

**DISTRICTWIDE ENROLLMENT MANAGEMENT ADVISORY COMMITTEE**  
**April 2, 2018**

**SUMMARY**

**MEMBERS PRESENT:** Albert Abutin, Santanu Bandyopadhyay, David Booze, Jennifer Combs, Gilbert Contreras, Dale Craig, Dennis Davino, Jolena Grande, Martha Gutierrez, Richard Hartmann, Deborah Ludford, Victor Manchik (for Cherry Li-Bugg), Cheryl Marshall, Jeremy Peters, Valentina Purtell (for Vaniethia Hubbard), Katy Realista, Bryan Seiling, David Soto (for Laurie Triefenbach), JoAnn Stehly, and Fred Williams.

**ABSENT:** Gigi Blanche, Dana Clahane, Monica Gomez, Lisa McPheron, Anna Novisoff, Peggy Nunes, Jose Ramon Nuñez, and Jennifer Oo.

**VISITORS:** Nicola Perry and Kashu Vyas.

Chancellor Marshall called the meeting to order at 3:04 p.m.

**SUMMARY:** The summary of the February 5, 2018 meeting was approved as submitted.

**PROPOSED FUNDING FORMULA AND BUDGET UPDATE**

Chancellor Marshall provided an update on funding and the District budget that included the following points of information:

Proposed Funding Formula: The Governor's original funding formula proposal included:

- 50% FTES
- 25% Performance outcomes (certificates, degrees, transfers)
- 25% Serving low-income students
- Beginning 2018-19
- Consolidation of categoricals

Proposed Funding Formula – CEO Recommendations: The CEO workgroup proposed changes to the Governor's original proposal include:

- Rewarding institutions for serving all students and moving them forward
- 7-year implementation with "transitional" (hold harmless) funding
- Guarantee current funding level for 2 years plus COLA
- Phasing in of performance metrics
- Annual evaluation for effectiveness
- Metrics that include: units completed persistence, completion, transfers and transfer ready, employment, and earnings
- Currently includes noncredit CDCP for performance metrics, but there is a lot of discussion on non-CDCP
- Expansion of low-income definition to include all categories of students to include Perkins

Chancellor Marshall noted that during a recent conference call of the Workgroup she learned

that the updated funding formula simulations are still not available and will not be released until the May Revision, that State Chancellor Eloy Oakley has requested the group identify their “must haves” but is willing to increase base funding, and that legislators are beginning to see the effects of a rushed implementation.

#### Considerations for Serving Students:

- Continue to build enrollment which remains 50% of the proposed formula
- Retain students in order to help them persist and complete
- Use the Guided Pathways framework
- Use data/access to accurate data
- Look at how we do our work and identify opportunities and get back to sustainable revenue and decrease costs

#### Administration Responsibilities for Generating Sustainable Revenue:

- Outreach, recruiting, and marketing
- Targeted messages to students
- Dual enrollment
- Anaheim Pledge
- North Orange Promise
- Student success (performance based funding) – including support of Guided Pathways and high impact practices
- Data integrity – accuracy and capturing all FTES
- Foundations and fundraising
- Grant infrastructure
- Bond and Capital Outlay Funds

#### Administration Responsibilities for Reducing Costs:

- SERP including a potential \$5.4 million in savings over five years
- Organizational structure analysis
- Streamline processes and right-size workloads to look for efficiency and effectiveness
- Address the duplication of technology

Dr. Marshall stated that the CBT report will be shared publically after the Board has had the opportunity to review it, and asked the group to remember that it will include suggested recommendations, which cannot all be implemented at once.

#### Work Requiring Partnerships:

- Curriculum Planning – class sizes, pedagogy, and meeting labor market needs
- Scheduling Practices – sections offered and ensuring we are meeting student needs
- Enhance/Expand High Impact Practices – mentoring, Supplemental Instruction, acceleration, integrated support services, learning communities and cohorts, applied and/or project based learning, internships, etc.

Chancellor Marshall reminded the group that class size is only one variable among many, but

that as a district we need to be able to have honest discussions about class size in order to have understanding. She offered to host meetings to facilitate the conversation during non-contract times that would include compensation for participants and asked what the role of DEMAC could be in those conversations.

Update on One-time Funds: An overview of one-time dollars earmarked or allocated districtwide highlighted by category and site:

One Time Category	Earmarked Funds	Allocated as of 3/26/18
Organization Capacity	\$2M	\$915,000
Pathway Support	\$2M	\$1.4M
Student Success	\$1M	\$2.24M
Workforce Dev	\$500,000	
Operating Allocation Restoration		\$640,000
Website Enhancements		\$150,000
Professional Dev		\$50,000
Extended Day		\$6M
SERP Costs		
Retiree Benefits		\$1M
Projected Deficit		\$5.8M

Category	CC	FC	NOCE	DS
Pathways	\$600,000 (2 yrs)	\$700,000 (2 yrs)	\$100,000 (2 yrs)	
Student Success	\$940,000 (2 yrs)	\$940,000 (2 yrs)	\$360,000 (2 yrs)	
Extended Day	\$1.5M	\$1.5M	\$500,000	\$2.5M
Prof Dev	\$20,000	\$20,000	\$10,000	\$5,000
Website	\$50,000	\$50,000	\$50,000	
Operating Allocation Restoration	\$184,986	\$247,167	\$44,092	\$162,147

## ENROLLMENT UPDATE

NOCE Enrollment Management: Martha Gutierrez, Dean of Instruction and Student Services at the NOCE Anaheim Campus, shared how NOCE determined their class size magic number of 27 via positive attendance by factoring in the following factors:

- Section cost: 10 hours/week X \$55.00/hour = \$6,600
- Revenue to cover the cost (FTES): \$6,600 : \$1,081 (NOCCCD FTES reimbursement rate for NOCE) = 6.1 FTES
- Attendance Hours for Needed FTES: 525 X 6.1 = 3,202.5
- Number of Students: 3,202.5/120 (Number of Attendance Hours/Student) = **26.6**
- All NOCE class sections must average 27 students every contact hour of the term.

Spring Enrollment: A snapshot comparing unduplicated enrollment for one day between Spring 2018 and Spring 2017 was shared and reflected a loss of 1,122 for Fullerton College, a gain of 18 for Cypress College, and a loss of 1,627 for NOCE (Winter). Similar data comparing sections, unduplicated enrollment, and FTES between the Colleges was shared and also revealed decreased figures.

Fred Williams, Vice Chancellor of Finance & Facilities, stated that he and his staff need targets in order to begin to build the budget, and that the FTES Target Setting subcommittee is scheduled to meet on April 3.

## **SUCCESS/RETENTION**

Campus Guided Pathways Plans: Dr. Marshall reported that trustees approved the Guided Pathways multi-year plans by Cypress College, Fullerton College, and NOCE at the March 27 Board meeting. The plans have been submitted to the State and she thanked everyone for their work on them.

Integrated Planning Summit Next Steps: A document titled, “NOCCCD Guided Pathways Support Model Concept” created by Al Solano was distributed to the group. The handout outlines bringing together the campus teams as a Guided Pathways Steering Committee in order to foster cross-campus dialogue and collaboration. Chancellor Marshall suggested reevaluating DEMAC subcommittees in order to have the “Success and Retention” group focus on guided pathways instead.

## **WINTER INTERSESSION**

The following updates on Winter intersession discussions and activity were provided:

Academic Senates: Discussion continues with the Cypress College Academic Senate and the Fullerton College Faculty Senate; both senates are also talking to each other on the matter.

Financial Aid: The conversation on financial aid is just beginning with several factors that need to be addressed including the timing of grades (and its impact on financial aid), disbursement (in mid-December?), and the timeline between the end of Winter and the beginning of Spring (and the impact on financial aid, Admissions & Records, and Information Services).

Student Surveys: Cypress College is working on finalizing a student survey.

Faculty Survey: United Faculty is handling the faculty survey that will be distributed districtwide to gauge interest in a Winter intersession and opinions on the dates for offering it. United Faculty has already spoken with the Fullerton College Faculty Senate, but still needs to talk to the Cypress College Academic Senate.

Faculty MOU: If the District moves forward with Winter intersession, an MOU with faculty must be ratified by September.

Cost: Costs associated with offering an intersession are still being determined. While an intersession could generate FTES gains, the District must look at the cost to generate them and evaluate all factors.

Classes Offered: Discussions need to occur regarding what classes/units are pedagogically sound to offer at 4, 5, and 6 weeks.

Calendar: A Winter intersession can be scheduled based on the current academic calendar, but there is only one option that allows for the one week needed in between sessions.

Qualitative Data: A summary outlining the Winter intersession offerings of surrounding colleges – created by the Educational Services & Technology department – was distributed. It was requested that staff inquire with Irvine Valley College, Saddleback College, and Cerritos College as to why they have opted to not offer a Winter intersession.

### **WRAP UP AND NEXT STEPS**

Chancellor Marshall noted that a committee evaluation for the 17-18 year would be placed on the May 7 agenda along with planning discussions for the 18-19 year.

**ADJOURNMENT**: The meeting adjourned at 4:34 p.m.

**NEXT MEETING**: May 7, 2018 at 3:00 p.m.