Whether RNL could learn about noncredit in order to provide a comparison for NOCE to allow for customized recommendations that are separate from the colleges.
- The need for context to accompany the data in order to assist with marketing efforts.
- The need for additional marketing to highlight the Promise Program, dual enrollment, and other missed opportunities.
- The partnership would help identify a roadmap to identify the necessary steps the campuses need to take to help get to the benchmarks that they've identified.

Dr. Stanco asked DCC members to share any opportunities to collaborate in order to better serve the campuses.

OPERATIONAL REVIEW

Updated NOCCCD Mission, Vision, and Values: During the spring 2022 semester DCC authorized the formation of a districtwide workgroup to recommend revisions and updates to BP 1000, NOCCCD Mission, Vision and Values (MVV). The workgroup, which included full districtwide constituency representation, met and worked to update the MVV in fall 2022 and that draft was shared with the constituent groups who forwarded feedback to the Vice Chancellor of Educational Services & Technology.

Gabrielle Stanco introduced the draft MVV revisions which were originally presented to DCC in fall 2022 and returned for a fresh first reading with a second reading planned for the April 2024 DCC meeting. During the discussion, there were no suggestions for revisions to the MVV, only clarification as to why there was a gap between readings.

POLICY

AP 3830, Flying of National, State, Military, and Commemorative Flags Workgroup: Kai Stearns, District Director of Public & Governmental Affairs, shared that the workgroup to develop AP 3830 which will outline the process for raising commemorative flags was not met yet, but shared a draft document that will be reviewed by the group when it meets in April. The workgroup currently includes Damon de la Cruz, Jeanette Rodriguez, and Kai Stearns, but others are welcome to participate.

OTHER

May DCC Meeting: After discussing the need for a May DCC meeting, it was determined that the meeting would take place on May 20, 2024.

Faculty Appointments for Management Search Committees: United Faculty representatives shared that they are experiencing issues getting faculty members on management search committees due to the short notification period and the committees meeting into the summer and requested that, in the future, the process not go into the summer. Chancellor Clift Breland noted that searches aren't planned for the summer and occur only when necessary. Members expressed concern about the number of committees that will need to be formed due to retirements related to the early retirement incentive program, how faculty would be compensated during the summer, the potential use of counselors or librarians who are on contract during that time, and how the senates could assist with recruiting faculty.

ADJOURNMENT: Prio to adjournment, Chancellor Clift Breland shared that Cypress College Grounds Coordinator Sergio Leonardo suddenly passed away over the weekend, and noted that as memorial information becomes available it would be shared. The meeting adjourned at 3:55 p.m. in memory of Sergio Leonardo.