



# **Santa Ana College**

## Planning & Budget Meeting

May 3, 2016



SAC Planning and Budget Committee  
May 3, 2016  
1:30p.m. - 3:00 p.m.  
F-126

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**THE PLANNING AND BUDGET COMMITTEE** is the participatory governance committee responsible for recommending budget priorities, procedures, and processes to the College Council. The Planning and Budget Committee also functions as a community liaison for fiscal affairs with the college community.

*Santa Ana College Participatory Governance Structure Handbook*

*(May 27, 2015)*

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Agenda

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| 1. Welcome and Introductions   |             |
| 2. Public Comments   |             |
| 3. Approval of Minutes for March 1, 2016<br>Approval of Minutes for April 12, 2016 | ACTION      |
| 4. Budget Update   | INFORMATION |
| 5. Enrollment Update   | INFORMATION |
| 6. Student Update  | INFORMATION |
| 7. SACTAC  | INFORMATION |
| 8. Marketing Update  | INFORMATION |
| 9. Accreditation   | INFORMATION |
| 10. Old Business   | INFORMATION |
| 11. New Business   | INFORMATION |
| 12. Future Agenda Items  |             |
| 13. Other Business   |             |

Next Meeting – June 7, 2016 \*if needed

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*The mission of Santa Ana College is to be a leader and partner in meeting the intellectual, cultural, technological and workforce development needs of our diverse community. Santa Ana College provides access and equity in a dynamic learning environment that prepares students for transfer, careers and lifelong intellectual pursuits in a global community.*

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Administrators	Academic Senate		CLASSIFIED	GUESTS	
Mike Collins, co-chair	Ray Hicks co-chair	Brian Sos(a)	*Tom Andrews	Esmeralda Abejar	Carlos Lopez
Bart Hoffman	Elliott Jones	John Zarske	Omelina Garcia *(alt.)	Joseph Dowd	Tom Andrews
Jim Kennedy	Monica Porter	George Wright	Denise Hatakeyama	Eve Kikawa	Brenda Serratos
Lilia Tanakeyowma	<b>Student Rep.</b>		Jimmy Nguyen		Janet Cruz Teposte
	John Olivares(a)		Leslie Wood-Rogers		
<b>1. WELCOME</b>					Meeting called to order 1:31p.m. Meeting adjourned - 2:28p.m.
		Self-introductions were made.			
<b>2. PUBLIC COMMENTS</b>		<b>DISCUSSION/COMMENTS</b>			<b>ACTIONS/ FOLLOW UPS</b>
		There was an inquiry regarding any legal action taken by the district related to GKK Works. There was no comment on the item.			
<b>3. MINUTES</b>		<b>DISCUSSION/COMMENTS</b>			<b>ACTIONS/ FOLLOW UPS</b>
		The December 1, 2015 and the February 2, 2016 Planning and Budget minutes were presented for approval.			Motion was moved by Jim Kennedy to approve the December 1, 2015 and the February 2, 2016 Planning and Budget minutes. 2 <sup>nd</sup> – J. Nguyen Minutes were approved with one abstention.
<b>4. BUDGET UPDATE</b>		<b>DISCUSSION/ COMMENTS</b>			<b>ACTIONS/ FOLLOW UPS</b>
		<b>State</b> <ul style="list-style-type: none"> <li>State revenue fell short of January forecast, with \$200 million shy of estimated sales tax revenue. Year to date down almost 2%.</li> <li>Income taxes are down 1.6%, but corporate tax is up 4.3%.</li> <li>Overall, with five months to go, state revenue is down \$200 million, or about .3%</li> </ul> <b>District</b> <p>At FRC, tentative budget assumptions were presented for review and approval. The majority of the assumptions were met with approval; however, a few points of clarification were made as they travel to District Council for action:</p> <ul style="list-style-type: none"> <li>The \$4.3 million deficit shown on the tent. Budget assumptions will be funded with the Dist Budget Stabilization fund (currently at \$13.7 million).</li> </ul>			

BUDGET UPDATE (cont.)	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<ul style="list-style-type: none"> <li>• An increase of \$250k is allocated for ongoing legal expenses the District is experiencing</li> <li>• \$500k for marketing expenses was intended to be allocated from apportionment funding, then split 50/50 for each college at \$250k each. This was not acceptable, as SAC would fund over 70% of the expense and only get 50% back. A recommendation was made to allocated the legal expense allocation and marketing allocation from the \$1.9 million in one-time funding proposed in the Gov. budget proposal.</li> <li>• The tent. budget assumptions will now go to District Council for approval...and then the tent. Budget can begin to be built.</li> </ul> <p><b>SAC</b></p> <ul style="list-style-type: none"> <li>• Recently produced cost analysis of 15-16 Fall/Interession/Spring schedules as compared to 14-15. Shows an increase in LHE, while the college has experienced a 3% decrease in FTES for the Spring. Looking at ending the spring semester flat, with no FTES growth. The college is SERIOUSLY focusing on scheduling efficiency and FTES generation, as we continue to see our costs escalate rapidly and our revenue stay the same or even decrease.</li> <li>• Prepping for FY 16/17 tentative budget build. Due to increasing costs and no material increase in revenue (growth/one time funds) DIST tent budget assumptions show a deficit of \$4.3 million. No determination has been made whether this deficit will be covered out of one-time funds, or out of cuts to ongoing budgets. Budget build starts with a roll of personnel contractual obligations, then looks at “discretionary” spending to</li> <li>• The current SAC 15/16 budget is performing well, and will be able to handle (in the short term) the reduction in revenue and increase in expenditures (step and column/health and benefits/full time faculty obligation, etc.). However, CBA obligations have yet to be concluded- which will have an effect on our current 15/16 budget and 16/17 budget planning.</li> <li>• FY 16/17 RARs are currently being reconciled and analyzed by the operational VPs. Academic Affairs has allocated the remaining Instructional Equipment funding for FY 15-16.</li> </ul>	
5. ENROLLMENT UPDATE	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p>Overall, it was reported that the college anticipates being flat for the remainder of the year.</p> <ul style="list-style-type: none"> <li>• Enrollment is down in community college district across the state.</li> <li>• Competition for students is significant.</li> <li>• The college is concerned about having additional revenue to keep up with costs.</li> <li>• The importance of focusing on efficiency in the schedule, operations, productivity and in the use of our physical plant was emphasized.</li> </ul> <p>Discussion ensued.</p> <ul style="list-style-type: none"> <li>• Many factors are playing into this issue. <ul style="list-style-type: none"> <li>○ Construction</li> <li>○ Parking</li> </ul> </li> </ul>	

ENROLLMENT UPDATE (cont.)	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<ul style="list-style-type: none"> <li>○ Bog Waiver</li> <li>○ Overall competition</li> <li>● Provide current students with strong support services to help them retain their Bog waiver eligibility.               <ul style="list-style-type: none"> <li>○ Be known for this type of support services that could encourage students who have lost their eligibility elsewhere to come to SAC.</li> </ul> </li> <li>● Offer high demand online critical courses.</li> <li>● SAC satellite campus on high school campuses offering college courses.</li> </ul> <p>Members were advised that currently 6%-7% of the colleges' FTE generation comes from Distance Ed. It was noted that online students complete overall at the same rate as face to face students.</p> <ul style="list-style-type: none"> <li>● Distance Education is a critical piece moving forward.</li> <li>● How should the college grow their Distance Education program while maintaining the current level of quality.</li> </ul> <p>The college will continue budget for growth. The importance of moving forward in a strategic manner was emphasized.</p>	
6. STUDENT UPDATE	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	There was no student update.	
7. SACTAC	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p>It was reported that the committee is currently in discussions regarding the following;</p> <ul style="list-style-type: none"> <li>● New goals, old goals</li> <li>● What is a basic 2016 classroom in terms of technology?</li> <li>● Talking points regarding the SAC Technology Master Plan.</li> </ul> <p>Members were reminded that the Planning and Budget committee looks to SACTAC for updates, professional expertise and advisement on the colleges' investment to our academic environment.</p>	
8. MARKETING UPDATE	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p>The college continues to keep focused on marketing efforts:</p> <ul style="list-style-type: none"> <li>● Currently working on FY 16-17 marketing plan, focusing on summer/fall/intersession.</li> <li>● Allocated preliminary \$200,000 for marketing at SAC (split with Equity funding). Currently have a balance of \$174k from our 15-16 marketing allocation.</li> <li>● The College is leveraging its commitment to Equity and access, while responsibly planning and executing our College's marketing plan and strategies.</li> <li>● Working on the 16/17 Marketing plan for summer, fall and Intersession.               <ul style="list-style-type: none"> <li>○ Static efforts will continue with banners, postcards, emails as well as dynamic opportunities such as radios, TV interviews, etc.</li> </ul> </li> <li>● Our focus will be - How can we differentiate Santa Ana College?</li> <li>● The college has engaged the services of a grass roots marketing group to help heighten our social media exposure.</li> <li>● Efforts are currently focused on Instagram, Twitter and Facebook platforms.</li> </ul>	

MARKETING UPDATE (cont.)	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<ul style="list-style-type: none"> <li>o Marketing digital efforts are measured through impressions and click throughs.</li> <li>o One of the partners on this team is a SAC alum who works extensively in the social media environment.</li> <li>o He is working with the divisions and departments to identify what's unique about SAC, what sets SAC aside.</li> <li>• Strong efforts continue to reach our high school students through our Outreach and Student Services Team.</li> <li>• Marketing continues at the MainPlace kiosk. <ul style="list-style-type: none"> <li>o The team is evaluating the outcomes from this effort.</li> </ul> </li> </ul> <p>Overall the campus is taking advantage of what sets SAC apart in directing our marketing opportunities.</p> <p>An open invitation was offered to anyone interested in attending a Marketing meeting. The next meeting will be held on March 14 in S-215 from 1:30p.m. – 3:00p.m.</p>	
ACCREDITATION	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p>Dr. Collins advised the members that moving forward the committee will be working on one of the new Accreditation standards related to fiscal resources.</p> <p>Discussions will include:</p> <ul style="list-style-type: none"> <li>• Our current processes and how well they work.</li> <li>• How do we share that information with our college community?</li> <li>• How can we improve?</li> <li>• How do we capture feedback on our processes?</li> <li>• Implementation of those recommended improvements.</li> </ul> <p>These discussions will allow for continual improvement on the way the college plans and utilizes its fiscal resources.</p>	
9. OLD BUSINESS	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	There was no old business to report.	
10. NEW BUSINESS	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p><b>Spring/Intersession costs</b></p> <p>Esmeralda Abejar, Campus Budget Manager presented an overview of the Spring/Intersession costs that included a cost comparison from 14/15. (see attached)</p> <ul style="list-style-type: none"> <li>• Intersession costs were very efficient taking into consideration the cost per LHE was higher.</li> <li>• The Spring 2016 costs are shown as a projection at this time.</li> <li>• Criminal Justice and Fire Academies costs shown are estimated rolled over costs.</li> <li>• It was notated that the overview shows the increase in costs without an increase in FTES generation. <ul style="list-style-type: none"> <li>o Important to continues to focus and efficiency and productivity.</li> </ul> </li> <li>• Comparison reporting allows the committee to be aware of the Schedule costs and the status of our FTES production.</li> <li>• Members were reminded that the overview did not include benefits.</li> </ul>	

NEW BUSINESS (cont.)	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	Members were reminded that information will continue to be provided regarding costs and revenue as the year moves forward in an effort to keep members updated on how the budget is performing.	
11. FUTURE AGENDA ITEMS		
12. OTHER BUSINESS	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<b>Meeting minutes</b> The meeting minutes will be sent to the membership prior to the meeting. Members are asked to review them ahead of time and be ready to discuss any corrections/edits or move forward to approve them.	

Submitted by Geni Lusk  
 March 21, 2016  
 Next Meeting – April 12, 2016

**The mission of Santa Ana College** is to be a leader and partner in meeting the intellectual, cultural, technological and workforce development needs of our diverse community. Santa Ana College provides access and equity in a dynamic learning environment that prepares students for transfer, careers and lifelong intellectual pursuits in a global community.

Administrators	Academic Senate		CLASSIFIED	GUESTS	
Mike Collins, co-chair	Ray Hicks co-chair	Brian Sos(a)	Omeline Garcia (a)	Esmeralda Abejar	Teresa Mercado-Cota
Bart Hoffman(a)	Elliott Jones(a)	John Zarske	Denise Hatakeyama	Eve Kikawa	
Jim Kennedy(a)	Monica Porter	George Wright	Jimmy Nguyen		
Lilia Tanakeyowma	<b>Student Rep.</b>		Leslie Wood-Rogers		
	John Olivares(a)				
<b>1. WELCOME</b>					Meeting called to order 1:35p.m. Meeting adjourned - 2:58p.m.
		Self-introductions were made.			
<b>2. PUBLIC COMMENTS</b>		<b>DISCUSSION/COMMENTS</b>			<b>ACTIONS/ FOLLOW UPS</b>
		Today marks the 104 <sup>th</sup> anniversary of the sinking of the Titanic			
<b>3. MINUTES</b>		<b>DISCUSSION/COMMENTS</b>			<b>ACTIONS/ FOLLOW UPS</b>
		The March 1, 2016 Planning and Budget minutes were presented for approval.			The approval of the March 1, 2016 will be tabled to the April meeting due to a lack of quorum.
<b>4. BUDGET UPDATE</b>		<b>DISCUSSION/ COMMENTS</b>			<b>ACTIONS/ FOLLOW UPS</b>
		<b>State</b> <ul style="list-style-type: none"> <li>Total State revenues of \$7.40 billion outpaced projections in the proposed budget released in January by 3 percent (corp. tax up, sales tax up, personal income tax down)- this also represents the performance of our state through 9 months of the Fiscal Year—0.7% (\$512 million higher than the Governor’s January budget proposal).</li> <li>UCLA Anderson national economic forecast released last Wednesday- in essence stating that California should experience steady but slow economic growth through 2018 – and outperform most other states.</li> <li>Good news for higher education in California, as we rely on capital gains and income tax to fund our college budget and programs through prop 98</li> <li>The state’s innovation centers in San Fran, LA, and Orange County are driving the state’s economy- but as we all know, relying on the state’s wealthiest earners and innovation is bust and boon...</li> <li>We’ll see how the Governor reacts to the positive economic news and revenue reports when he releases his May revise.</li> </ul>			

BUDGET UPDATE (cont.)	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p><b>District</b></p> <ul style="list-style-type: none"> <li>• The District is not growing, and actually is at risk of producing less FTES than last year.</li> <li>• Standing by for ratification of the agreement with CSEA. Appears that FARSCCD has not settled. Tough to build our tentative budget when we don't know what impact settlements will have on our budget availability, and how it will affect our discretionary budgets.</li> <li>• In the last FRC, it was recommended that for any deficit the District might encounter at tent. Budget, all three budget centers will have to cover the deficit, with the District Operations cutting their budget by the percentage allocated off the top of apportionment revenue (approx. 17.7%), and the SAC and SCC will cover remaining amount in accordance to their FTES split outlined in the Budget Allocation Model.</li> <li>• While an increase of \$250k in legal fees will be paid for by the colleges, the District will not provide marketing funds to the colleges to drive DIST enrollment for FY 16-17. Any marketing funds will have to be budgeted for by the colleges.</li> </ul> <p><b>SAC</b></p> <ul style="list-style-type: none"> <li>• Currently in the middle of our Tentative Budget build. In essence, balancing back to our adopted budget for FY 15-16, with the exception of our increasing personnel costs and other fixed costs, and taking into consideration the revenue shortfall at this point in tentative budget development, in light of our increasing expenditures related to fixed costs.</li> <li>• As is stands right now, there is an approx. \$3.6 million District deficit at tentative budget. SAC's portion of this is approx. \$1m, which will come out of our ending balance in lieu of making significant cuts to our already thin discretionary accounts. Important to remember that these are one-time funds covering this potentially ongoing revenue deficit. Also, remember that this deficit may decrease or potentially increase at Adopted Budget, so stand by for more information as we roll down the track.</li> <li>• There are concerns about the significant increase in FY 15-16 LHE outlay and the decrease in FTES production as a college. This was seen for both the fall and spring semesters. It is critical that our college become more efficient and productive with our instructional expenditures and our schedule, particularly when FTES revenue is decreasing and expenditures are increasing.</li> <li>• The budget office has produced our cash flow report for March month-end, and the college is under budget at this point in the FY, and it is anticipated that the college will carry a solid ending balance that is intended to bridge the gap between our potentially decreased FTES revenue and our increasing operating expenditures in the very near future.</li> </ul>	

5. ENROLLMENT UPDATE	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p>The following was reported for Spring 2016:</p> <ul style="list-style-type: none"> <li>• Cred – down 2.9% or 167.78FTES</li> </ul> <p>This reflects an improvement from last week. Gr8 offerings are helping.</p> <ul style="list-style-type: none"> <li>• Non-Credit – down 15.4% or 246.64FTES</li> </ul> <p>It was noted that an increase is anticipated on the non-credit side.</p> <p>A strong Summer was noted in credit/non-credit. A strong Fall was also reported in non-credit.</p> <p>YTD SAC is at tracking 45FTES down or .25%. District is down 97FTES or .37% YTD.</p> <p>Intersession schedule offered high demand classes. Offerings become stepping stones for student pathways as well as attract outside students looking to pick up some general ed. classes. It was noted that it is not clear as to how the Intersession offerings impact Spring.</p>	
6. STUDENT UPDATE	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	No update.	
7. SACTAC	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	No update.	
8. MARKETING UPDATE	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p>Teresa Mercado Cota provided the members with an update on the college's marketing efforts. The marketing team consistently is looking for innovative ways to market the college both internally and externally. The college is engaging in a number of advertising means.</p> <p>A quick overview of the college marketing buys was presented. External efforts are going beyond Santa Ana Unified and reaching out all over Orange County. Funds are being used to effectively market SAC's programs and quality faculty.</p> <p>Members were advised of the following new efforts to increase the college's visibility and increase awareness in our local population.</p> <ul style="list-style-type: none"> <li>• Printed materials have been translated into Farsi to reach the Farsi population attending CEC from Irvine.</li> <li>• Billboards off freeways and on main streets, specifically the billboard off of the 22fwy and Harbor. This billboard is generating 685,000 impressions per week.</li> <li>• Partnership with OCTA for coverage on the busses. From Cal State Long Beach all the way down Westminster Ave. The college is also leveraging this relationship with other routes within the SAC service area.</li> <li>• Centennial street banners will be replaced with new SAC marketing banners.</li> <li>• Looking at options for banners in the city of Santa Ana.</li> <li>• Through the Smolarcorp group, the college is working with a SAC Alum who is specifically focusing on Social Media. SAC's social media followers are increasing each week.</li> </ul> <p>It was also noted that the college enjoys several strong community relationships such as City of Santa Ana, Chambers of Commerce, SAUSD, Consul of Mexico and</p>	

MARKETING UPDATE (cont.)	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p>community based grass roots organization. These relationships often allow for free advertisements in their newsletter thus increasing SAC's exposure.</p> <p>Members were reminded that the funds being used for Marketing are a combination of the 15/16 one-time funds (\$250,000) and Equity funds (\$100, 000).</p> <p>Eve Kikawa shared the discussion with the Ryan Smolar (Smolarcorp) regarding the possibility of the El Don becoming the newspaper of Santa Ana thus expanding the college's exposure.</p> <p>Dr. Collins extended his appreciation to Teresa for her work noting that the college is doing much more than ever before in the marketing area.</p>	
ACCREDITATION	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p>Members were advised that on Wednesday, April 13 College Council will be participating in an Integrated Planning retreat. The retreat will focus on resetting the roles of the Participatory Governance Committees and the Plans the college works through, Educational Master Plan, Facilities Master Plan, Strategic Plan and Technology Plan.</p> <p>Specifically:</p> <ul style="list-style-type: none"> <li>• How SAC's Integrated Planning model works.</li> <li>• How do the college plans work together toward the goals outlined in the College Mission and Strategic plan.</li> </ul>	
9. OLD BUSINESS	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	There was no old business to report.	
10. NEW BUSINESS	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p><b>FY 16/17 SAC Tentative Budget Development Plan</b></p> <p>Esmeralda Abejar, Campus Budget Manager presented the FY 16/17 SAC Tentative Budget Development Plan to the membership.</p> <p>Ms. Abejar clarified for the members that Sabbatical leaves are funded as FT instructors and the position is backfilled. Specifically, if the course(s) previously taught by the leave instructor is offered, the part-time instructor position needed would be backfilled.</p> <p><b>Quarterly Cash Flow report</b></p> <p>The Quarterly Cash Flow report ending March 2016 was presented. The report reflected a budget usage of 66%. The ending balance is estimated at 4mil.</p>	
11. FUTURE AGENDA ITEMS		
12. OTHER	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<p>■ There was discussion regarding the decline in FTES. Members were advised of some of the factors that play into the decline.</p> <ul style="list-style-type: none"> <li>• Downward trend statewide.</li> <li>• Potential students go to work as the economy improves.</li> <li>• Impact of campus construction.</li> </ul>	

OTHER (cont.)	DISCUSSION/ COMMENTS	ACTIONS/ FOLLOW UPS
	<ul style="list-style-type: none"> <li>Declining numbers of SAUSD graduating classes.</li> </ul> <p>■Members were also reminded of the Enrollment Management Task Force efforts. Prior to the semester, the task force team reviews environmental scans, efficiency and productivity, and demographic data to determine the upcoming offerings. There will be a more robust approach to the Educational Master Plan, Strategic Plan and the Enrollment Management Plan. It was noted that an Integrated Planning Workshop with College Council will be held on April 13.</p> <p>■Members were advised that the revenue from the International Students program has increased significantly. The college is actively pursuing international markets selling the Santa Ana College brand.</p> <p>■Members were advised that efforts are moving forward with the website upgrades. \$50,000 - \$60,000 one-time funds along with \$50,000 - \$60,000 equity funds are being set aside to upgrade the college's web presence.</p>	

Submitted by Geni Lusk  
April 26, 2016  
Next Meeting –May 3, 2016