



Approved

PLANNING AND BUDGETING COUNCIL MEETING MINUTES

Wednesday, October 4, 2023

In-Person and Via Zoom

Regular Meeting: 2:10 – 4:00 p.m.

Members present: David Eck, Maria Huning, Alicia Aguirre, Kassie Alexander, Nick Carr, Rachel Corrales, Karen Engel, Denise Erickson, Katie Hasse, Gina Hooper, Chialin Hsieh, Jacky Ip, Hyla Lacefield, Ray Lapuz, Kim Lopez, John Omar, Manuel Alejandro Pérez, Ludmila Prisecar, Megan Rodriguez Antone, Sarita Santos, Jeanne Stalker, Julian Taylor.

Members absent: Mayra Arellano, Hyla Lacefield, Joan Murphy.

Guests and others present: Mary Chries Concha Thia, Anniqa Rana, Sergio Suarez, Peter Tam, Diana Tedone-Goldstone, Ameer Thompson, Kat Sullivan-Torrez.

AGENDA ITEM	CONTENT
<p>1. Welcome, Introductions and Approval of Consent Agenda</p>	<p>The PBC agenda and minutes from the September 20 PBC meeting were presented. There were no board-approved staffing updates to review.</p> <p>ACTION: A motion to approve the Consent Agenda was made by Dean Karen Engel and seconded by VP Chialin Hsieh. Motion passed.</p>
<p>2. Course Enrollment and Modalities – EMP 1.3 and 4.12 (Chialin Hsieh, Vice President of Instruction)</p>	<p>VP Chialin Hsieh reviewed the goal, which is to create a student-first course schedule (EMP 1.3) and offer key courses in multiple modalities (EMP 4.12). This will also support ACCJC Standard 2.6: The institution uses delivery modes and teaching methodologies that meet student and curricular needs and promote equitable student learning and achievement.</p> <p>VP Hsieh presented the college goal in terms of course enrollment, headcount, fill rate, FTES, FTEF and productivity ration (FTES/FTEF) as well as the fall 2023 overall figures. Eventually, they will add load information. The college achieved higher than its enrollment goal of 11,000 with 11,973 enrollments. These categories were also reviewed by modality. Fill rate was reviewed by modality and online asynchronous is highest, followed by hybrid and online synchronous.</p> <p>Sections and enrollment by modality and fill rate were reviewed.</p> <p><u>Section by modality:</u> For the course schedule structure, 42% of course sections are face-to-face. Online courses, both synchronous and asynchronous, have a 40% fill rate and hybrid is 18%.</p> <p><u>Enrollment by modality:</u> When students enroll, about 31% enroll in face-to-face courses. There are 39% who enroll in online asynchronous, 13% in online synchronous and 17% in hybrid courses so students tend to enroll in online courses.</p> <p><u>Section by modality and fill rate:</u> The College continues to track course modality and the fill rate. Face-to-face sections make up about 42% and have a fill rate of just under 70%; hybrid make up about 18% of sections with a 76% fill rate, online synchronous make up about 14% of sections and have a 76% fill rate and 26% are online asynchronous with a fill rate of 84%.</p>

	<p><u>Point-in-time comparison:</u> A comparison between Census Day 2022 and 2023 showed a 15% increase in headcount in 2023. The Board and District Office set the goal for each College, with Cañada at 15%. Cañada met its goal and we will continue to monitor.</p> <p><u>Division metrics:</u> A review of division metrics showed that the highest enrollment is in Humanities and Social Sciences, followed by Business/Design/Workforce and then Science and Technology. Science and Technology has the highest fill rate, followed by Humanities and Social Sciences. Science and Technology has the highest productivity ratio.</p> <p>Current enrollment was compared to the past six fall semesters by division. It was noted that Business/Design/Workforce has its highest enrollment this fall 2023 and the Kinesiology/Athletics/Dance division's fall 2023 enrollment exceeds the past five fall terms.</p> <p><u>Comments:</u></p> <ul style="list-style-type: none"> • President Lopez said that continuous improvement and reflection are what the ACCJC wants to see, as well as what the institution learned that it would do the same or differently for the spring semester. The feedback that Cañada received from counselors and students was that there should be a larger face-to-face presence. Deans are working with faculty to adjust the schedule. Comparing spring 2023 to fall 2022, face-to-face was lower. Possibly, there will be more face-to-face classes offered in spring. • Sarita Santos asked if multimodal courses are included in the hybrid format. <ul style="list-style-type: none"> ○ VP Hsieh said they are not. She said, for example if there are cross-listed sections in the data, and one is coded as face-to-face and one is coded online synchronous, then those two are counted with one as face-to-face and one counted as online synchronous. ○ David Eck clarified that a hybrid course indicates that the class meets for fewer meetings than a regular face-to-face class. • David Eck looked at last fall's presentation for comparison because all of the fill rate percentages went up because enrollments increased. He said the hybrid rate went up by far the most at 27% from 49% in fall 2022 to 76% in fall 2023. <ul style="list-style-type: none"> ○ VP Hsieh said there are 105 hybrid sections this year and she will check to see how many there were in 2022. The IPC wants to determine the student success rate in each of the modalities and they are working with Dean Karen Engel on that project. They will present the information to PBC and then to the Distance Education Advisory Council (DEAC) to see what kind of professional development or additional support can be offered. • David Eck said the Academic Senate would like to discuss the wait list. He said it is more challenging with multimodal courses because they are listed as multiple sections. He would like a policy created that would determine when a wait list gets to be a certain size, they would consider adding a new section. He said it is complicated because students may appear on two different wait lists for the two different modalities. He would like to see it discussed at IPC. • Dean Ameer Thompson talked about wait lists and he said they are typically capped at around 10 students on average. They have learned a lot about scheduling of classes and can expand from there. • David Eck said there are some classes that have waitlists of more than 15 students.
<p>3. Funeral Service Education Program (Ameer Thompson, Dean of Science and Technology)</p>	<p>Dean Ameer Thompson said the goal of the program is to create a fully-accredited Funeral Service Education (FSE) program that would train people to get licensure and work in the funeral service industry. They are working on the accreditation process. It will be a remote, online asynchronous program, so anyone from across the state will have a chance to take courses to become a funeral services director or licensed embalmer.</p>

Embalming will not be done on campus. Gina Hooper is working with local funeral homes to have a site set up for students to do their preceptorships and embalming at locations remote to campus. For example, if a student lives out of the area and is taking the program online, there would be a program proximate to the student's location so they can do their embalming close to where they live. People have asked why Cañada has an embalming lab if embalming will not be done on campus. For accreditation reasons, the College is required to have a model lab even though we will not be actively embalming on campus.

American River College and Cypress College both have the program, but they are the only two community colleges in the state and they are about 400 miles apart. There is a clear, logistical need to have the program in California and at Cañada College.

Cañada offered its first FSE introductory course, FSE 100, in fall 2022 and three students enrolled. This semester, 23 students are enrolled and Dean Thompson credited Gina Hooper for her help promoting the program. She recently did an interview with California Funeral Directors Association. The interview was on their website on their social media and now more students are inquiring about the program.

Gina submitted a 200-page self-study as part of the accreditation process. The College hired an adjunct faculty, Chase Mirassou, who teaches FSE 200 and other FSE classes in the coming semesters. They are working on affiliate agreements with local funeral homes so that students can do their preceptorships.

Dean Thompson reviewed the curriculum action plan. The goal is to create a Career Certificate, which would be comprised of FSE 200 (introductory class) and then FSE 210, Funeral Directing and FSE 225, the Psychology of Death and Dying. The Career Certificate can help them quickly get a job in the funeral industry. From there, they plan to create a Certificate of Achievement program and incorporate additional classes and give someone a better chance to have a higher-level job in the funeral service industry. They are taking a metered approach to the program by offering one class, doing assessment and evaluation and then determining next steps.

Dean Thompson said he is excited about the program and what it means to Cañada and the larger community.

Comments:

- President Lopez commended Dean Thompson and Gina Hooper for their efforts. She asked what they have learned and what they would advise the college to do differently in the future if someone is looking to bring a new academic program to the College.
 - Dean Thompson said they need to be careful about balancing the information and the facts that are used to go forward. There is enthusiasm from the funeral industry and from the potential students. Some of the data that was used in the initial action plans was incomplete and he is looking more carefully at the data. He also suggests balancing input from community partners. It requires several levels of due diligence to find out the feasibility of a program.
 - Gina Hooper said they plan to form a steering committee that would include representation from different groups on campus.
- Alicia Aguirre said Cañada has been looking for programs that can supplement students' needs and asked how the College chose this particular program. In looking at the ISER, they know that the College lacked in programs for males and they looked for programs that provide local jobs, specifically in San Mateo County. She asked how the funeral services program meets the needs of industry, work force and chambers in the local area.

	<ul style="list-style-type: none"> ○ Dean Thompson said the selection of the program occurred prior to his hire date, but the College felt that the program could address a big gap in training environments and it could align well with the Cañada mission. Based on research he has done, he feels strongly that it does align with the mission. The College can target specific populations and it is a good program. ○ Gina Hooper said the College started talking about the program in 2019. It was presented to the Bay Area Community College Consortium and the State of California and the program was approved. Momentum was lost during the pandemic and they had to make sure there was need for the program in the community and with work force. Funeral service employment across the nation is due to go up in the next five years and there is a need for new work force in the Bay Area. The industry has lost a lot of its practitioners due to aging out and there is also a glass ceiling within that industry. Gina talked about educational challenges. Bay Area funeral homes are struggling to find licensed funeral directors, embalmers and management. Cañada will be able to offer an educated work force and students will be fast-tracked for management. ● Alicia Aguirre asked how the College chose this program versus other programs that would meet the needs of local trades in the area, such as AI, water treatment and infrastructure, that need workers, employment specialists and training. She asked if the program was chosen as a college. ● David said one of the Academic Senate goals this year is to work on the new program development process. They are forming a work group and would like to include Alicia. They would like her input and to take into consideration some of the factors she mentioned because there may be multiple programs that are needed. ● Alicia Aguirre clarified that her questions focus on the future as the College considers new programs. She wants to make sure that the College uses data that is local, focuses on needs that are local and on the work force that is not trained so that we might make an impact in our communities. Input that she receives from the community, from the chambers and the boards that she serves on locally are concerned with infrastructure, water treatment plants, transportation and more and the jobs that are needed there. ● Katie Hasse asked how Cañada communicates with other colleges in the district about which programs might be better at their campus versus Cañada. <ul style="list-style-type: none"> ○ Dean Karen Engel said a new program must be presented to the Bay Area Community College Consortium to see if there is conflict with programs regionally. She said there used to be a district policy about not competing for Career Technical Education programs because they are expensive in terms of equipment so we try not to have the same programs within our district.
<p>4. PBC Bylaws Update (David Eck, Academic Senate President; Maria Huning, Classified Senate Vice President)</p>	<p>David Eck said the PBC bylaws were last updated in 2019 and the PBC needs to at least make temporary changes to the bylaws this year since the PBC is not the only council that now makes recommendations to the College President. For this year and at least until the pilot for EAPC ends, both the EAPC and PBC are recommending bodies that report directly to the College President.</p> <p>Maria Huning said there are also some general changes that should be made. The bylaws are slightly out of date and there are definitions and acronyms that can be clarified.</p> <p>David Eck pointed out that the bylaws state that people cannot serve for more than two years if they are not serving by position. David said some divisions do not have people who can serve at this time, so the language should be updated. They want to make sure that different groups are reaching out to their members to make sure they are considered to serve on a committee.</p>

ACTION: A motion to form an *ad hoc* work group of PBC members to make recommendations to PBC regarding changes to the PBC bylaws was made by VP Chialin Hsieh and seconded by Gina Hooper.
Motion passed.

The following PBC members offered to serve on the PBC Bylaws Work Group: Rachel Corrales, David Eck, Karen Engel, Maria Huning and Jeanne Stalker. There were no objections to their participation.

5. Resource Allocation Model and Cañada’s 2023-24 Adopted Budget (Ludmila Prisecar, Vice President of Administrative Services)

VP Ludmila Prisecar reviewed the budget calendar and process. The important dates are:

Important Dates	
January 10	Governor’s Budget
May 15	Governor’s Revised Budget
June 30	District Tentative Budget
June 30	State Budget
September 15	District Adopted Budget

The Resource Allocation Model is the financial plan that guides the SMCCCD colleges on how to spend the funds that they receive. It is guided by the Board’s short-term and long-term goals and objectives.

- The Chancellor manages the district budget and the colleges must work within the resource allocation that they receive.
- The President is responsible for operating the College within the limitations of the budget.
- The Financial Business Officer is responsible for making sure the district is in compliance.

The Resource Allocation Model must be simple, easy to understand, transparent and equitable across all sites in the district, and adaptable to changing fiscal conditions. It includes historical trends for Cañada College.

Resource Allocation Model

Step 1: Base Allocation and FTES Allocation. There are five sites: the three colleges, district office, facilities and also central services (which provide for all the sites). From the prior year, there was a district budget of \$231 million and \$32 million for Cañada, or 23.8% of the total budget. Based on the total FTES, Cañada’s allocation should be 21%, but the Resource Allocation Model takes into consideration that Cañada is a smaller site, so we get more resources than we normally would if it were based on the FTES.

Step 2: Central Services: Anticipated Expense Net Increase/Decrease. This covers any initiatives that are district-wide. Last year, the adopted budget for central services was \$32 million and for 2023-24, it is \$42 million. There is a difference of \$9.8 million that will be taken away from all the sites. Central Services needs were reviewed and include STRS On-Behalf, SB 893 Free College, utilities, insurance and more.

Step 3: Allocate Square Footage: Facilities gets an allocation of \$5 per square footage of all active campus buildings. The amount is \$860,998 district-wide or \$135,10 for Cañada.

Step 4: Allocate Based on FTE Growth. Since the SMCCCD is a community-funded (basic aid) district, the Resource Allocation Model does not penalize if FTE goes down. If the FTE for international students goes down, then it directly impacts the College’s budget. If there is an increase in FTE for international students, then the College receives more.

Step 5: Allocate 20% of College Growth to the District: There is a team at the District Office that is helping with international student recruitment. Whatever growth in international students there is at the Colleges, the district gets 20%.

Step 6: Allocate Any Special Amounts Agreed Upon: Estimated COLA increases, district-wide technology, college technology, consumer price index and more. If the costs go up, then Colleges must contribute more and if they go down, then the Colleges get the funds back.

Step 7: Allocate Any Remaining Available Funds (+/-): Property tax growth and other revenue are added to the prior year allocation to reach the FY23-24 revenue which is \$251 million. The increase or decrease from the prior year allocation is calculated at \$19 million. Then, the previously reviewed Steps 1-6 allocations that our district needs (\$29 million) are deducted. There is a difference of \$9.5 million, so the deficit is split across the sites based on the percentage of the prior year site allocation by site. Cañada's deficit is -\$1.7 million.

Step 8: Final Allocation: Cañada's allocation is \$34 million. In addition, there is Proposition 55 Allocation of \$237,482, which provides a total FY23-24 Site Allocation of \$34.7 million.

Historical Trends: Cañada's resource allocation historical trends were reviewed. This helps VP Prisecar provide feedback and guidance to President Lopez about what decisions should be made. She looked at the percentage of growth, on average from 2017-18 on. Growth in 2017-18 was 7% and was at 9% for the subsequent two years. Growth dropped starting in 2020-21 and was at 5%. Growth was at 2% for 2022-23 and 2023-24. The College needs to be careful about its resources because it is not getting as many funds as in the past. She also pointed out the decline in Step 7 Remaining Funds because it has been negative for the past three years. There is a district task force that is reviewing the Resource Allocation Model to see if it still helps the colleges and if it would be useful when there is a recession or other change.

Adopted Budget 2023-24

Fund 1 ending balance: VP Prisecar presented the last three years of actual revenue and expenses and projected numbers for 2023-24. Budgets are being reviewed to make sure everything is correct and that projections are as accurate as possible.

The prior year ending balance was \$2.5 million. The site allocation and other revenues total \$40.7 million. Projected administrator, classified and faculty expenses plus operational expenses are projected at \$37.8 million. The revenue minus projected expenses is a subtotal of \$2.9 million. She projects an encumbrances/projected savings of \$750,000 due to retirements and movement of people and positions. The list of projects that the college supports was presented and funds are transferred out of Fund 1 to support those. Transfers out of Fund 1 are estimated at \$1.4 million. The Fund 1 ending balance is \$2.298 million and is already encumbered.

VP Prisecar does not anticipate that there will be extra funds to put aside for capital improvements, equipment or small projects. She said the budget will not be as healthy as in prior years and she is concerned about the cost of Free College. She also pointed out that over the past 20 years, there were bond funds available to help with facilities needs and those are not there now. The economy is also unpredictable and she would like the College to be prepared.

Ongoing versus one-time funds: She said it is important to understand the difference between one-time versus ongoing funds. In some years, even if the College has savings in one-time funds, it is difficult to make ongoing decisions based on those one-time funds.

Comments:

	<ul style="list-style-type: none"> • David Eck pointed out that on the unrestricted general fund, the operational expenses have gone up almost 50% since 2020-21. He asked if it was because the campuses reopened following the closure during COVID. <ul style="list-style-type: none"> ○ VP Prisecar confirmed it and also said the shuttle was paid for out of unrestricted Fund 1 at that time. She also pointed out that there is a contract with Vision Point that has been approved for districtwide Free-College marketing campaign. It has been extended for one year. • David Eck asked about SB 893 funds. When it was initially talked about by the Board, they said there were reserves to cover the cost of Free College and that it would not come out of the Colleges' budgets. He asked if any of the SB 893 costs were paid out of the reserves. <ul style="list-style-type: none"> ○ VP Prisecar said SB 893 funds did come out of the Colleges' budgets as indicated in Step 7. The district accumulated the reserves from prior years and when the board looked at the overall reserves districtwide it looked there was \$60 million. President Lopez clarified that it's the colleges that have the reserves. VP Prisecar said Cañada has \$16 million in reserves. So, all one-time reserves from prior years, such as savings during COVID, are eliminated. • David Eck asked if the current \$7.7 million is sustainable if the College used up one-time funds. <ul style="list-style-type: none"> ○ VP Prisecar said there are no more extra funds to create new programs or pilot programs. It makes it more difficult for the College to approve new initiatives and creative ideas. She wants to make sure that everything is correct. The position control is 80% of the budget, so that is the top priority. It is important for her office to make sure they follow all of the processes so the numbers are accurate. ○ Regarding capital improvement funds, VP Prisecar said there is no available money. The Board will be taking about facilities needs and what the plans for the future are at their next meeting. There are emergency repairs and small facilities projects that the campuses have not had to worry about it because the bond funds covered all of that and there are no more funds.
STANDING ITEMS	
6. Associated Students of Cañada College	<p>Katie Hasse provided the following update:</p> <ul style="list-style-type: none"> • Clubs have started meeting, so they are learning the best way to allocate funds for events. • The ASCC is working on how to collaborate with the Cultural Center. • At the last ASCC meeting on September 28, a group of students had planned to present their opinions about the changes in the pilot Lyft program but they were not able to come to the meeting. Katie will get the information and bring it back to PBC. • They are working on their partnership with the Cultural Center to see how they can support it better. <ul style="list-style-type: none"> ○ Karen Engel said Katie will meet with the ASCC and talk about the opportunities to serve on each of the work groups and Katie said they are still recruiting members.
7. Academic Senate of Cañada College	<p>David Eck reported the following update:</p> <ul style="list-style-type: none"> • Alicia Aguirre was forwarded by Academic Senate to serve on the Chancellor Search committee. All faculty can reach out to her if they have feedback about the chancellor search, though once the process starts Alicia will not be able to share any insights from the search process with anyone. • Academic Senate passed eight annual goals at the September 28 Academic Senate meeting. Faculty who are interested in any of topics should reach out to Academic Senate about being part of or contributing to a work group: <ol style="list-style-type: none"> 1. Further develop new program development process 2. Continue work/potential revision on program improvement viability

	<ol style="list-style-type: none"> 3. Revise/update Comprehensive Program Review questions 4. Review meeting processes with an antiracist lens 5. Help review college processes with an antiracist lens <ol style="list-style-type: none"> a. Help with converting academic probation language to academic notice or similar 6. Greater collaboration with strong workforce 7. Review the different participatory governance structures with a view to possibly streamlining representative positions. 8. Clarify and improve workload points system in terms of its implementation, including greater consistency and financial follow-through
<p>8. Classified Senate of Cañada College</p>	<p>Maria Huning reported the following update:</p> <ul style="list-style-type: none"> • At the Classified Senate meeting on September 8, Interim Dean Anniqua Rana and Ellen Young presented on Flex Day. • Classified employees are requested to participate in EMP workgroups. • Interim Chancellor Moreno has been invited to the next Classified Senate meeting on October 12. • The Classified Senate provided feedback regarding the Chancellor’s search committee and CSEA’s breakdown of the three spots that are open for Classified staff. Maria said they are displeased with the language and have not forwarded a Classified rep. • The next meetings are on October 12 and October 26. There will be a Halloween event on October 31 that will help with student working scholarships.
<p>9. Planning Council Reports</p>	<p>IPC: VP Chialin Hsieh said the IPC is meeting on October 6 and a report will be presented at the next meeting.</p> <p>SSPC: On behalf of the SSPC, Maria Huning reported the following update:</p> <ul style="list-style-type: none"> • Karen Engel presented a program review refresher at the September 27 SSPC meeting. • Juan Vera has been appointed as SSPC co-chair. It is a two-year cycle for co-chair. • The Cultural Center/Wellness Center has been unbundled in order to be voting members on SSPC. They will revisit who the Health Center voting member will be. • They revisited the Drop for Non-Payment issues that students have faced. They are working on getting additional information and data from PRIE. There will be additional information reviewed at the Making Registration Easier meeting and they will present at the next SSPC meeting. • The State of California is recognizing AANAPISI week as September 25-October 1. • Latinx Heritage Month runs from October 15-November 15.
<p>10. President’s Update</p>	<p>President Lopez provided the following update:</p> <ul style="list-style-type: none"> • At the October 4 Board Study Session, the Board will be discussing their goals for the next 1-3 years as well as updating some of their policies. • <u>MOU with Sequoia UHSD, Ravenswood Elementary School District, CSU East Bay and San Francisco State University:</u> One of the Board goals relates to work that has been done at Cañada that they want to expand throughout the district and that is the Memorandum of Understanding (MOU) that Cañada has with Sequoia Union High School District, Ravenswood School District, CSU East Bay and San Francisco State University. President Lopez and the superintendents from Sequoia and Ravenswood presented to the Board on September 13. Many people attended the meeting and provided support.

	<p>This past year, the focus of the MOU was with Sequoia and now Ravenswood has been added. She hopes by next fall, they will be adding on San Francisco State and CSU East Bay so that in the final two years, the partnership will be complete.</p> <p>They are seeing the value of creating MOUs because they solidify WHAT the work is that they are doing together. While the MOUs take time to put together, they allow everyone to think deeply about the partnerships and what the partners need from the College.</p> <ul style="list-style-type: none"> • President Lopez explained that the MOU is similar to a contract in that both parties sign the agreement and there is language that states that the groups may end the partnership at any time. It clearly specifies how the groups will work together and whether any resources are involved with that partnership. • <u>Boys and Girls Club MOU</u>: Cañada has also completed an MOU with the Boys and Girls Club of East Palo Alto. There will be a MOU signing ceremony at their center on Monday, October 23 at 6:00pm. Executives from the Boys and Girls Club as well as students and elected officials will participate. The Boys and Girls Club has an office on campus because they want to keep connected to their students that are here at Cañada and we are offering a Dual Enrollment class on site for them. People are encouraged to attend the MOU signing ceremony.
<p>11. Matters of Public Interest and Upcoming Events</p>	<p>There were no matters of public interest or upcoming events reported.</p>
<p>ADJOURNMENT</p>	<p>The meeting was adjourned at 4:05 p.m.</p>
<p>Next Meeting</p>	<p>The next meeting will be held on October 18, 2023.</p>