



Grossmont-Cuyamaca Community College District

**Strategic Planning /
Linking Planning to Budget
and
2013/14 Tentative Budget Workshop
June 11, 2013**

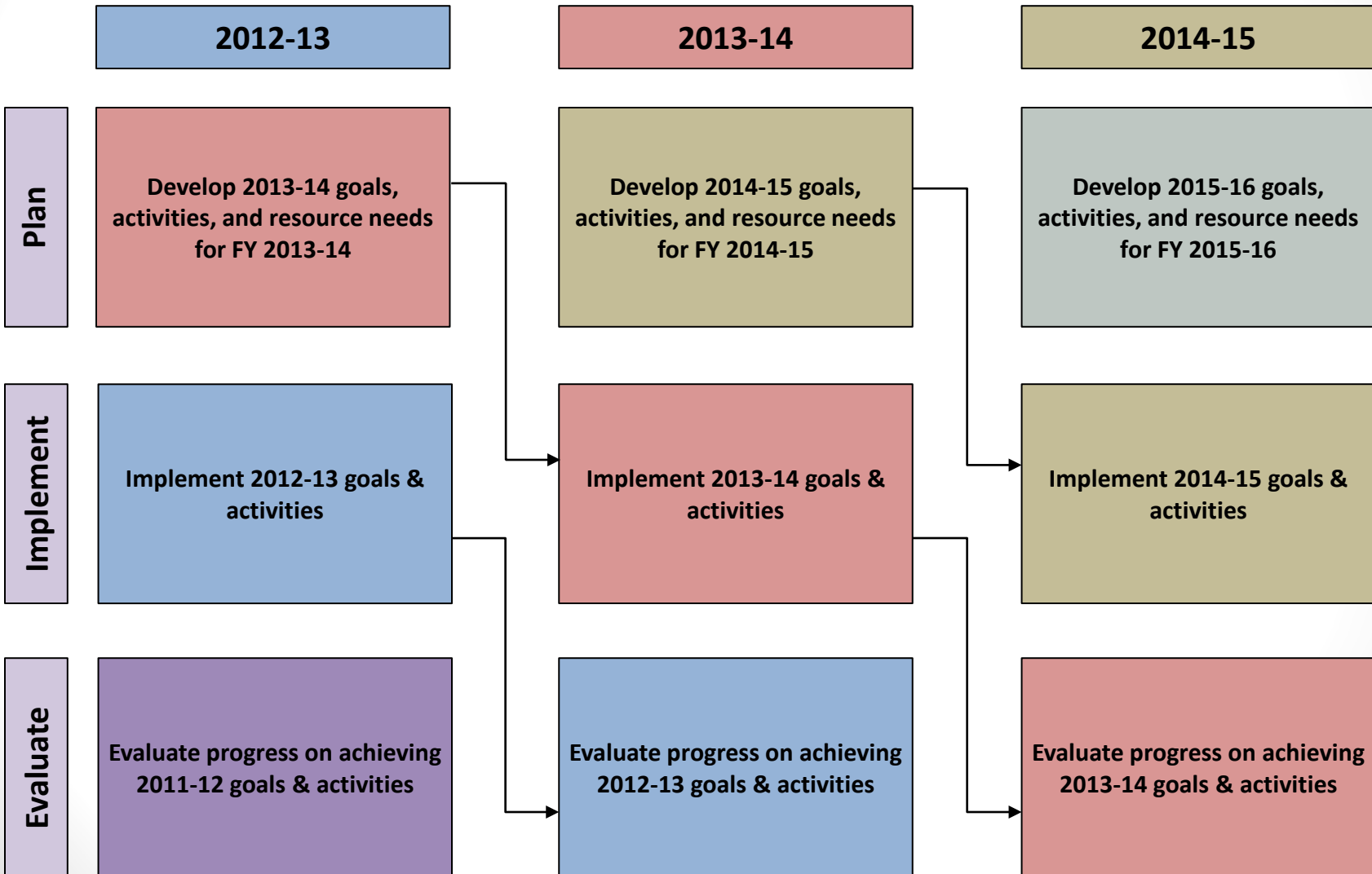
Presented by:

Cindy Miles, Sunita Cooke, Mark Zacovic, Sue Rearic,
Christopher Tarman, Tim Flood, Arleen Satele, Sahar Abushaban

GCCCD Mission & Areas of Focus

- Provides the framework for comprehensive GCCCD planning efforts
 - Student Access
 - Learning and Student Success
 - Value and Support of Employees
 - Economic and Community Development
 - Fiscal and Physical Resources
- Informs all plans, including staffing plans, technology plan, education and facilities master plans

GCCCD Planning Cycle

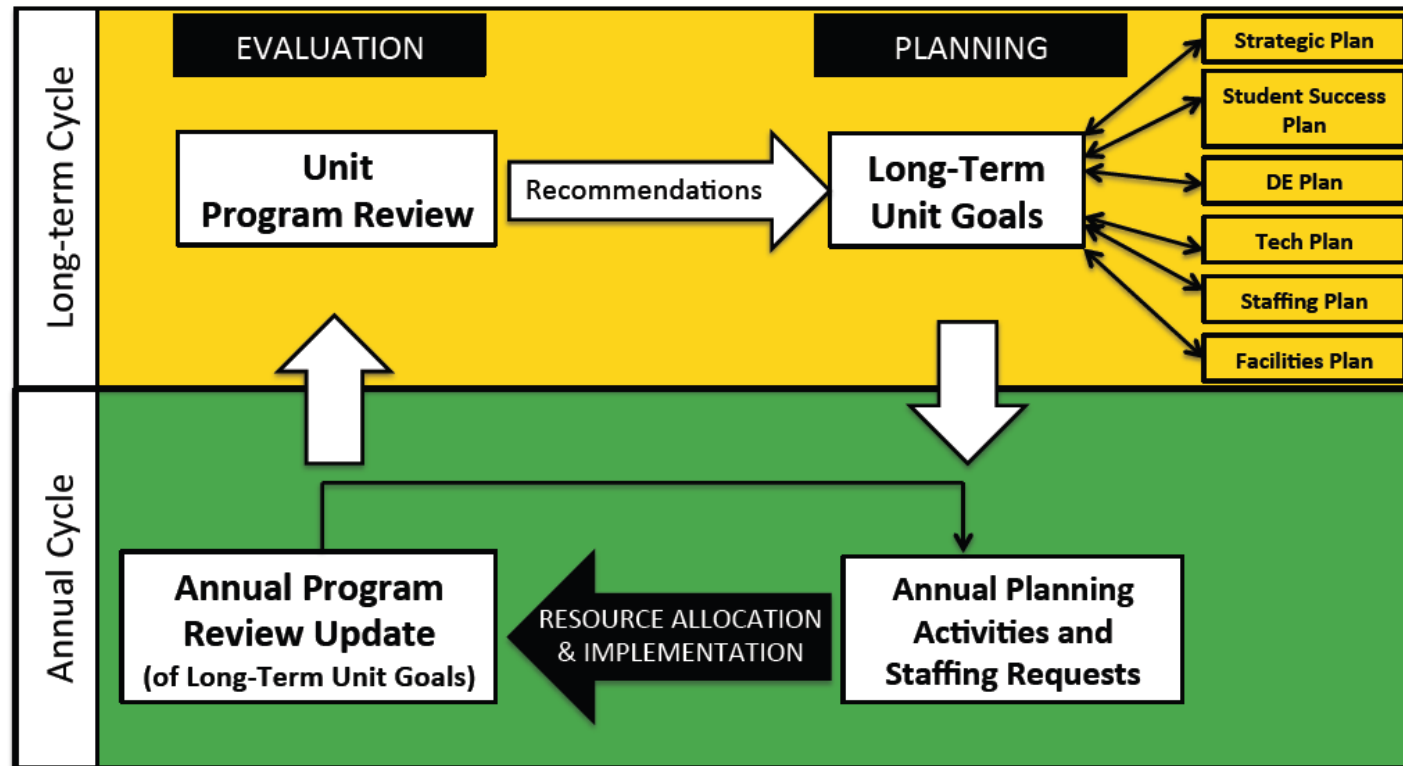


Grossmont College

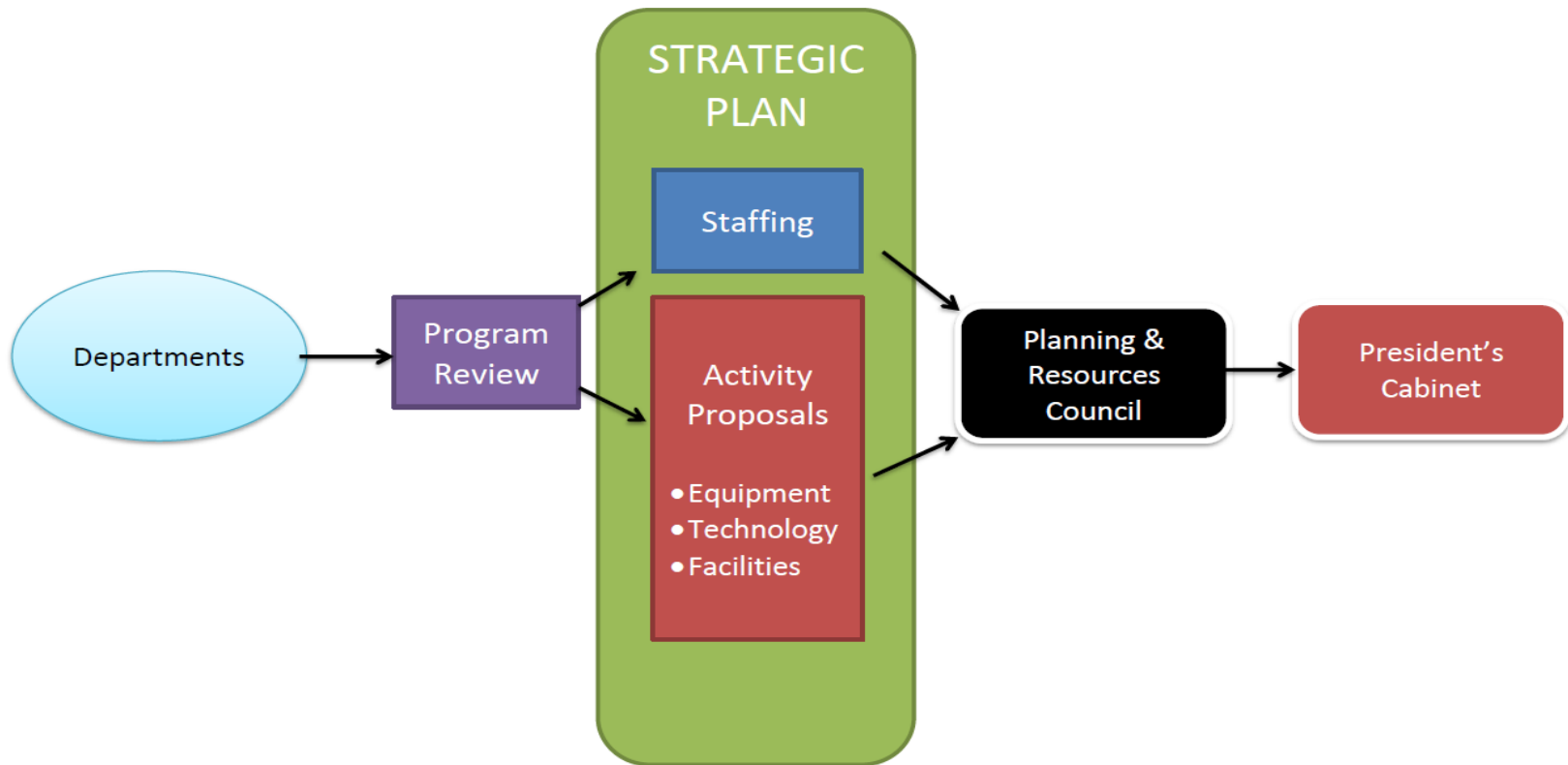
Sunita Cooke

President

Grossmont College Planning Process



Grossmont College Planning Process



Grossmont College Strategic Planning Goals & Activities

- **Student Access: Respond to Evolving
Community Needs**

- Early Admissions Opportunity (EAO)
- Comprehensive assessment, orientation,
advising for new high school graduates
- Over past 2 years served 1,103* students
- % of students understanding college success strategies doubled.
- Course Retention up 5% and Success up 13.4%
- Average # units completed up >30%
- Will be funded through ongoing funds in 13/14 at a cost of \$41,000



Grossmont College Strategic Planning Goals & Activities

- **Learning & Student Success: Provide an Exceptional Learning Environment to Promote Student Success**
 - Focus on closing the Achievement Gap (Approx. \$120,000)
 - Student Engagement (Approx. \$61,550)
 - Learning Communities and Freshman Academy (Approx. \$288,000)



Grossmont College Strategic Planning Goals & Activities

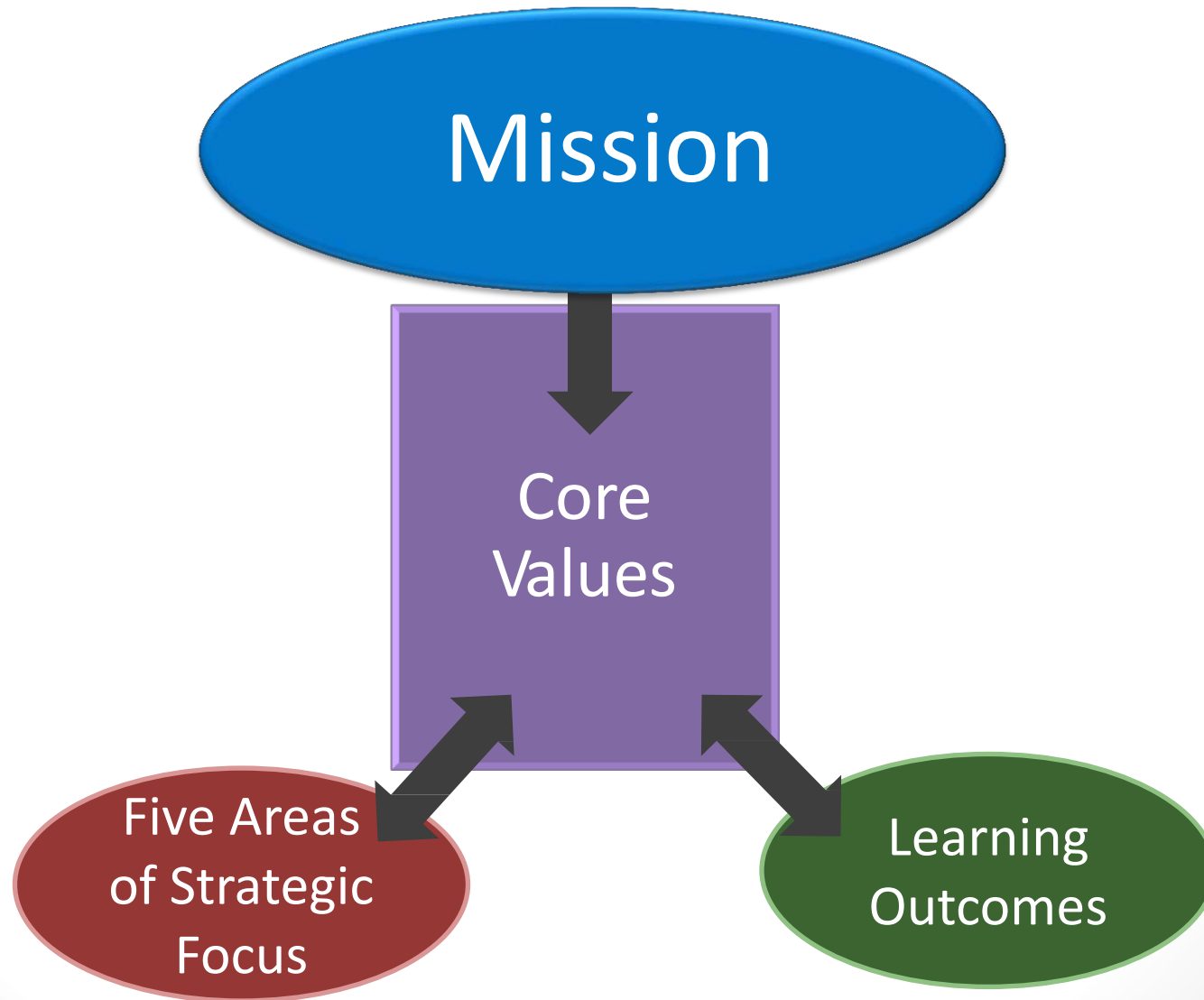
- **Fiscal & Physical Resources: Promote Institutional Effectiveness**
 - Create a Dean of Planning & Institutional Effectiveness
 - Hire critical staff to support core functions (replacement and newly configured)
 - 6 faculty
 - 3 administrators
 - 8 staff
 - Approximately \$1.3 million including benefits

Cuyamaca College

Mark Zacovic

President

Cuyamaca College Planning Process



Cuyamaca College Planning Process

The mission of Cuyamaca College is to serve a diverse community of students who seek to benefit from the College's wide range of educational programs and services.

Cuyamaca College Planning Process

Core Values

- Academic Excellence
- Student Access & Success
- Environmental Stewardship
- Strong Community Relations
 - Innovation & Creativity
- Diversity & Social Harmony

Cuyamaca College Planning Process

Areas of Focus

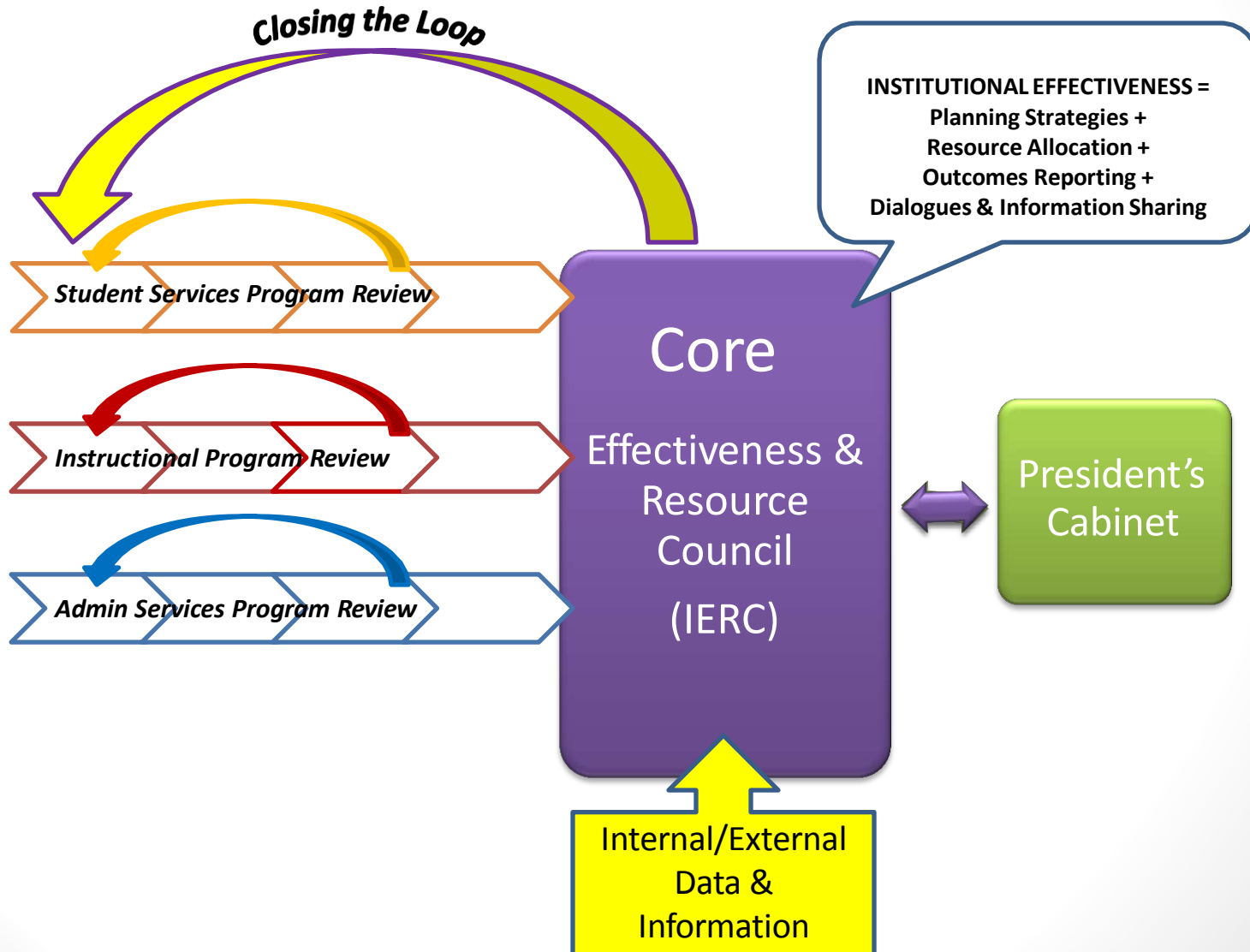
- Student Access
- Student Learning & Success
- Value & Support of Employees
- Economic & Community Development
- Fiscal Resources

Cuyamaca College Planning Process

Learning Outcomes

- Personal Responsibility
- Critical & Creative Thinking/Innovation
- Career and/or Transfer Readiness
- Environmental Stewardship
- Civic Responsibility
- Global Awareness/Cultural Competence

Cuyamaca College Planning Process



Cuyamaca College Strategic Planning Goals & Activities

BUDGET CRITERIA

Using data to inform its decisions while working within fiscal constraints, the college will:

1. Strategically ensure student access to learning

- Optimize course schedule to reach enrollment goals
- Reestablish outreach and marketing activities

**** High School Outreach (Approx. \$126k)***

Cuyamaca College Strategic Planning Goals & Activities

2. Support the quality of the overall educational experience.

Restore critical operational department budgets

Provide adequate wrap-around services

Fund student success initiatives

Increase full-time faculty and staff contract positions

➤ ***First Year Experience Program (Approx. \$243k)***

➤ ***Reinvigorate Tutoring Departments (Approx. \$110k)***

➤ ***Human Resources (Approx. \$933k)***

3—Faculty

9 – Classified

2 – Administrators

Reorganization of Instruction Unit to include a

Dean of Career and Technical Education

Cuyamaca College Strategic Planning Goals & Activities

3. Support ongoing planning & accreditation priorities

- ❖ *TracDat Implementation (Approx. \$63k)*

4. Invest in revenue generating infrastructure

- ❖ *Hire a grant writer to retain Hispanic Serving Institution (HSI) status and to assist in the application for a Title V–“Strengthening Institutions Grant”, (Approx. \$43k)*
- ❖ **Potential funding is \$4 million over the next five years**

District Services
Sue Rearic
Vice Chancellor-
Business Services

District Services Planning Process

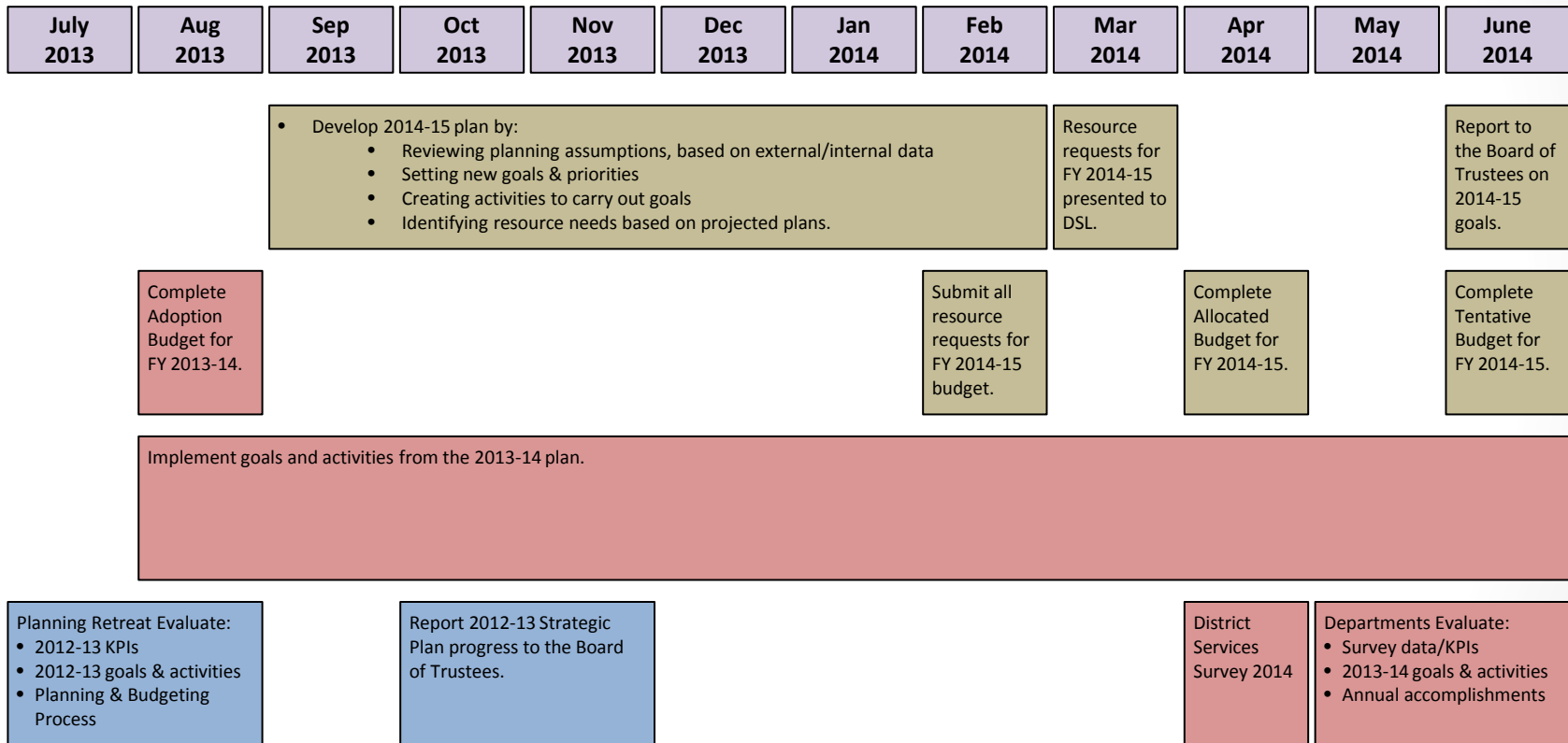
- District Services Leadership Council (DSL)
 - Commenced Spring 2010
 - Council Members:
 - Classified Senate Representatives
 - Bargaining Units Representatives
 - Auxiliary & FGCC Representatives
 - All Managers & Supervisors

District Services Planning Process

- Monthly DSL meetings include planning, budget & other District Services issues
- Developed a multi-year calendar with established steps
- Link planning to all department activities

District Services Planning Process

District Services Strategic Planning Timeline: 2013 – 2014 Planning Cycle



■ = 2012-13 Planning Year
 ■ = 2013-14 Planning Year
 ■ = 2014-15 Planning Year

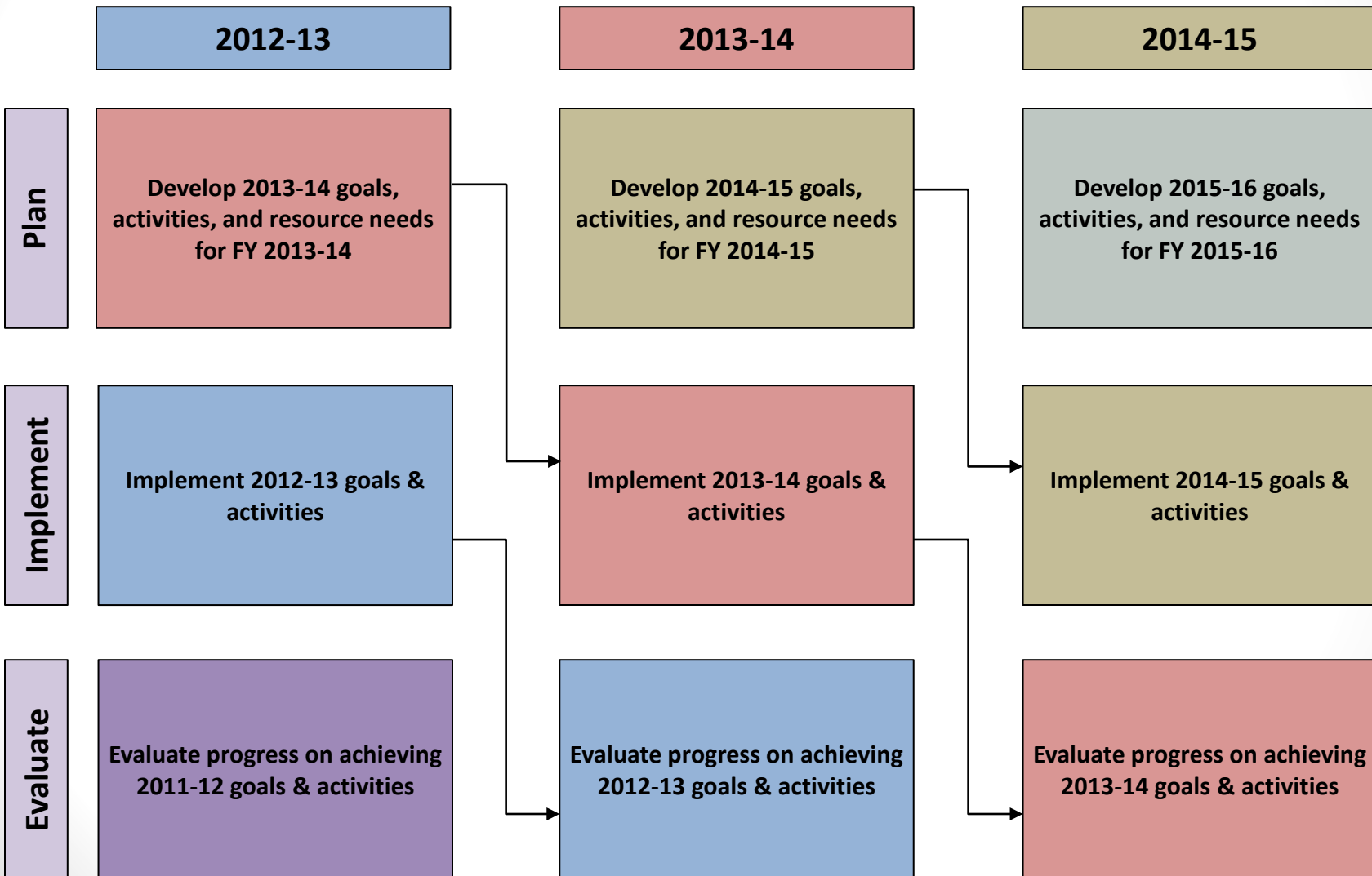
District Services Strategic Planning Goals & Activities

- Continue to enhance our vision of *leadership that enables & supports educational excellence*
- Goals & related activities by department
- Staffing Plan requests considered at our planning council
- Some planned activities become budget requests

District Services Strategic Planning Goals & Activities

- Funding allocations within current funds
- 2013/2014 Planning Resource Requests:
 - Radio & TV advertisements regarding enrollment access \$30,000
 - Technical training for IT Staff \$20,000
 - Contract services to support RPIE and grant development research \$55,000

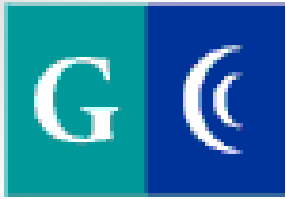
Summary: Next Steps





Grossmont-Cuyamaca Community College District

**2013/2014
Tentative Budget
Presentation**



Total Tentative Budget

➤ Today's Workshop

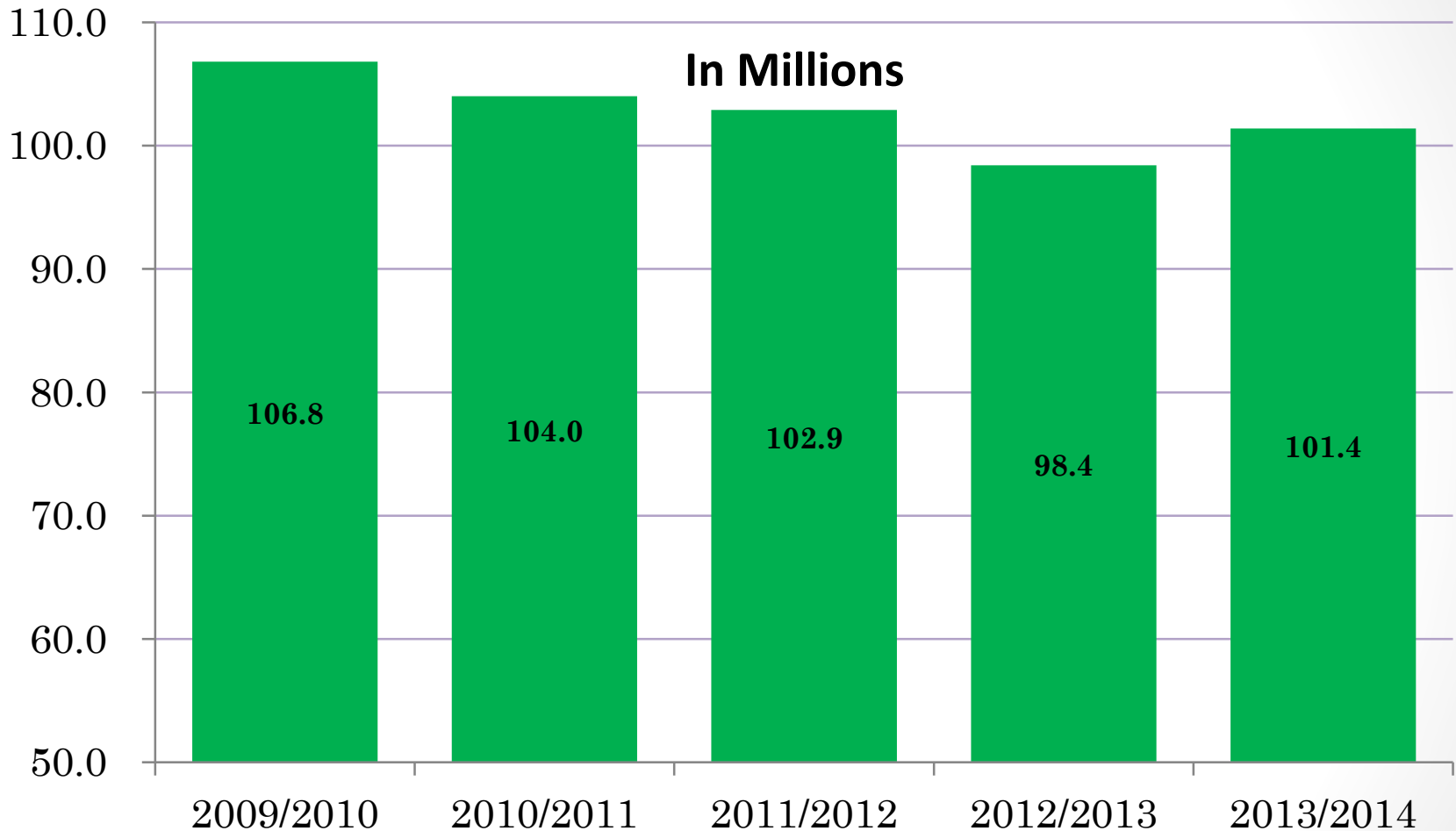
- PowerPoint Presentation
- Tentative Budget Packet

➤ Total Budget \$135,053,554

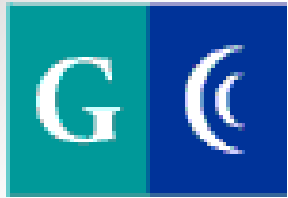
○ General Fund:	<u>11/12 TB</u>	<u>12/13 TB</u>	<u>13/14 TB</u>
Unrestricted Fund	\$ 102.9m	\$ 98.4m	\$101.4m
Restricted Fund	19.1m	19.4m	16.9m
Total General Fund	\$122.0m	\$117.8m	\$118.3m
Other Funds	50.9m	28.7m	16.8m
Total Budget	<u>\$172.9m</u>	<u>146.5m</u>	<u>\$135.1m</u>



Tentative Budget



■ Unrestricted General Fund



2013/2014 Budget Message

- **State Budget Looks Brighter than Last Few Years**
- **Still lower than 2009/10 level**
- **Tentative Budget is presented for Governing Board approval in June:**
 - Required by Education Code by 6/30 each year
 - Required to continue operations on July 1st
 - Required to fund commitments for new fiscal year



2013/2014 Budget State Overview

➤ No structural shortfall in 2013/14 or out years

- 2008-09 - \$14.5 billion
- 2009-10 - \$41.6 billion
- 2010-11 - \$19.9 billion
- 2011-12 - \$25.4 billion
- 2012-13 - \$ 9.2 billion
- 2013-14 \$ 0

➤ Invest in both K-12 and Higher Education

➤ Continue to pay down the Wall of Debt

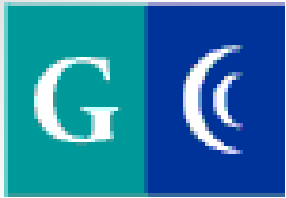
- 2010-11 \$ 35.0 billion
- 2012-13 \$ 27.0 billion
- 2016-17 Goal \$ 4.7 billion



California Community Colleges

May Revise includes:

- 1.57% Cost-of-living adjustment
- 1.63% Enrollment Restoration/Access
- \$50 million additional for Student Success and Support Program
- \$16.9 million to increase the number of courses available through the use of technology
- Pay down additional \$179.9 million in deferrals in current year and additional \$64.5 million in 2013-14



Tentative Budget Assumptions

- 1.57% Cost-of-Living adjustment \$1.3million

- 1.63% Enrollment Restoration \$1.3 million
 - FTES CAP 17,291
 - 277 additional FTES

- 4% Budget set aside \$3.7 million
 - Set aside for possible revenue shortfall this year

- One-time 12/13 funds dedicated \$2.3 million
 - \$3.9 million current year
 - \$8.2 million last year

- Beginning balances at prior year TB level \$2.5 million



Grossmont-Cuyamaca CCD

Workload Reduction Summary

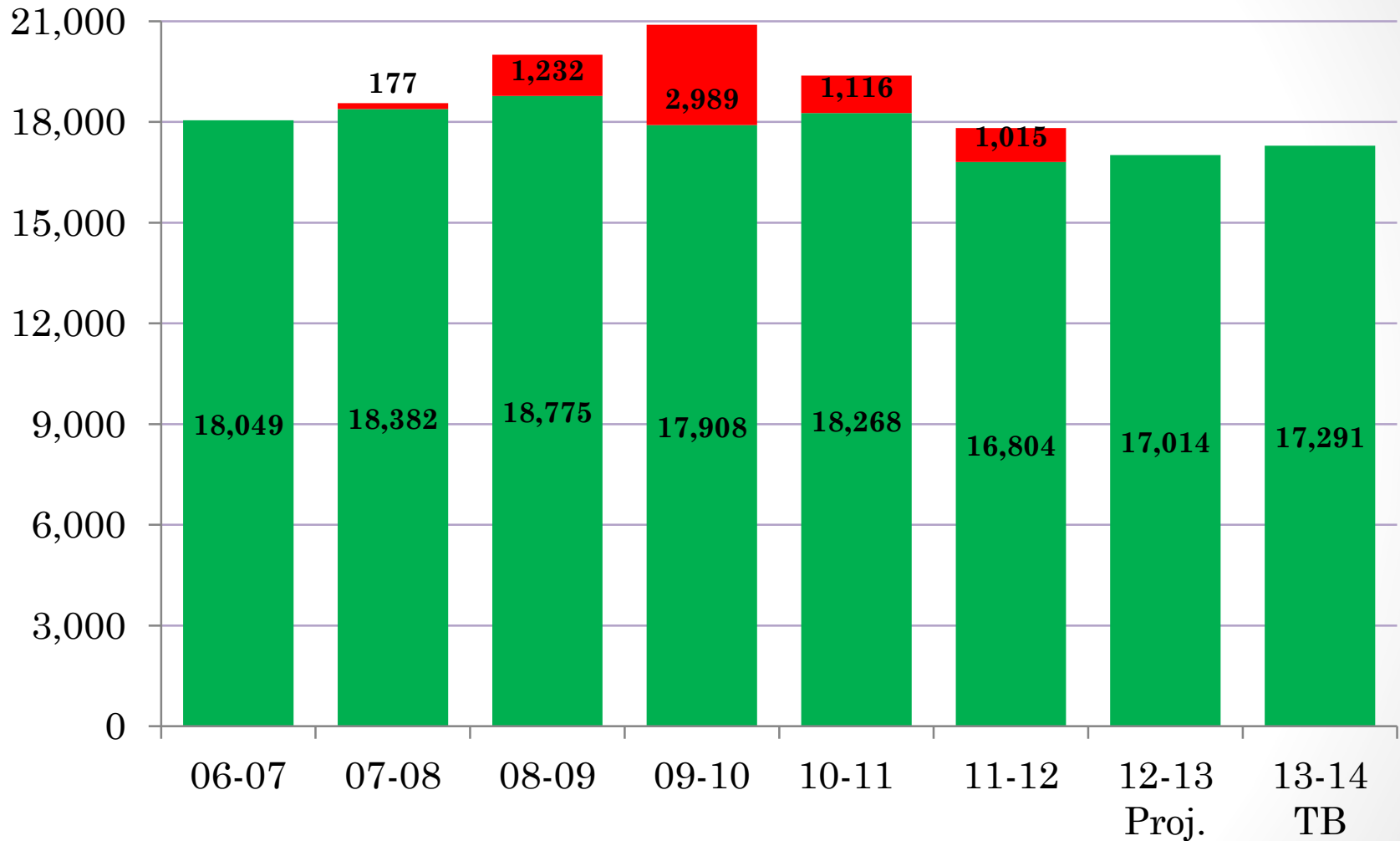
2009-10 revenue reduction	(\$3,049,857)	-3.35%
2010-11 workload restored	<u>\$ 2,123,704</u>	<u>2.14%</u>
Workload restoration remaining	(\$ 926,153)	-1.21%
2011-12 additional revenue reduction	(\$6,340,043)	-7.65%
2012-13 workload restored	\$ 926,153	1.21%
2013-14 workload restoration	\$1,283,311	1.63%
Remaining Workload Reduction	<u><u>(\$5,056,732)</u></u>	<u><u>6.02%</u></u>

Apportionment Reduction

In addition to the ongoing workload reduction, the State imposed one-time deficit funding totaling **\$3.2** million over the last 4 years



FTES History & Projections

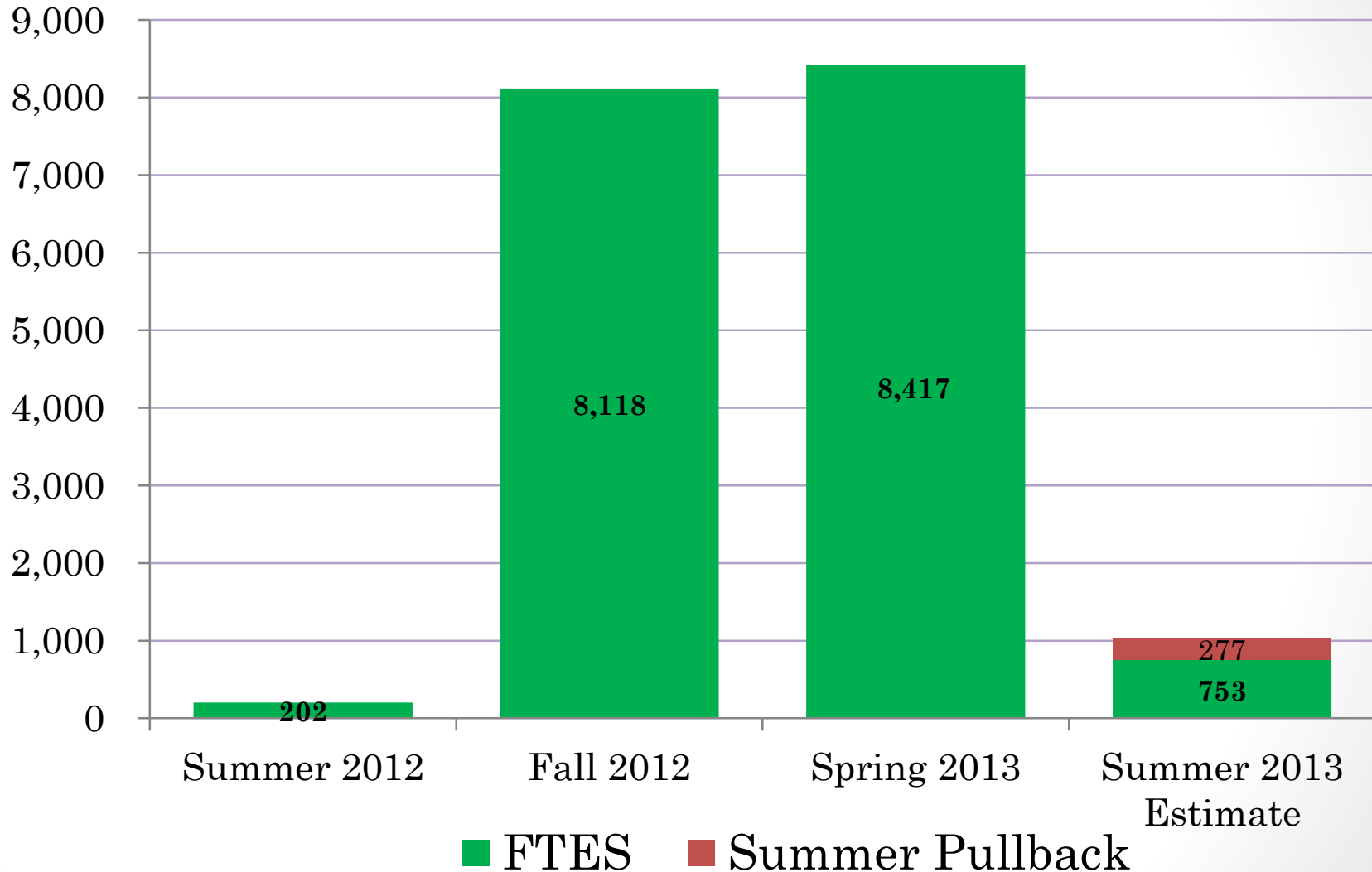


■ Funded FTES

■ Unfunded FTES



2012-2013 FTES Forecast



Total FTES CAP = 17,014



Sections offered in Summer



■ Summer Sections



State General Apportionment Payment Deferrals

Fiscal Year	Statewide Deferral	GCCCD Deferral
2007/2008	\$200 M	\$ 3.1 M
2008/2009	\$540 M	\$ 8.4 M
2009/2010	\$703 M	\$10.9 M
2010/2011	\$832 M	\$13.4 M
2011/2012	\$961 M	\$15.1 M
2012/2013	\$621M	\$ 9.8 M
2013/2014	\$558 M	\$ 8.8 M



State General Apportionment Payment Deferrals

- Deferrals are paid to the District by July of next fiscal

- January to June apportionment payments are reduced by the deferral amount

- Impacts of Deferral:
 - Significant challenges with cash flow
 - Cost of borrowing to meet operational expenses of the District



Site Allocations

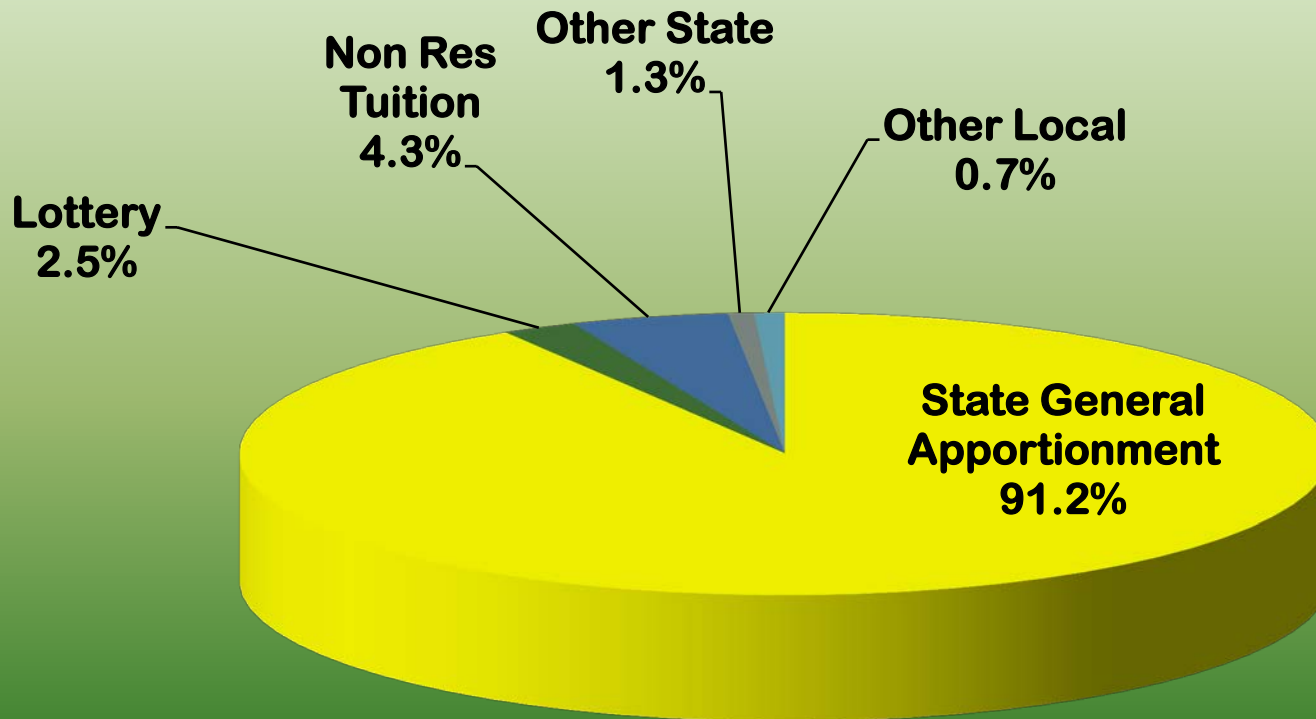
Unrestricted General Fund

Total Funds Available	\$ 101,387,437
Less 5% Contingency Reserve	(4,836,464)
Total Formula Allocation	<u>\$ 96,550,973</u>

Grossmont College	\$ 56,478,762	Page 14
Cuyamaca College	25,320,133	Page 18
District Services	10,123,431	Page 22
Districtwide Commitments	4,628,647	Page 26
Total Allocations	<u>\$ 96,550,973</u>	



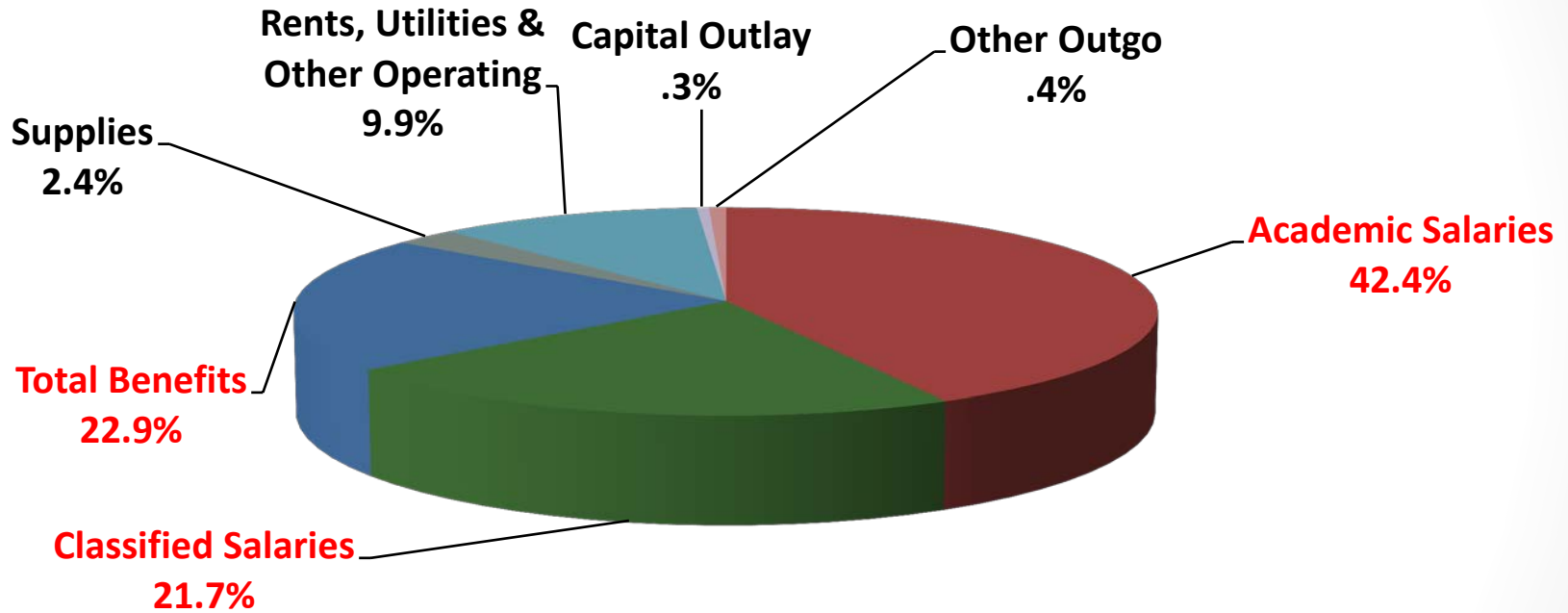
Unrestricted General Fund Revenue - \$91.9 m – Page 6



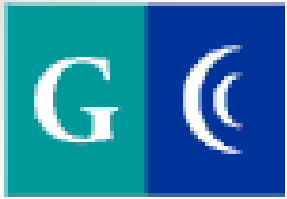
Total State Revenue 95%



Unrestricted General Fund Budget Expenditures – Page 10

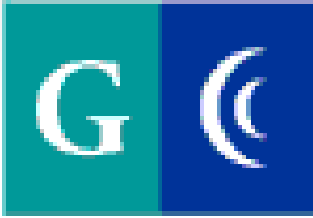


Operational Costs	13.0%
Total Compensation	87.0%



Budget Challenges

- Redevelopment Agency (RDA) backfill
- Proposition 30 is temporary tax increase
- Economic recovery is fragile
- Meeting FTES Goals
 - Increased competition provides students with multiple options



SUMMARY

Step 1 Consider 2013/14 Tentative Budget

- Tentative Budget must be approved
- Going to the Board for approval June 18
- Continue operations July 1, 2013

Step 2 Close Out 2012/13

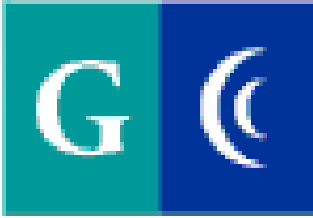
- Final revenue & expenditures

Step 3 Develop 2013/14 Adoption Budget

- Update revenue per approved State budget
- Update beginning balance

Step 4 Monitor FTES Goals and Students Demand

- Students have more options available
- Continue to monitor class efficiency and fill rates



Questions ?

District Strategic Planning & Budget Committee Members:

Alicia Munoz

Anne Krueger

Arleen Satele

Avelina Mitchell

Brian Nath

Chris Tarman

Cindy Miles

Danene Brown

Esau Cortez

Jaclyn Marlow

Jeff Baker

Jesus Miranda

Jim Mahler

Kim Widdes

Linda Jensen

Mark Zacovic

Michael Barendse

Michael Copenhaver

Rocky Rose

Ryan Montalvan

Sahar Abushaban

Steve Baker

Sue Gonda

Sue Rearic

Sunita Cooke

Teresa McNeil

Tim Corcoran

Tim Flood