

**LOS ANGELES COMMUNITY COLLEGE DISTRICT
BOARD OF TRUSTEES
MINUTES—SPECIAL INSTITUTIONAL EFFECTIVENESS & STUDENT
SUCCESS COMMITTEE
LOS ANGELES VALLEY COLLEGE
PRESIDENT'S OFFICE CONFERENCE ROOM (ADMIN 2)
5800 FULTON AVENUE
VALLEY GLEN, CA 91401
MONDAY FEBRUARY 2, 2015
2:00 P.M. – 4:00 P.M.**

Committee Members: Mike Eng, Chair; Mona Field, Vice Chair; and Ernest H. Moreno, Member

CALL TO ORDER:

Chair Eng called the meeting to order at 2:00 p.m.

Welcome and Introduction of Key Faculty and Staff

Dr. Erika Endrijonas, Valley College President welcomed the committee. She introduced the following Valley College staff: Ms. Karen Daar, Vice President of Academic Affairs; Mr. Florentino Manzano, Vice President of Student Services; Mr. Mike Lee, Vice President of Administrative Services; Dr. Elizabeth Negrete, Associate Dean of Students Services; Ms. Mary John, Bookstore Manager; Mr. Hao Xie, CFA; Mr. Tom Aduwo, Administrative Analyst, HR and Payroll; Mr. Joel Trudjeon, Student Outreach and Recruitment Coordinator; Mr. Vernon Bridges, Financial Aid Director; Dr. Annie Reed, Associate Dean of Student Services; Ms. Dorothy Bates, Child Care Center and Staff Guild Representative; Ms. Cyndi Maddren, Master Calendar, Staff Guild Representative; Ms. Michelle Fowles, Dean of Institutional Effectiveness; Ms. Violet Amrikhas, Budget Analyst; Mr. Raul Gonzalez, Associate Vice President of Administrative Services; and Ms. Magdalena Lopez, Executive Assistant.

President Endrijonas shared that the Accreditation team confirmed their visit to Valley College for April 1. In response to an inquiry made by Trustee Field, President Endrijonas responded that she will forward the itinerary of the team's visit once it is received.

PURPOSE OF THE MEETING

Chair Eng thanked President Endrijonas for the welcome comments. He stated that the purpose of the meeting is to provide an opportunity for a candid conversation and to obtain specific deadlines for further action. He emphasized the need for the college to have a process that is sustainable.

Chair Eng proceeded to introduce Ms. Bobbi Kimble, Interim Vice Chancellor, Educational Programs and Institutional Effectiveness, and Dr. Adriana Barrera, Deputy Chancellor. He continued by introducing Trustees Mona Field, Vice Chair, and Ernest H. Moreno, Member.

Vice Chair Field welcomed everyone and emphasized the importance of report documentation and ensuring the report includes appropriate hyperlinks.

Member Moreno welcomed the opportunity to work with the college's administration. He expressed his desire to resolve the college's deficit.

Chair Eng added that if there is an issue, they want to know before any final decision is made.

PUBLIC COMMENT

None

REVIEW OF ACCREDITATION REPORT RECOMMENDATIONS

Ms. Kimble stated that all recommendations but one made by the accreditation team to the college were resolved. She stated that the recommendation on the control of budget and expenditures is pending. Ms. Kimble expressed her optimism for a positive resolution.

REPORT ON COLLEGE RESPONSES

Upon request by Chair Eng, President Endrijonas began her presentation. She began by saying that in this recommendation it specifically states that the president shall ensure effective control of the budget and expenditures. She has taken the lead because the recommendation is about finances and managing control of the budget and ensuring that the college is moving in the right direction. She stated that the report was shared and reviewed by a group of stakeholders. The recommendation demonstrates how the college would resolve the budget deficit and what its next steps will be. The response to the recommendation was formulated into three parts: 1) Administrative Stability, 2) Appropriate Management and Control Mechanisms, and 3) Achieving a Balanced Budget and Enrollment Management Efforts.

Administrative Stability - The College has addressed its administrative stability. In terms of enrollment management, the college did an excellent job over the last two years, ensuring that the growth targets were met, but some refinements still need to be done. President Endrijonas stated that the Brain Trust's (a consulting firm) recommendations were good regarding reassigned time. However, she stated that the firm reported an incorrect number for release time. The college has 12.5 FTEF in reassigned time. She indicated that one possible reason for the discrepancy in the report regarding FTEF reassigned time is probably that the consultants counted heads, not FTEF.

Appropriate Management and Control Mechanisms – Chair Eng asked for comments on budget control mechanisms. President Endrijonas responded that it is about establishing the dialog about expenditures, the need to evaluate within the lens of sustainability and transparency. A question and answer dialog ensued about the mechanisms taken to ensure control, including empowering the people that have oversight to make decisions and moving away from micromanaging. Vice Chair Field stated that money sometimes is held back by the District until later in the year and asked whether this pattern of disbursement affect the college's budget. Dr. Barrera responded by explaining the allocation process. Vice Chair Field recommended that the report include the process of disbursements of budget throughout. Dr. Barrera explained that the quarterly report meetings at the colleges are conducted as early alert procedures to the colleges. As recommended by the IE&SSC, President Endrijonas agreed to edit the report.

Achieving a Balanced Budget and Enrollment. Vice President Karen Daar stated that the college needed to demonstrate its effectiveness in terms of class offerings. Adjustments were made in terms of current class offerings.

Past practices of overscheduling were eliminated, and replaced with increased average class size. Targets were met in a very efficient manner. She indicated that the same pathway will be used moving forward. Administration is working with department chairs to identify ways to cut while at the same time meeting the needs of our students.

A question and answer session was conducted on the following topics:

- Alternative class offerings, such as weekends. This area will be explored even with minimum services available;
- Grants – it was explained that the college has a vibrant grants program overseen by a college administrator.
- Reassigned time has been kept to a minimum (contractual). The SLO position was eliminated as part of balancing the budget. SLO is being institutionalized with the assistance of an administrator to facilitate the process.
- Athletics – the athletics program has been reduced. However, with the new Athletic Training Field (ATF) project approved by taxpayers, continuing to reduce the athletic budget will be difficult. Opportunities to rent the facilities will be one option to offset some of the costs.

Executive Committee of the District Budget Committee Requests. President Endrijonas stated that Valley College was required to provide a follow up report with recommendations at its January 6 ECDBC meeting. Part of the report included a pathway to get out of deficit. The report includes the request to obtain assistance along the way. The President cited the three avenues proposed: 1) Waive the debt payment, 2) fully fund the 2% over-cap at the full FTES rate, rather than at the \$2000 per FTES the DBC had approved in August 2014, and 3) to provide a subsidy to the college for the 11 growth positions required as part of the district's Faculty Obligation Number.

President Endrijonas explained that if the college is funded for growth in the current year, then the college will be able to grow. Without the District's assistance, the college will not be able to balance its budget. The structural deficit was cited as the reason for being in perpetual deficit.

Chair Eng asked Dr. Barrera if this will weigh on the decision. Dr. Barrera responded that there continues to be a concern that the District did not help Valley College enough to balance its budget. President Endrijonas added that the District and the College need to work together to ensure they resolve the deficiency. Dr. Barrera continued by stating that the ECDBC at its January 6 meeting considered the merits of the report and they voted to recommend to the Chancellor approval of the three items requested.

Chair Eng stated that the committee would entertain a motion to approve subject to any appropriate committee and Board action prior to February 25. Vice Chair Field pointed out the importance of the language. She noted that there is no reference to resources in case of an emergency. Vice President Mike Lee responded that the College does not have reserves; however, it has enterprise funds that can be utilized in case of an emergency. Chair Field recommended including this in the report.

SUMMARY STATEMENT ON MEETING

Chair Eng thanked everyone for a substantive meeting. He expressed his desire to resolve this issue and hoped for the long-term health of Valley College. Chair Eng thanked his colleagues and asked for closing comments.

Member Moreno stated that this meeting was indicative, that this is the most important item on the report, that more time should be spent on this issue, set some precedents districtwide to be consistent and objective. He expressed that he is in favor of reducing other costs.

Vice Chair Field thanked everyone for their time in preparing this report. She hoped for the future success of the college.

Motion by Chair Eng, seconded by Vice Chair Field, to accept the report, pending review and approval by the appropriate Los Angeles Community College District Board committee on February 25, 2015, which was approved.

APPROVED: 3 Ayes

ADJOURNMENT

There being no further comments or objection, the meeting was adjourned at 3:55 p.m.