



TO: ALL STAFF

From: Cheryl Marshall, Chancellor

Date: April 25, 2017

Dear Colleagues,

It's hard to believe that we're a little more than a month from the end of the semester and all the glories of summer! I am so excited to attend my first round of NOCCCD Commencement Ceremonies, and I look forward to celebrating the success of our students with all of you who helped to make it happen. The Board of Trustees and I recognize how lucky we are to work with such incredible faculty and staff who support our students on each step of their journey. Thank you for everything that you do!

With all of the incredible highs of this year, our District has also faced some unexpected challenges—namely a dramatic decrease in enrollment. While a variety of factors are contributing to this issue—including economic and demographic changes—the bottom line is that we are more than 1,400 FTES below our 2016-17 targets, which are what we budgeted for. We estimate that such a sudden and severe reduction will result in a decrease to our 2017-18 general budget in the range of **\$5 to \$8 million**. This is an unprecedented loss for our District, and one that we cannot blame on the vagaries of the State budgeting cycle.

In order to responsibly manage such a large and unexpected deficit, several short and long-term strategies must be considered.

SHORT TERM STRATEGIES

- Charge the Districtwide Enrollment Management Advisory Committee (DEMAC) with brainstorming suggestions for enrollment outreach, scheduling practices, reporting and data availability, and setting FTES targets
- Immediate training for how to use and interpret enrollment data for faculty and deans
- Scrutinize vacancies to determine if replacements are a necessary priority. Along with this, consider broader use of special funds for staffing.

- With the Vice Presidents, begin to balance the schedules—offsetting classes that require low caps with those that have high caps
- Refine the Position Control Data Base and eliminate vacant positions

LONG TERM STRATEGIES

- Improve fill rates and efficiencies for courses
- Establish a strong connection between budget and scheduling
- Tie scheduling to student educational goals
- Ensure outreach and recruiting are targeting all desired markets
- Establish and expand dual enrollment agreements with feeder high schools
- Examine NOCCCD's Resource Allocation Model

The good news is that the relative financial strength of NOCCCD provides us with one year to regain or re-bench our FTES numbers. We are planning to use about \$4 million in one-time funds to cover a portion of the deficit through 2017-18, which will come from PERS/STRS rate stabilization funds and other dollars to be determined. On-going reductions will also have to be addressed—currently we are working on finding \$2 million in personnel savings. Right-sizing our institutions through enrollment management must be a top priority for NOCCCD over the next year. The reality is that we are funded through the State in relation to our FTES numbers. If we do not increase those numbers quickly, our District will have to face the long-term consequences.

As we've begun to speak about the deficit to various governance groups and the Board of Trustees, several of you have asked me: what can I do—as faculty, classified, etc.—to help impact this issue? The answer is twofold: 1) Be willing to consider new solutions to old problems, and be creative in addressing workload and curriculum challenges; and 2) Retain our existing students by exhibiting diligence, kindness, concern, and flexibility to ensure their success.

Because it is only by moving forward together that we will arrive at our destination, I want this next year of assessment and restructuring to be an inclusive, transparent, collegial process. To that end, I am attaching the recent Board of Trustees Fiscal Study Session presentation, along with the supporting material, for your information. It has always been my belief that we need to know and understand the data before we can make the decision. I hope you know that my door is

always open for anyone in the NOCCCD family to discuss these and other issues. If you can, please attend one of our upcoming Coffees with the Board of Trustees and Chancellor—dates and times below—or come in to my open office hours.

- **Fullerton College Coffee:** Thursday, April 27, 10:00 a.m. – Noon; College Center, Room 224-226
- **Cypress College Coffee:** Monday, May 1, 11:00 a.m. – 12:30 p.m.; College Complex Atrium (3rd floor)
- **SCE Coffee:** Wednesday, May 31, 3:00 – 4:30 p.m.; Anaheim Campus in Room 105/107

Chancellor’s Spring Office Hours:

- **Fullerton College Office Hours:** Tuesday, May 16, 10:00 a.m. – Noon in the President’s Conference Room
- **Cypress College Office Hours:** Monday, May 8, 2:00 – 3:30 p.m. in the College Complex, President’s Conference Room (3rd floor)
- **SCE Office Hours:** Wednesday, May 24, 3:00 – 4:30 p.m. at the Anaheim Campus in Conference Room 100B

Cypress College Minds. Motivated.
School of Continuing Education Change. Cultivated.
Fullerton College Excellence. Elevated.
NOCCCD Greatness. Achieved.