



## College Council

Oct 19, 2017 | 3:00pm – 5:00pm | BE 4180A

### MINUTES - approved

#### Members Present:

Ales, Maria  
Deo, Manjula  
Gunawana, Katerina  
Ismael, Julia  
McCormick, Alison  
Tompson, Doug

Chavez, Cebrina  
Escoto, Jennifer  
Harden, Yoshiko  
Kelly, Miles  
Riveland, Bruce

Davis, Erik  
Edwards Lange, Sheila  
Johnston, Duff  
Laher, Sam  
Rockhill, Wendy

#### Members Absent:

Elangovan, Samy  
Lazzaro, Althea

Eshwar, Naina  
Josiah Townsend

Lane, Bradley

#### Visitors:

None

#### Agenda Items:

- Introductions and welcome
  - Welcome new members to College Council
  - Share experiences: continuing College Council members
  - Questions about College Council
- College Council sub-committee updates
  - **Critical Issues**
    - Highlights from 2016-2017:
      - Universal Design
  - **Resource Allocation**
    - Highlights from 2016-2017:
      - **Mission:** The Resource Allocation Committee will draft guiding principles and identify major elements for the College budget process, and help to disseminate this information to campus in writing and in person. The College Council will review these recommendations, and pass the approved recommendations to the Cabinet and President.
      - **Resource Allocation Subcommittee – Initial Work**
        - State fund accounting
        - Parts of the operating budget 149, and 101
          - Sources of income – state, tuition, transfers in, expenses transferred out
          - Major subsets of spending

- Elements of the non-operating budget
- *S&A*
- *Grant and contracts*
- *Auxiliary Services* - parking, food service, copy center, transportation
- *Student fees* - tech fee, lab fees, course supply fees
- *Self-support operations*: continuing education, Mainstay,
- *Bookstore*
- **Elements of the Budget Process**
  1. Discussed Polling the campus committee
  2. Decided to present the budget challenge and hold feedback sessions.

Describe the budget challenges with lower enrollment and the allocation

Ask groups for their questions in advance, so the presentation will be topical

Get Feedback from the groups on:

  - The sorts of concepts that make sense.
  - Their ideas about efficiencies.
  - What do they want us to know?
  - Develop a feedback form?
- **Eight Information and Feedback Sessions**
  1. Wednesday (2/8) 3:00-4:30pm
  2. Friday (2/10) Library
  3. Tuesday (2/14) Noon - 1:30pm
  4. Thursday (2/16) 9-10:30am
  5. Wednesday (2/15) 9-10:30am
  6. Thursday (2/16) 3-4:30pm
  7. Friday (2/17) Administrative Services
  8. Monday (2/13) 2:30-4pm
- **Post roadshow work**
  - Consolidating feedback
  - Draft recommendations
  - Sort, filter, consolidate
  - Draft final recommendations
- **The Results: Recommended Principles (included here for historic reference)**

When contemplating budget increases and/or reductions, place a high priority on student recruitment and retention items (decrease barriers, increase enrollments). Direct resources toward high impact services. (For example: recruitment, tutors, advisors, TRIO, virtual campus, etc.)

Review programs for duplication, and where in alignment with the college mission and the strategic plan, reduce that duplication of services. E.g. cafes, district office, consultants, legal services

When considering budget reductions, assess reductions on a case by case basis. Avoid across the board reductions.

When including grant funds to balance the budget, review to ensure that grants include all expenses (indirect expenses should be covered by grant overhead).

When contemplating budget increases and/or reductions, focus on what is necessary for the long term evolution of the college (strategic?), not the wants.

In keeping with the college mission and the strategic plan, leverage our little/under used properties for the long term benefit of the college and the community that the college has traditionally served. For example, tenants who provide necessary services to students, affordable student, faculty, staff housing, etc.

When potential budget actions could result in a reduction in force, give strong consideration to alternatives that mitigate those reductions, for example, conversion of multiple part-time positions to fulltime, buy-out incentives for employees nearing retirement, reduce the more highly paid positions vs. lower paid positions, restructuring of duties etc.

Establish operational goals that lead to or foster:  
Standard enrollment practices across the college divisions and programs,  
Control of unwarranted expense growth, Ongoing implementation of efficiencies, Creative ways to reduce waste (for example implement a nominal application fee that is applied to tuition for those who actually enroll).

Establish priorities that favor revenue increases over expense reductions, including active pursuit of new revenue streams at the State, County, City, and Local levels.

Add resources as needed to achieve a level of success that will offset/mitigate potential expense reductions. For example: organize multi-disciplinary advocacy groups within the college that take advantage of existing personal & business relationships at the various levels of government and elected officials.

Evaluate class schedules (e.g. block and hybrid) and employee schedules (e.g. four 10 hour days, or telecommuting) to create efficiencies that will also benefit quality of instruction and working conditions.

Attend to improving efficiency in all college operations. (Appendix A)

- **Appendix A – Ideas to Improve Efficiency**

The feedback sessions and survey generated many ideas to improve efficiency. These are illustrated below. (note: this list will be longer after the survey results are included.

- Optimize pathways to completion and retention
- Consider alternative schedules to maximize efficiency
- Efficiency that focuses on persistence and retention should be a priority.
- Seek to meet existing demand while avoiding small class sizes

- Decrease extended hours to times when students need services (on Tuesdays)
- More precise scheduling of computer labs

- **The Approval Process**

1. The College Council review the recommendations
2. The recommendations are submitted to Presidents Cabinet
3. The recommendation are forwarded to the President
4. The Executive Team distributes targets to VPI, VPSS & VPA
  - VP's work their team to assess how to reach targets
  - Discuss methods for increasing revenue
  - Discuss methods for reduced spending
5. Executive Team makes recommendations to the President to reach a balanced budget.

- **Strategic Planning**

- Highlights from 2016-2017:

- We created a new strategic planning process that involved getting much wider and deeper feedback from stakeholders across our campuses.
    - We hosted a strategic plan share and learn event that elicited rich dialogue.
    - We created an operational plan that listed tasks and action items for accomplishing the 5 strategic directions of our college's strategic plan.

Then, the Board of Trustees for the District wanted to move to having one strategic plan for the whole district, and we had to slow our process down to see how that process would unfold and how it would affect our own strategic plan. In either late spring or the summer, the district board of trustees approved a strategic plan that had three directions:

- Student success
    - Organizational effectiveness
    - Partnerships

Over the summer, President's Cabinet and the campus leadership team had a retreat and reflected on the work we have done on our strategic plan and the new district-wide strategic plan. The colleges can add additional strategic directions, and Central will be adding a direction on

- Diversity, Equity, Inclusion

It is thought that the existing goals and objectives in Central's strategic plan can be reorganized and moved around to fit into the new district-wide strategic plan with its three directions plus our additional one.

Our next step as a committee would be to host another event to acquaint the college with the district wide plan and do the work of arranging the goals and objectives from our old college plan into the new plan. We are trying to do this before the end of fall quarter. At the next subcommittee meeting, we can share what we know of the district plan and try to do some work aligning the two plans as we plan for this event.

- College Council Chair selection – College Council needs to revise the by-laws to better provide for Chair selection and succession planning.

- President's Cabinet
  - On September 19 2017, President's Cabinet, Deans, and College Council participated in the first training session on a Race Equity Toolkit to assess policies, initiatives, programs and budget issues. There will be a second training session fall quarter (date to be determined).
- College Council will participate in a talking circle
- Approval of May 24, 2017 minutes