Budget Advisory Committee Notes

June 11, 2025
8:30 - 8:55 AM

Members present: Yoon Han, Lia Andrews, Emily Villata, and Jim Mulik

- ❖ **Operating Budget**
  - ➢ Update from Jim on Monday, June 9: "Late last Friday the state board released another set of estimated allocations for each college. While I am still sorting through details and while those are not the final allocation, the expected allocation appears to be much lower than expected. My initial estimates are nearly $500k less. That, coupled with lower expected international enrollments (and revenue), the budget that will be presented to the Board on Thursday could be nearly $1m in deficit. If/when I have more details, I will pass them along."
  - ➢ Update from Jim on Tuesday, June 10: "I have completed my analysis of the second draft allocation numbers and have conferred with other areas on projected revenues for Running Start, International, and General Tuition based upon how summer and fall enrollments are shaping up. At this point in time my presentation to the Board will be a budget deficit of about $613k. Better than what I was projecting yesterday afternoon."

- ❖ **Cost Saving and Revenue Generation Ideas**
  - ➢ Not discussed at this meeting

- ❖ **Enrollment/Retention Bolstering Ideas**
  - ➢ Not discussed at this meeting

- ❖ **Other**
  - ➢ Not discussed at this meeting

June 4, 2025
8:30 - 8:50 AM

Members present: Yoon Han, Joanne Califano, Emily Villata, Ann Martin-Cummins, and Jim Mulik

- ❖ **Operating Budget**
  - ➢ No news from the state board on the operating budget and allocations for FY25-26.
  - ➢ FY25-26 Operating Budget for June 2025 Board of Trustees meeting:
  - ➢ At the May 2025 meeting, a balanced budget was initially proposed.

➢ At the June 2025 meeting, a budget deficit of between $500k to $700k will be presented. What has changed?
   ■ Before that May meeting, Fall international applications were down about 10%; that figure has now declined further to approximately 20%
   ■ Revise our tuition revenue projections in light of potential changes to the Pell Grant program
   ■ Registration for Summer 2025 and Fall 2025 opened on May 30. It will take some time before we gain a clearer picture of how state enrollment is shaping up. It is too early to predict anything at this point.

❖ **Cost Saving and Revenue Generation Ideas**
   ➢ Not discussed at this meeting

❖ **Enrollment/Retention Bolstering Ideas**
   ➢ How is the college working with other colleges in the system to better market strengths of each institution to better support students and the system as a whole?

❖ **Other**
   ➢ Keeping the June 11th meeting at this time. Removing the June 18th meeting.

May 28, 2025
8:30 - 8:50 AM

Members present: Joanne Califano, Emily Villata, Ann Martin-Cummins, and Jim Mulik

❖ **Operating Budget**
   ➢ No news from the state board on the operating budget and allocations for FY25-26.
   ➢ The system presidents (WACTC) will be meeting later this week in Shoreline, and hopefully there is a budget update at that time.
   ➢ The international net revenue forecast has been lowered to $2.3m.
   ➢ There are also indications that student visas may be limited at the federal level.

❖ **Cost Saving and Revenue Generation Ideas**
   ➢ What changes in class scheduling is the college looking at to manage class fill rates differently?

❖ **Enrollment/Retention Bolstering Ideas**
   ➢ Where is the college in developing badges and offering those to students?

❖ **Other**
   ➢ Not discussed at this meeting

May 21, 2025
8:30 - 9:00 AM

Members present: Joanne Califano, Yoon Han, Emily Villata, and Jim Mulik

- ❖ **Operating Budget**
  - ➢ The governor acted upon the state's budget yesterday, but no details are known at this time.
  - ➢ How does the college estimate Running Start, general enrollment; and international student enrollments?
    - ■ Art and science approach of using historic trends; current registration numbers; and looking at marketing efforts
  - ➢ May 30th is when open enrollment for summer and fall 2025 terms begin
  - ➢ Can better predict next year's enrollment once registration is underway.
  - ➢ There is a possibility that the revenue estimates provided at the May 2025 BOT meeting will be adjusted down.

- ❖ **Cost Saving and Revenue Generation Ideas**
  - ➢ There were questions about how tuition was set and if it is the same at all of the colleges in the system. Screenshots from the March 2025 BOT meeting packet (pp. 48-49):

Washington State statute RCW 28B.15.067 gives the Office of Financial Management (OFM) the authority to set the maximum allowable increase in resident undergraduate tuition for state universities, regional universities, The Evergreen State College, and community and technical colleges. The legislative tuition policy stems from the College Affordability Program of 2015, which allows for resident tuition to increase by an inflation factor linked to median wages in Washington. OFM must provide the maximum annual increase in tuition operating fees to the State Board for Community and Technical Colleges (SBCTC) no later than October 1 of the year prior.

Once the maximum allowable tuition operating fee increase is received from OFM, the SBCTC has the authority to adopt tuition operating fees up to the maximum for resident students, and also to set tuition and fees for non-resident students.

On December 5, 2024, the SBCTC voted to approve a 3.3% increase in tuition operating fees for resident and non-resident tuition alike, representing the maximum allowed increase for resident students, as set forth by OFM.

Community and Technical College tuition is made up of several fees - an operating fee, a building fee, and an S&A fee, as shown in the 2025-26 rate increase charts approved by the SBCTC, below. The operating fee is determined and approved by the State Board (up to the maximum allowable rate), based data provided by the OFM; the building fee is determined by the SBCTC based on a formula provided in the state statute; and the maximum allowable S&A Fee is also determined by the SBCTC based on the weighted average increase of the operating and building fees. However, the approval of the exact S&A fee is left to the local governing Boards. The Associated Students of Edmonds College (student government) will bring their proposal for the 2025-26 S&A Fee to the Board of Trustees for approval separately from this tuition endorsement proposal.

Lower Division Tuition - RESIDENT				
	2024-25	2025-26	Change	
	Assumes 15 Credits per Quarter		Change in Rate	% Change
QUARTERLY FEES				
Operating Fee	$1,247.35	$1,288.50	$41.15	3.3%
Building Fee	$174.20	$181.60	$7.40	4.2%
Maximum S & A Fee	$169.15	$174.95	$5.80	3.4%
Total Tuition and Fees	$1,590.70	$1,645.05	$54.35	3.4%

Upper Division Tuition - RESIDENT

	2024-25	2025-26	Change	
	Assumes 15 Credits per Quarter		*Change in Rate*	*% Change*
QUARTERLY FEES				
Operating Fee	$2,196.80	$2,269.30	$72.50	3.3%
Building Fee	$174.20	$181.60	$7.40	4.2%
Maximum S & A Fee	$169.15	$174.95	$5.80	3.4%
Total Tuition and Fees	**$2,540.15**	**$2,625.85**	**$85.70**	**3.4%**

Lower Division Tuition - NON-RESIDENT

	2024-25	2025-26	Change	
	Assumes 15 Credits per Quarter		*Change in Rate*	*% Change*
QUARTERLY FEES				
Operating Fee	$3,106.90	$3,209.45	$102.55	3.3%
Building Fee	$361.05	$376.45	$15.40	4.3%
Maximum S & A Fee	$169.15	$174.95	$5.80	3.4%
Total Tuition and Fees	**$3,637.10**	**$3,760.85**	**$123.75**	**3.4%**

Upper Division Tuition - NON-RESIDENT

	2024-25	2025-26	Change	
	Assumes 15 Credits per Quarter		*Change in Rate*	*% Change*
QUARTERLY FEES				
Operating Fee	$6,494.60	$6,708.90	$214.30	3.3%
Building Fee	$361.05	$376.45	$15.40	4.3%
Maximum S & A Fee	$169.15	$174.95	$5.80	3.4%
Total Tuition and Fees	**$7,024.80**	**$7,260.30**	**$235.50**	**3.4%**

- ❖ **Enrollment/Retention Bolstering Ideas**
  - ➢ The college needs to be better marketed in order to attract more students:
    - ■ Market the programs that the college is known for.
    - ■ The landing page of the website could be improved to better market programs Edmonds College has: https://www.edmonds.edu/
      - ● Other college examples:
        - ◆ https://www.sunydutchess.edu/
        - ◆ https://www.bellevuecollege.edu/
    - ■ The current website seems to advertise things without context.
    - ■ The campus appears to not be as alive as it was back in 2016. Why would visiting students want to attend here if it appears that there are not exciting things happening?

- ➢ What summer programs for younger students/kids are offered to engage the community at a younger age?
- ➢ If every college has a specific geographic location, how does that impact marketing?
    - ■ Everett CC has a very strong presence in the Mukilteo School District

- ❖ **Other**
    - ➢ Not discussed at this meeting

May 13, 2025
3:15 - 4:00 PM

Members present: Joanne Califano, Yoon Han, Lia Andrews, Emily Villata, and Jim Mulik

- ❖ **Operating Budget**
    - ➢ No new information from the state regarding budget for next year.
    - ➢ Expect Running Start and Tuition revenue are expected to increase, but not at the rates that they have been for the last two years. Expected about 5% annual increase next year.
    - ➢ International revenue is expected to decline next year.
    - ➢ Are we facing a storm or a new norm?

- ❖ **Cost Saving and Revenue Generation Ideas**
    - ➢ Without knowing the exact line items in the operating budget, what can the committee do to suggest cost savings?
    - ➢ Are there particular academic programs that could be marketed more than others? Is there more demand for some programs, compared to others?
    - ➢ Renting facilities as a way to generate revenue.
    - ➢ What about the sale of property (surplus)?
        - ■ Can the college have a college-wide garage sale (could employees donate items to sell, as well)?

- ❖ **Enrollment/Retention Bolstering Ideas**
    - ➢ What progress has been made on microcredentials and badging?
    - ➢ Are those being marketing to middle schoolers and high schoolers?
    - ➢ Are we marketing our various honors programs?

- ❖ **Other**
    - ➢ Still looking for a better way to view budget and expense information from ctcLink.
    - ➢ For the mandatory, compliance trainings (some of which are 1 or 3 years), is there any reason to have the content the same each time – if the content does

not change, why are they required? Could employees' time better be spent elsewhere?

May 7, 2025
8:30 - 9:30 AM

Members present: Lia Andrews, Emily Villata, and Jim Mulik

❖ **Operating Budget**
  ➢ A draft FY25-26 operating budget will be presented to the Board on May 8, 2025.
  ➢ There are still several uncertainties around the budget, but the Board will be presented with an approximately balanced budget.
    ■ At this time, the college is estimating ~$71.6m in revenue and expenses
    ■ The operating budgets that the college has presented to the Board have shown shortfalls since at least 2020-21.
  ➢ Ensure there is transparency in the development of operating budgets each year
  ➢ There are budget principles for the operating budget process
  ➢ Can the spreadsheets that are used during the process be made available to others to review?

❖ **Cost Saving and Revenue Generation Ideas**
  ➢ Operational efficiency is still a topic of discussion due to workloads
  ➢ Is there a standard set of PSQueries that individuals at the college should/can have access to in order to have more timely access to data – particularly when there are issues with the Tableau views?

❖ **Enrollment/Retention Bolstering Ideas**
  ➢ Not discussed at this meeting

❖ **Other**
  ➢ When will the Tableau views be changed into a different format (SSRS)?
  ➢ Is there a danger that the Tableau views will be going away?

April 30, 2025
8:30 - 9:00 AM

Members present: Joanne Califano, Emily Villata, Ann Martin-Cummins, and Jim Mulik

❖ **Operating Budget**
  ➢ The state's operating budget from the joint senate and house committee was released on Saturday (April 26, 2025) around 10am.
  ➢ The state board is still sorting out implications for the system and individual colleges. A draft was sent to colleges on April 29, 2025 around 5:20pm. (Last

year the college received information on March 19, 2024. So, details are about 5-6 weeks later in coming this year.)
- ➢ Conflicting information about COLAs – what is funded and at what percentage increases.
- ➢ It is also unknown what the governor will/won't sign.
- ➢ More details are expected within the next week or so.
- ➢ 1st consideration of the FY25-26 operating budget will be presented to the Board of Trustees on Thursday, May 8, 2025.

❖ **Cost Saving and Revenue Generation Ideas**
- ➢ Operational efficiency - what structures need to be looked at and/or changed now that we are well past the ctcLink implementation?

❖ **Enrollment/Retention Bolstering Ideas**
- ➢ Asset Limited, Income Constrained, Employed (ALICE)
- ➢ International enrollment is a bit difficult to predict
- ➢ IR team to focus in leakages in the pipeline – as a way to retain students

❖ **Other**
- ➢ There were questions about the status of AmeriCorps and Head Start.

April 23, 2025
8:30 - 9:30 AM

Members present: Joanne Califano, Lia Andrews, Emily Villata, Ann Martin-Cummins, and Jim Mulik

❖ **Operating Budget**
- ➢ At the current time, there is no draft allocation from the state board. Last year on March 19, 2024 we had a draft allocation to work with.
- ➢ Jim is using an allocation of $42m at the moment. That is $1.3m less than the current year's state allocation.
- ➢ The rough draft numbers for the FY24-25 operating budget at the moment are revenue $71m and expected expenses are $72.3m. Those expenses include 4% COLAs for faculty; 3% COLAs for classified and exempt; and 3.5% increase in benefits. Those numbers and percentages are likely to change.

❖ **Cost Saving and Revenue Generation Ideas**
- ➢ A message being heard is, "make due with less." That has been the message for about 5 years now.
- ➢ How does the college get ahead of this?
  - ■ Is there a group working on operational efficiency?
    - ● What would that group look like?

- How is that related to participatory governance?
- Example: No standardized process in hiring student workers. This is causing more and more staff time to learn new the process – which is less time available to complete their core work.
  - Mandated digital services day (at least a few days throughout each term)
  - Consolidated services on a particular day (so that a few buildings could potentially be shut down for an entire day)

❖ **Enrollment/Retention Bolstering Ideas**
  ➢ Enrollment and Running Start – there are courses that Running Start students would like to take, but there are no options available. Physical Education online was a specific example mentioned – a committee member mentioned that they know of two students who had to take PE online through BYU-online. History 147 was another example.
  ➢ Strategic scheduling – for individuals who are working full-time; online education is very attractive
  ➢ Promoting our mission while messaging that people are safe and welcomed here. Customers are reflecting and researching which companies are reflecting the customers' values and choosing or not choosing to shop there.

❖ **Other**
  ➢ Are voters aware of the situation?
  ➢ Transparency in communication
  ➢ Broad dissemination of information – budgets and major decisions
  ➢ Example: Sending an impact statement out when a major decision is made
    ■ Change in division to school names - classified employees within academic divisions were not involved or communicated with, and there is additional workload that has fallen to classified employees now
    ■ Faculty cannot supervise student workers - this has fallen to classified employees now
    ■ For operating budget purposes, it sounds like input from classified individuals is not solicited during the process. This results in extra work throughout the year for budget revisions and cost transfers.
  ➢ If there is institution-wide information – disseminate it institutionally and not rely upon it to be shared divisionally or departmentally.

April 16, 2025
8:30 - 9:15 AM

Members present: Lia Andrews, Ann Martin-Cummins, and Jim Mulik

❖ **Operating Budget**

- ➢ FY25-26 Operating Budget Process. Expenses: Currently in 2nd round of budget reviews
  - ■ After the second round, Jim will add COLAs
- ➢ FY25-26 Operating Budget Revenue: Within the last week both the senate and house have released draft proposals.
- ➢ There are indications that the Governor has indicated that he will not sign either of the initial budget proposals and/or that the Governor will approve the lower of the two budgets
- ➢ For non-state revenue, tuition is very strong this year.
  - ■ Forecasts will be updated on spring term enrollment is past the census date
  - ■ The college estimated $10.8 million, but that number will likely be more than $11 million
- ➢ Once we have projected revenue for this year, we can better anticipate revenue for next year. If the numbers are good we may be able to offset loss in state funding by using projected revenue for next year. That projected revenue is tuition; net revenue from Running Start; and net revenue from International. Grant indirect is another "other" revenue source that is included in the operating budget revenue. Any changes at the federal level may impact grants (and that indirect revenue).
- ➢ Will the WPEA COLA be covered by the state's budget?

❖ **Cost Saving and Revenue Generation Ideas**
- ➢ Prudent spending
- ➢ Are there savings from vacant positions?
- ➢ Are hiring freezes being considered?

❖ **Enrollment/Retention Bolstering Ideas**
- ➢ Is a recession coming? If so, what impacts will that have on enrollment?
- ➢ Will the college need to shift to offering more workforce development programs?

March 13, 2025
1pm - 1:30pm
Members present: Emily Villata, Ann Martin-Cummins, and Jim Mulik

❖ **Operating Budget**
- ➢ A few comments have been added in response to questions/comments regarding furloughs from the March 12, 2025 meeting.

March 12, 2025
8:30 - 9:00 AM
Members present: Emily Villata, Lia Andrews, Yoon Han, Ann Martin-Cummins, and Jim Mulik

- ❖ **Operating Budget**
  - ➢ FY25-26: 1st round summary: $827,589 more requested expenses compared to the current year budget. $1,038,852 more in salary/benefits requested expenses. $211,263 less in goods/services requested expenses
    - ■ Most of the goods and services reduction was travel.
    - ■ Some grant funded salaries were moved into operating budgets.
    - ■ COLA increases will be factored in later in the process when the state gives us an idea of what those will be.
  - ➢ Dr. Singh will be meeting with each President's Leadership Team member and Jim in the coming weeks to review their requests and to understand any changes from the current year.
  - ➢ External landscape:
    - ■ There are discussions that the implementation of a new allocation model (that is scheduled to take effect in 2026-27) may be delayed 1-2 years.
    - ■ A delay is preferable as we will need more time to understand what shape the federal funding impacts will take.
    - ■ With about half of the Department of Education laid off yesterday, what impacts would this have on financial aid for students?
- ❖ **Hour with the President (March 11, 2025 notes)**
  - ➢ $15b state deficit
  - ➢ New governor support for ctc system
  - ➢ $28m OFM issue, $1m Edmonds share (annually)
  - ➢ Federal money deduction possibility
  - ➢ Governor possible furlough - one day a month for two years
    - ■ How likely will this be?
    - ■ Some areas of the college will be impacted more than others – how will this be handled?
    - ■ How could governance conversations around this be held?
    - ■ Could employees take leave instead being furloughed? That would reduce accrual leave liability on the books; but it might not assist with short-term savings.
    - ■ Some employees could potentially afford to furlough more than others. Will this be considered?
  - ➢ No layoffs for 2025-26 per the college president
  - ➢ If federal shutdown, will impact ability to drawdown grant funds
    - ■ Federal Grants that Edmonds College is the prime grant recipient:
      - ● TRIO Student Support Services
      - ● Child Care Access Means Parents in School (CCAMPIS)
      - ● Strengthening Institutions Program (Title III)
      - ● Edmonds College Marine and Robotics Pathways Programs
      - ● Coastal Habitat Restoration and Resilience Grants for Tribes and Underserved Communities
      - ● IUSE: Innovation in Two-Year College STEM Education (ITYC)

- Federal Grants that Edmonds College receives via federal flow-through:
  - Allied Health Career Launch
  - WorkFirst Delivery Agreement
  - Corrections Education Perkins Grant
  - Perkins Plan Grant
  - Perkins Leadership Block Grant
  - Washington Consortium for Undergraduate Research and Equity
  - Basic Food Employment and Training (BFET) Grant
  - Enhanced Construction Pre-Apprenticeship Program
  - Headstart
  - The Higher Education Challenge (HEC) Grants
- ➤ During COVID did not need to utilize the reserve

❖ **Cost Saving and Revenue Generation Ideas**
  - ➤ Not discussed at this meeting

❖ **Enrollment/Retention Bolstering Ideas**
  - ➤ Spring 2025 applications are down about 300 over the prior year (as of March 10, 2025). Is that due to timing issues, or are there concerns about Spring 2025 enrollment?

*Does not include Running Start or International

	Applications	% Change	Conversion Rate	% Change in newly converted students	Change in newly converted students (n)
Spring 2024	1793	--	17.00%	--	--
Spring 2025	1464	-18.35%	11.00%	-47.17%	-144

*Running Start Only	Applications	% Change	Conversion Rate	% Change in newly converted students	Change in newly converted students (n)
Spring 2024	43	--	19.00%	--	--
Spring 2025	49	13.95%	29.00%	73.93%	6

The numbers below show '24/'25 applications with English as a Second Language (ELA) applicants excluded. These adjusted figures are calculated as follows:

Spring '24: Total applications = 1793, minus ELA applications = 472, resulting in **1321 non-ELA applications.**

Spring '25: Total applications = 1464, minus ELA applications = 52, resulting in **1412 non-ELA applications.**

Excluding ELA students, we observe a **+6.90% increase** in non-ELA applications year-over-year for Spring.

  - ➤ Winter 2025 enrollment was above the prior year:

Date	3/12/2025		(2025-2024)	
1 Year Comparison				
Category	Start of Quarter	Open Enrollment	Reg. Open	Average
AllFTES	9.7%	9.7%	9.7%	9.7%
State FTES	7.6%	7.6%	7.6%	7.6%
RS FTES	18.2%	18.1%	18.1%	18.1%
Int'l FTES	16.8%	16.8%	16.8%	16.8%

March 5, 2025
8:30 - 9:00 AM
Members present: Emily Villata, Lia Andrews, Joanne Califano, Ann Martin-Cummins, and Jim Mulik

- ❖ **Operating Budget**
  - ➢ Current Year (FY24-25) operating budget
  - ➢ Current year spending through first 6 months (from Feb 2025 BOT meeting)
  - ➢ FY25-26 process slide deck
  - ➢ External landscape
    - ■ For 2025-26 the college is expecting at least a $1m decrease in funding due to an OFM issue that impacted all colleges.
    - ■ Starting in 2026-27, a new allocation model for all colleges is set to be implemented in the system. While the new model is still being developed by presidents and others in the system, there is a strong possibility that Edmonds College's current allocations will be changed – perhaps even reduced.
    - ■ The governor's latest information regarding balancing the state's budget includes reducing funding for state employees (perhaps that would be achieved via furloughs), but details are still coming together at this point.
      - ● What would be the impacts of the furloughs, particularly on classes and on individuals who support students?
  - ➢ Data analysis as a first step: where are we now, where have we been, and where could we end up?
    - ■ How are we effectively using allocations, and can under-utilized allocations be re-allocated?

- ❖ **Cost Saving and Revenue Generation Ideas**
  - ➢ Not discussed at this meeting

- ❖ **Enrollment/Retention Bolstering Ideas**

> ➢ Not discussed at this meeting

June 5 2024
1:45 - 2:20PM
Members present: Anne Penny, Lia Andrews, Ann Martin-Cummins, and Jim Mulik

❖ **Operating Budget**
   - ➢ No new information to share
   - ➢ The FY24-25 operating budget that was presented at the May BOT meeting is what will be presented at the June BOT meeting, too.

❖ **Cost Saving and Revenue Generation Ideas**
   - ➢ From Lia: Investment in staff training for finance-related procedures next year as a big priority. Importance of having a broadly accessible set of guidelines and announcing when changes are made.
       - ■ Related: the Finance Newsletter format was helpful! Will those be ongoing?
           - ● The plan is to continue the newsletters
   - ➢ Tableau views are a bit in flux – the server needs to be deprecated and the views will be moved (at some point).
       - ■ Several unknowns about what the new reporting will be.
       - ■ Why not simply give employees PSQuery access in the meantime?
           - ● Lia is considering making a list of commonly used queries (related to budget) – so that blanket access to those queries could be given.
           - ● What training may be needed to analyze the data output from PSQuery?

❖ **Enrollment/Retention Bolstering Ideas**
   - ➢ At the national level, is tuition-free for 2-year institutions still being talked about/a real possibility?
   - ➢ New programs that will meet job demands that are opening up: example, Environmental Restoration; reskilling technology workers who have been laid off; etc.
   - ➢ What concerns with AI will drive decisions?

Gemini Feedback on re-training tech workers at a community college:

Leveraging Existing Resources:

- ● *Short-term Certificates and Bootcamps: Develop intensive, focused training programs in high-demand tech skills like cybersecurity, cloud computing, data analytics, or specific*

programming languages. These can be offered evenings or weekends to minimize disruption for job seekers.
- *Partnerships: Collaborate with local tech companies to co-develop curriculum, offer guest lectures, or provide internship opportunities. This keeps the training relevant and gives graduates connections in the industry.*
- *Grant Funding: Explore federal, state, or industry grants specifically aimed at workforce development or retraining programs.*

Optimizing Delivery:

- *Online and Blended Learning: Utilize online learning platforms and combine them with in-person workshops or labs for a flexible and cost-effective approach.*
- *Adjunct Instructors: Hire experienced tech professionals as part-time instructors to leverage their industry knowledge without the burden of full-time faculty costs.*

Focus on Transferable Skills:

- *Soft Skills Workshops: Offer workshops on communication, teamwork, problem-solving, and project management, which are valuable across tech sectors.*
- *Career Counseling: Provide dedicated career counseling services to help laid-off workers identify new career paths that utilize their existing skills and experience.*

Additional Considerations:

- *Financial Aid: Work with local workforce development agencies to offer scholarships or financial aid to displaced workers.*
- *Childcare Support: Explore options for on-site or subsidized childcare to remove barriers for working parents.*
- *Alumni Network: Build a strong alumni network to connect graduates with job opportunities and foster a sense of community.*

Remember:

- *Be Responsive: Gather feedback from the laid-off workers about their specific needs and skill gaps to tailor programs accordingly.*
- *Stay Agile: Be prepared to adapt the training programs as industry demands evolve.*

By implementing these solutions, the community college can play a vital role in helping laid-off tech workers transition smoothly into new careers

May 29 2024
1:45 - 2:20PM
Members present: Anne Penny, Pat Averbeck, Lia Andrews, Ann Martin-Cummins, and Jim Mulik

- ❖ **Operating Budget**
  - ➢ No new information to share

- ❖ **Cost Saving and Revenue Generation Ideas**
  - ➢ A past practice (years ago) was, if in March each year, funds have not been spent, those funds were "taken away" from those prior approvals and repurposed for other expenses.
  - ➢ How can we use our buildings more efficiently?
  - ➢ What decisions are being made when looking at the long-term trends in the college's service area?
    - ■ Who is looking at and utilizing that information?
    - ■ If enrollments are expected to decline due to changing demographics, what will the college do to sustain itself/thrive?
    - ■ How does a skill-based, fast-track training methodology (as opposed to transfer degree coursework) impact teaching and learning (and negotiated agreements)?
    - ■ If tough decisions need to be made, what process will be used to guide/lead those decisions?

- ❖ **Enrollment/Retention Bolstering Ideas**
  - ➢ Working with the local school districts to discuss ways to better advertise to families and students what Edmonds College offers.
  - ➢ Is the college using geofencing for marketing?
  - ➢ At one time the college had a Pokemon Go stop. Are there other ideas like this that could potentially bring more individuals to the college?

May 22 2024
1:45 - 2:05PM
Members present: Yoon Han, Pat Averbeck, Lia Andrews, Ann Martin-Cummins, and Jim Mulik

- ❖ **Operating Budget**
  - ➢ No new updates from the state board for FY24-25 allocations
  - ➢ For the current year, working to curb spending – particularly for fund 149 chartstrings

- ❖ **Cost Saving and Revenue Generation Ideas**
  - ➢ The college is looking at OIP enrollments and attempting to map that to revenue by country of origin (and perhaps even agents).
  - ➢ Remote work as a cost saving opportunity
    - ■ Some analysis from utility perspective – which buildings consume more/less – longitudinally

- What about recruitment impacts – health/wellness perspective; retention of employees; and adapting to the norms in the private sector?
- Has the college looked into the cost of maintaining buildings. A committee member has noticed that many faculty members are not using their office as much as before. We may come up with eliminating individual office spaces and use some common faculty room, as if we are part time faculties. If we can vacate a building and relocate them to other buildings, we may significantly reduce the maintenance cost, which is almost fixed or hybrid cost.

❖ **Enrollment/Retention Bolstering Ideas**
   ➢ None discussed at the meeting.

May 15 2024
1:45 - 2:15PM
Members present: Lia Andrews, Ann Martin-Cummins, and Jim Mulik

❖ **Operating Budget**
   ➢ At the May 9th BOT meeting, the BOT heard the first consideration of the FY24-25 operating budget
   ➢ Jim has brought to PLT the issue about operating budgets perhaps not being developed with input of others. This issue was raised at the previous meeting.
   ➢ End of year purchasing   - how do we better project our expenses during the fiscal years?
      - Purchasing earlier. WATR Center is a great example for this year as they were able to spend their entire allocation early in the fiscal year.
      - Can annual license renewals be made earlier in the year – and not in May or June each year?
      - How can the college better enforce reimbursements - and not have employees hold onto receipts for months and months and months?
      - How can respective areas get earmarks and provisos spent and resolved earlier in the year?
      - Both the college and the state do not want the college to not spend and to forfeit funds back to the state – as that indicates that plans were not implemented
      - 001, 08A, and 24J = state allocations that are "use it or lose it" back to the state.
      - 149 = local funds from tuition
         - We spend twice as much in tuition dollars than we gain in tuition revenue.
         - Other sources of revenue (such as Running Start and International net revenue and grant indirects) cover those/any overages.

➢ There is a need for more/better education for filling out budget forms.
  ■ FAST members are doing a great job!

❖ **Cost Saving and Revenue Generation Ideas**
  ➢ None discussed at the meeting.

❖ **Enrollment/Retention Bolstering Ideas**
  ➢ None discussed at the meeting.

May 1 2024
1:45 - 2:15PM
Members present: Pat Averbeck, Lia Andrews, Yoon Han, and Jim Mulik

❖ **Operating Budget**
  ➢ Compared to last week's discussion, for next year, we are projecting a bit more revenue in tuition - closer to $10.8 mil.
  ➢ We are still estimating ~$1 mil deficit for FY24-25
  ➢ The state's attention is on managing the changes around FAFSA.
  ➢ How are different areas of the college planning their operating budgets? Are intentional discussions taking place throughout the college?
    ■ It was mentioned that these discussions are not taking place in some areas of the college – and that is causing more work throughout the year to adjust budgets and reallocate funds because they were not planned for correctly in the budget plan.
  ➢ How are budgets linked to plans? That is a draft accreditation recommendation that the college may receive.

❖ **Cost Saving and Revenue Generation Ideas**
  ➢ Idea: Generating a contribution margin (index?).
    ■ What are fixed costs vs variable costs for different areas?
    ■ Students translate to dollars, but not every student is a 1-1.
    ■ Example: OIP: Looking at conversion rates by country.
      ● Looking at conversion rates by agent.
  ➢ EdCap numbers are increasing each year (coming out of COVID). This year's numbers were higher than last year, and next year is anticipated to be higher than this year.
    ■ This is an example of a program that is doing well that we may want to expand.
  ➢ Budget plans - we do not have legacy data on budget planning for programs like Running Start and International.
  ➢ Grants: What training can be offered to assist with managing grants?

- ❖ **Enrollment/Retention Bolstering Ideas**
    - ➢ Retaining existing students seems like it will become more important. How assists with this?
        - ■ Once a student decides upon a program, then faculty members and advisors can perhaps better assist with retaining students.
        - ■ Can communicating success stories be another strategy?
        - ■ What professional development can the college offer around retaining students?
    - ➢ What role are faculty members expected to play (if any) in recruiting students? Are there any contractual obligations around this for faculty?
        - ■ Faculty can have a positive impact upon enrollment, although it is unclear what is required by the faculty contract.
    - ➢ Is there angst with calling or reaching out to students? Do some employees not feel it is their responsibility?

April 24 2024
1:45 - 2:15PM
Members present: Pat Averbeck, Lia Andrews, Yoon Han, and Jim Mulik

- ● Where things are landing:
    - ○ First Look: Q3 Operating Budget Update
        - ■ The state allocation includes unallocated funds and earmarks/provisos for specific purposes.
        - ■ Classified and Full-Time Faculty salaries are charged to the unallocated state funds first
        - ■ An example of an earmark/provision is ~$250k for the CWU partnership. For this, some of the funding is passed along to CWU; while Edmonds College keeps some of the funding to cover computer maintenance, facilities, or custodial services because CWU does not contribute toward those.
        - ■ Below is the FY23-24 Operating Budget that the BOT approved in June 2023:

Other Revenue Sources	23-24 Budget
State Allocation	40,437,779
Tuition Revenue, Projected	10,000,000
Running Start (Net Revenue)	6,000,000
Int'l Shared Funding (Net Revenue)	4,500,000
Other Revenue Sources, Projected	3,600,000
Total Operating Revenue	64,537,779
Expenses	-66,535,168
Possible Shortfall	-1,997,389

- Below is a summary of the first 9 months (i.e, Q3) of operating expenses for FY23-24:

Details of Quarter 3 Expenses (as $ spent)

July - March (Quarter 3)	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
Salaries	25,688,183	23,809,006	24,274,645	26,239,333	29,225,917
Benefits	9,014,152	8,648,882	8,161,625	9,503,178	10,042,215
Goods and Services	5,257,835	3,237,599	3,856,156	4,380,548	5,456,455
Financial Aid	750,687	739,293	847,211	732,340	811,617
Total	**40,710,856**	**36,434,779**	**37,139,638**	**40,855,399**	**45,536,203**

- +$4.68m or +11.5% overall compared to the previous year Q3 cumulative total

- Salaries: +$2.99m or +11% in salaries compared to the previous year Q3 cumulative total
  - +$1.001m or +13.8% classified   +$1.93m or +16.1% faculty   -$2k or -0.03% exempt   -$325k or -46.3% one time payments
  - +$377k in ELA department

- ~ +$1.72m from COLAs (+8.9% for faculty; +4% for classified and exempt): +$318k classified   +$1.14m faculty   +$265k exempt
  - If COLAs removed, cumulative Q3 FY24 vs FY23: +$683k classified   +$791k faculty   -$267k exempt

- This year the college has spent ~$4.7m more, compared to last year for the same time period.
- Of note is that salary expenses are up ~$3m, but exempt salary expenses are down – perhaps through purposely not refilling some exempt positions.

Details of Quarter 3 Expenses (as % of budget)

July - March (Quarter 3)	FY2019-20	FY2020-21	FY2021-22	FY2022-23	FY2023-24
Salaries	75%	64%	64%	67%	72%
Benefits	74%	68%	61%	82%	73%
Goods and Services	58%	31%	37%	41%	49%
Financial Aid	88%	81%	89%	57%	84%
Total	**72%**	**59%**	**59%**	**65%**	**68%**

- Note the low proportion of Goods and Services spending. Over half takes place in the last quarter of the year. Some of that spending is for

- earmark/provisos. Some of the expenses come late due to supply chain issues.
- Below is a summary showing a comparison of the FY23-24 budget vs. projected fiscal year end totals.
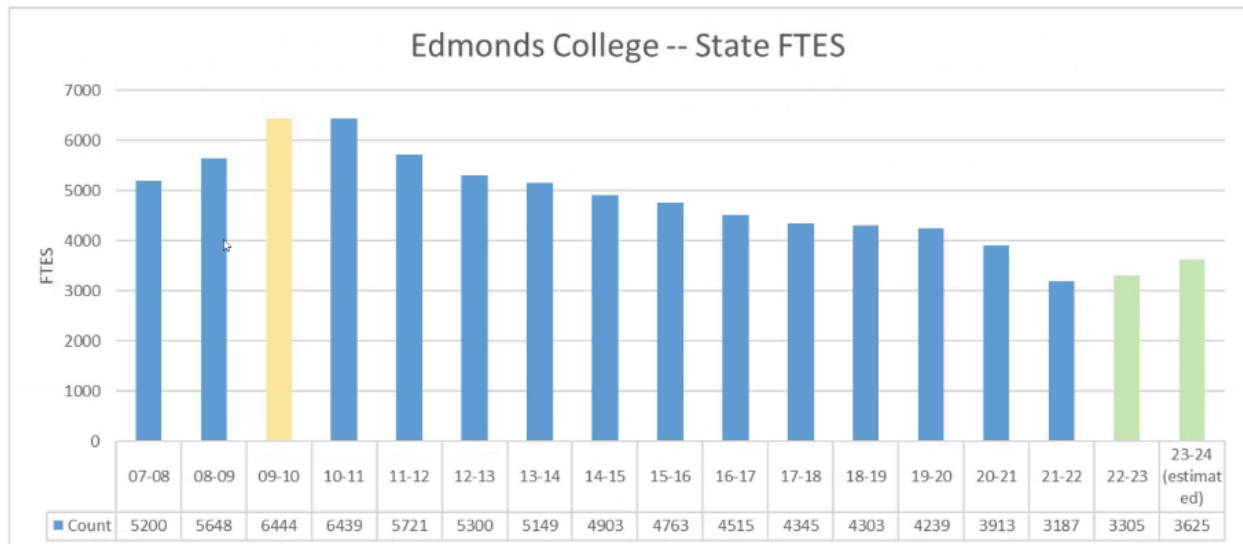
FY 24 Operating Budget (from June 2023 BOT meeting)

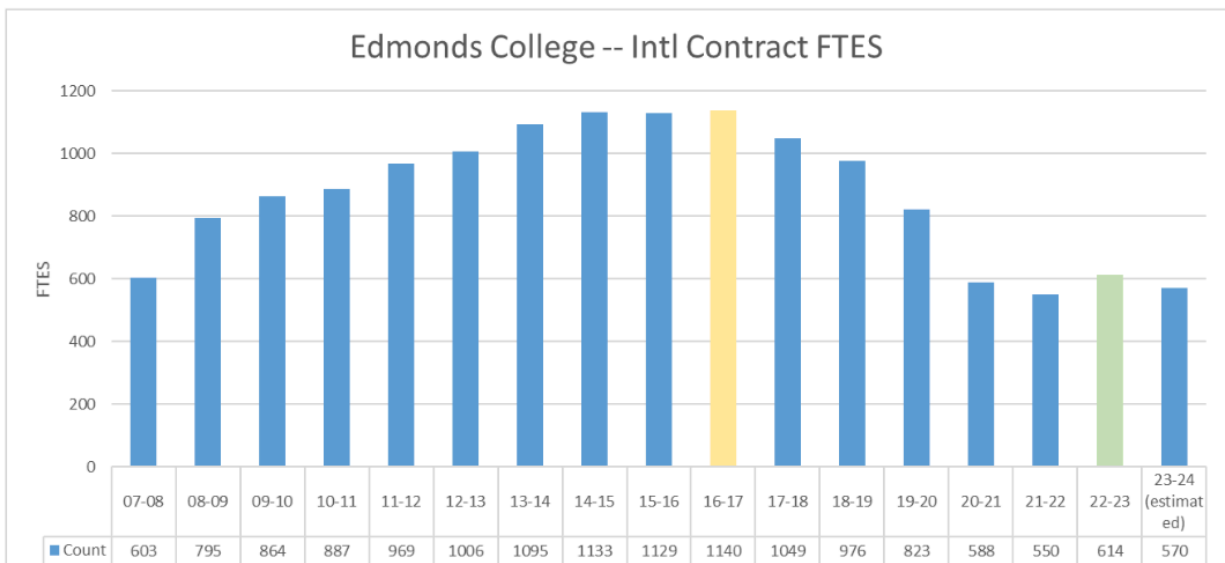| Other Revenue Sources	23-24 Budget	End of Fiscal Year Projections
State Allocation	40,437,779	40,996,367
Tuition Revenue, Projected	10,000,000	10,100,000
Running Start (Net Revenue)	6,000,000	7,300,000
Int'l Shared Funding (Net Revenue)	4,500,000	2,500,000
Other Revenue Sources, Projected	3,600,000	3,400,000
Total Operating Revenue	64,537,779	64,296,367
Expenses	-66,535,168	?
Possible Shortfall	-1,997,389	?

- International net revenue is projected to be much lower than expected
- Running Start net revenue is projected to be much higher than expected
- The college is strictly adhering to year end spending deadlines to reduce/minimize any possible shortfall.
- There are a lot of unknowns for the remaining two months. Those unknowns will influence where the college ends its fiscal year.

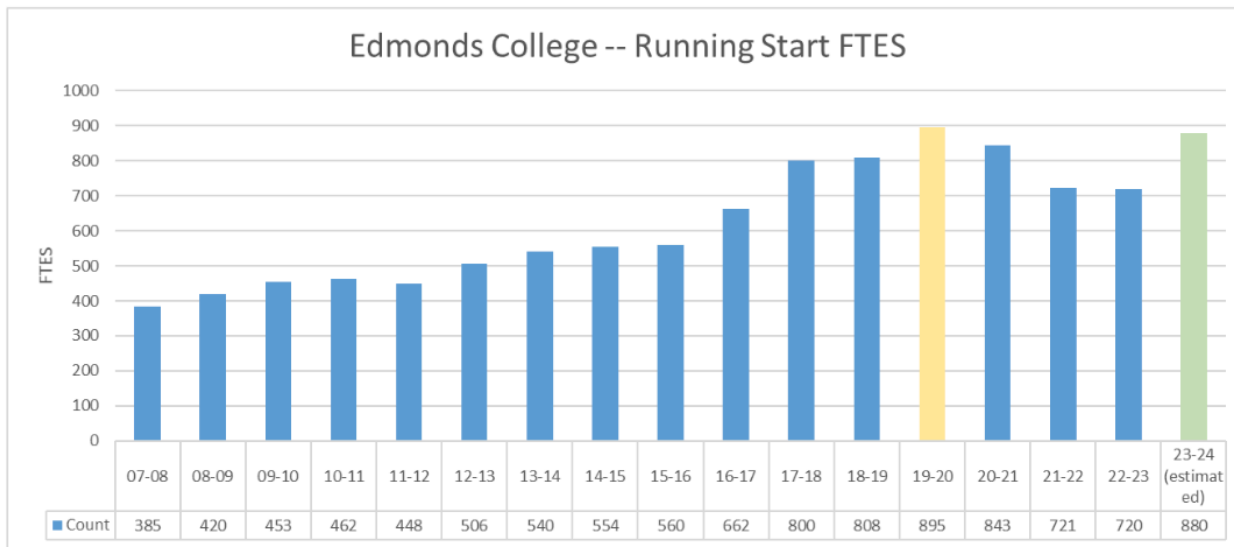- Below is a summary showing state FTES over time:

Edmonds (last year-to-year increase highlighted)

Edmonds College -- State FTES

	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24 (estimated)
Count	5200	5648	6444	6439	5721	5300	5149	4903	4763	4515	4345	4303	4239	3913	3187	3305	3625

- Jim is estimating the college will see an increase for two years in a row, after several years of declines. Those state FTES are related to tuition revenue.
- Another chart shows that International FTEs have continued to decline, despite a slight increase in FY22-23.
- We peaked with International FTEs in 16-17, around the same time as the State system.

Edmonds College -- Intl Contract FTES

	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24 (estimated)
Count	603	795	864	887	969	1006	1095	1133	1129	1140	1049	976	823	588	550	614	570

- Another chart shows that Running Start FTS are expected to greatly increase this year, compared to the prior two years.

Edmonds College -- Running Start FTES

	07-08	08-09	09-10	10-11	11-12	12-13	13-14	14-15	15-16	16-17	17-18	18-19	19-20	20-21	21-22	22-23	23-24 (estimated)
Count	385	420	453	462	448	506	540	554	560	662	800	808	895	843	721	720	880

- While Running Start FTES are doing well, there is an expected K-12 enrollment bubble that is expected in the coming year.
  - Pat remarked that the college has two pipelines that have opened up like crazy as students can self-identify for Math placement.
  - Another factor might be College in the High School teachers who are qualified to teach are retiring, which would lead to few CHS opportunities for students in high school.

- The chart below shows projected revenue for the FY24-25 operating budget:

Revenue Overview

Other Revenue Sources	Pre-COVID	23-24 Expected	24-25 Proposed Budget (May 2024)
Tuition Revenue	11,500,000	10,100,000	10,700,000
Running Start (Net Revenue)	6,700,000	7,300,000	8,000,000
Int'l Shared Funding (Net Revenue)	7,400,000	2,500,000	3,000,000
Other Revenue Sources	4,500,000	3,400,000	3,500,000
Total	30,100,000	23,100,000	25,200,000

College Operating Revenue: FY24 and FY25

College Operating Revenue	23-24 Budgeted Revenue (approved at June 2023 BOT meeting)	24-25 Budgeted Revenue (using March 19, 2024 SBCTC preliminary information)
State Allocation	40,437,779	43,144,803
Tuition Revenue, Projected	10,000,000	10,700,000
Running Start (Net Revenue)	6,000,000	8,000,000
International Shared Funding (Net Revenue)	4,500,000	3,000,000
Other Revenue Sources, Projected	3,600,000	3,500,000
Total Operating Revenue	64,537,779	68,344,803

- Jim is comfortable with the state allocation number of ~$43m, even though the state board has not released any FY24-25 information since March 19.
- The college has done a nice job of reducing Goods and Services expenses, as a way to control expenses.
- All financial aid in the operating are pass through dollars or required work study matches (about $80k combined for state and federal work study)

- The chart below shows projected expenses for the FY24-25 operating budget – although these numbers are subject to change:

College Operating Expenses: FY24 and FY25

College Operating Expenses	23-24 Budgeted Expenses (approved at June 2023 BOT meeting)	24-25 Proposed Expenses (May 2024 projection)
Salaries	40,681,160	43,885,312
Benefits	13,849,431	14,452,984
Goods and Services (including Travel and Equipment)	11,034,558	10,054,852
Financial Aid	970,019	991,256
Expenditure Total	66,535,168	69,384,404

- Discussion - why not reduce/stop investment in International Programs?
  - Are we using international agents for recruitment and what strategies are we using?
    - We do use agents and also use partnerships in different countries where they send students to us.
  - Yoon requests a breakdown of expenses for international recruitment.
    - Per Jim: getting a breakdown will rely on account codes used for processing purchases/travel.
  - We have 500-1000 international students in a given academic year. At our peak we had about 1200 students.
  - The cost to recruit a Running Start student is much lower than the cost of recruiting an International student.
  - Yoon: Can we generate a contribution margin (index?) to determine the cost to generate revenue?

June 7 and 14, 2023
- Both meetings were canceled.
- The BOT approved the FY23-24 operating budget on June 7, 2023.
  - Here are the updated slides (which reflect an increase in state allocation and an increase in expenses for DEI funds)
- To date the state board has not yet provided the college's allocation for next year
- There is a request to determine how much it costs to operate the college for a day … and how much is saved by closing the college for a day/days.

May 31, 2023
1:45 - 2:35PM
Members present: Anne Penny, Pat Averbeck, Traci Edlin, and Jim Mulik

- ❖ **Operating Budget**
  - ➢ Jim does not have any update from the state board regarding the FY23-24 operating budget. Still showing a gap of $2m.
  - ➢ This morning Jim gave an hour presentation to faculty leaders and administrators who are engaged in some type of discussions. The presentation covers material that has been shown/discussed elsewhere -- but compiled into one slide deck. Here is the slide deck, in case committee members find it helpful for our discussions: https://docs.google.com/presentation/d/1Jk17HerbaU_ychpvZnSU75Rnqtyh9a_9BpHzHR2yT24/edit?usp=sharing
  - ➢ The group discussed the slide deck, particularly the last two slides and their bullet points.
  - ➢ Question: Is there an estimate about how much it is to run the college for one day? How much is saved by closing days?

- ❖ **Cost Saving and Revenue Generation Ideas**
  - ➢ Can the old restaurant in Woodway 2nd floor be decommissioned in order to save costs? The equipment might be up to 40 years old.
  - ➢

- ❖ **Enrollment/Retention Bolstering Ideas**
  - ➢ International marketing for Japan and forthcoming in India.
  - ➢ Last Friday's Triton Visit Day seemed better than some past Saturday sessions.
    - ■ There seemed like there were still some flow issues, in helping direct students to where to go next.
    - ■ A different day (rather than the Friday before Memorial Day) should be considered next time.
  - ➢ The college used to have a high school counselor "speed dating" day where different programs at the college provided 2-3 summaries to the counselors.

May 24, 2023
1:45 - 2:40PM
Members present: Pat Averbeck and Jim Mulik

- ❖ **Operating Budget**
  - ➢ Jim does not have any update from the state board regarding the FY23-24 operating budget.

➤ Question raised: At the May 2023 BOT meeting, the student government has a new line item for $200,000 in CSEL salaries. Are these salaries that were previously in the operating budget? If so, is this a temporary move, or will student government fund these salaries from now on/in future years?
- The student government's, previous-budgeted $100,00 for CSEL staff pays for a salary for a position that student government requested a few years ago.
- NOTE: A percentage of tuition is given to student government, and they decide how to spend those funds. This is different from student government fees that are collected and which have specific purposes.

88700	Student Activities Board-OIP Programmer	$8,955	$10,577	18%	$1,622
88710	STEM Study Room	$48,871	$48,270	-1%	-$601
88730	Women's Cross Country	$1,581	$1,581	0%	$0
88740	Men's Cross Country	$1,581	$1,581	0%	$0
80100	ASEC Position Statement Funding CSEL Staff	$100,000	$125,000	25%	$25,000
89400	Building Fund	$100,000	$100,000	0%	$0
New	ASEC Funding of CSEL Salaries	-	$200,000	100%	$200,000
New	Visual Communications	$0	$4,349	100%	$4,349
New	BEE Program	$0	$3,305	100%	$3,305
New	Black Box Theatre	$0	$14,600	100%	$14,600
89200	Unallocated Reserve	$82,720	$85,567	3%	$2,847
	Totals	$1,636,605	$1,996,904	22%	$360,299

➤ Question raised: If student government votes to use some of its revenue to help potentially cover operating expenses, could other budgets at the college (fee budgets for example) be asked to cover operating budget expenses, too?

❖ **Cost Saving and Revenue Generation Ideas**
➤ None discussed

❖ **Enrollment/Retention Bolstering Ideas**
➤ None discussed

May 17, 2023
1:45 - 2:15PM
Members present: Anne Penny, Pat Averbeck, and Jim Mulik

❖ **Operating Budget**
➤ FY23-24 Operating Budget Update
- Jim has heard that the governor signed the state's budget yesterday.
- Jim had meetings with the state board yesterday and again this morning. It sounds like it could be 2 more weeks before the state board sends out the "final" allocations to each college.
➤ FY22-23 Operating Budget Update

- As Dr. Singh mentioned at last week's BOT meeting, for the current fiscal year the college could end up $2m in the red or break even -- it all depends upon spending in the April-June window (i.e., the 4th quarter of the fiscal year), as the only additional revenue that we will see is for spring term Running Start. All other revenue has already been accounted for on the books.

- ❖ **Cost Saving and Revenue Generation Ideas**
  - ➢ Is there any estimate for energy savings for Friday closures during summer or winter break?
  - ➢ Following the ctcLink go-live, for some number of quarters course fees (including lab fees, and perhaps others) were not collected by the college for certain divisions or departments. Afterward it was difficult to establish whether/when/how that situation was corrected, and what the actual balances on certain accounts actually were. By all accounts, Jim Mulik has worked hard on addressing the matter (including meeting with admins from various departments); would love to hear updated details on both the issue being resolved, as well as transparency on account balances in use by those divisions/departments.
    - Jim recommends looking at the QFS_GL_ACCT_ANALYSIS to look at fees.
    - For the fees that were not charged, there was an issue soon after the college went live with ctcLink where some courses and/or class sections did not have fees charged. An analysis was completed and sent out.
    - Fees roll over from year to year.

- ❖ **Enrollment/Retention Bolstering Ideas**
  - ➢ Any follow-up with students who have left?
  - ➢ Are there any analysis of reasons who are called to summarize reasons that they may not re-enroll?

May 10, 2023
1:45 - 2:15PM
Members present: Lia Andrews, Ann Martin-Cummins, Pat Averbeck, Traci Edlin, and Jim Mulik

- ❖ **Operating Budget**
  - ➢ FY23-24 Operating Budget Update
  - ➢ Bellingham, Bellevue, Cascadia, and Everett are also in multi-million deficits.
    - Bellevue was looking at a 2.4 million deficit but with cost-cutting and enrollment boosts they anticipate being close to breaking even.

- ❖ **Cost Saving and Revenue Generation Ideas**

- ➢ Space rentals - most money made by renting space goes into self-support funds. How much money overall is made from rentals?
  - ■ Per Jim: not generally significant enough to keep specific tabs on.
- ➢

❖ **Enrollment/Retention Bolstering Ideas**
- ➢ Annual scheduling and impacts to students
  - ■ If the college advertises an annual schedule, is that limiting flexibility to adjust to changing enrollments? Should the annual schedule be a bare minimum of what will be offering vs. exactly what will be offering (with times/days)?
  - ■ What is the goal of an annual schedule?
- ➢ Running Start and math placement work to develop a conditional placement process is underway and seems to be working well – allowing for earlier preparation for enrollment fall term (and opposed to waiting until later in the summer)

❖ **Other**
- ➢ Regarding last week's "other" topic of Dee Endecott's identified path for purchasers and budget managers to look-up details of transactions in ctcLink, there is a session on Friday, May 12 at 9am to walk through that information/navigation path.

May 3, 2023
1:45 - 2:15PM
Members present: Lia Andrews, Pat Averbeck, Traci Edlin, and Jim Mulik

❖ **Operating Budget**
- ➢ FY23-24 Operating Budget Update
  - ■ Late last Friday the state board released a draft budget for the state system.
  - ■ Dr. Singh and Jim worked over the weekend to digest the draft and understand its implications for Edmonds College.
  - ■ At Monday's PLT meeting, members worked to adjust earmark/proviso amounts to match the amounts in the draft budget that the state shared on Friday.
  - ■ Last night Jim completed line item edits that PLT members provided, and each PLT member was provided with each area's updated line items budgets for a final review (subject to any changes that the state may make to funding sources).
  - ■ At this point, the previously shared GoogleSpreadsheets are no longer being used or updated. We are nearing the home stretch, and the

FY23-24 operating budget will be taken to the Board of Trustees for 1st consideration at the May 11 meeting.
- The existing gap is at $2 million dollars (with expected expenses more than expected revenue).
➢ Tuition will be going up 3% in the new year. (State decision.) Projecting a total of $10 mil in revenue.
➢ What impact do COLA increases have on benefits costs to the college?
- Ask HR for a calculator tool for budget authorities and supervisors so we can budget for positions.

❖ **Cost Saving and Revenue Generation Ideas**
➢ How to continue to move spending earlier in the year and not waiting until the last quarter?
➢

❖ **Enrollment/Retention Bolstering Ideas**
➢ How can the college look at enticing ELA/PREP students to continue their education at the college?
➢

❖ **Other**
➢ Dee Endecott has identified a path for purchasers and budget managers to look-up details of transactions in ctcLink.
- Path to drill down into budget details in ctcLink
- ZD CC Budget Inquiry
- NavBar>Navigator>Commitment Control>Review Budget Activities>Budget Details> >Budget Details
- Recommended for purchasers and budget managers
- The CC_ORG the ledger has everything except 145 grants and does not include capital project budgets
- DETAIL_KK is the ledger for project budgets
➢ Ongoing need for common understanding around budget use rules.
➢ Previously used survey (sent out by Kristen NyQuist around February 1, 2023, after a January 2023 Town Hall)

Revenue Generation and Cost Saving Ideas (Spring 2023)

As discussed at the January 31, 2023 Town Hall, we expect a budget shortfall of around $3 million starting in the 2023-24 academic year.

As in the past few years, balancing our budget will require close and careful management and creative solutions. We welcome your ideas for reducing expenses; bolstering enrollment and retention; and increasing revenue.

Your input will be used to inform PLT's decisions on the best way to achieve a balanced budget for 2023-24.

You are welcome to submit your ideas anonymously, or with your name attached. (And if you see your email address listed below, Google just wants you to know who you are. It's not shared with anyone).

We appreciate your input as we navigate this next round of budgeting - thank you for your thoughtful participation!

Please complete this survey by Friday, March 17, 2023.

Name, if you would like to share. Otherwise, this survey is anonymous.

Short answer text

Please share your ideas about how we might increase revenue. NOTE: Revenue is money brought into the College, as opposed to cost-savings.

Long answer text

Please share your ideas about how we might bolster enrollment and retention.

Long answer text

Please share your ideas about how we might reduce expenses.

Long answer text

Please share any ideas for budget efficiencies that we could consider implementing. NOTE: A budget efficiency is a savings resulting from streamlining processes or eliminating redundancies. For example, if the College is paying for two software programs that do the same work, using only one software program would be an efficiency.

Long answer text

April 26, 2023
1:45 - 2:15PM
Members present: Pat Averbeck, Anne Penny, and Jim Mulik

❖ **Operating Budget**
  ➢ FY23-24 Operating Budget Update
    ■ On Sunday the state legislature passed the 2023-25 budget, but details from the state board have not yet been received regarding the distribution to each of the colleges.
    ■ The 2nd round of operating budgets have been tallied, and each PLT member has been asked by tomorrow (Thursday) to go and make additional adjustments.
    ■ COLAs have been funded 100% in the state budget.
  ➢ Current year estimating about a $3m deficit compared to the BOT approved budget.

- ➢ General budget sources: $35m state; $10m tuition; and $15m other sources (with ~$11m from Running Start and International)

- ❖ **Cost Saving and Revenue Generation Ideas**
  - ➢ What are the caps for breaking even? How is the college using this information to plan its schedule?
  - ➢ Are there plans around more asynchronous learning?
  - ➢ How much savings does the college experience by shutting down buildings or having alternative work schedules (such as Friday closures during the summer)?
  - ➢ If we move more online classes, can our buildings be used for other revenue-generating purposes?

- ❖ **Enrollment/Retention Bolstering Ideas**
  - ➢ If local school districts are experiencing budget woes due to decreased enrollment, is the college looking forward a few years when those smaller high school classes will impact the college?
  - ➢ Could the college be offering AP classes that have been dropped by school districts due to their budget issues? This would particularly be true for Edmonds School District and Mukilteo School District. The courses could be timed to meet the high school students' schedule, as opposed to the college's schedule (i.e., synchronous learning).
  - ➢ Aligning the college's schedule to that of the local high school schedules (timing-wise), could assist with dual-enrollment classes.
  - ➢ Worker Retraining is down, but since it is down around the system, no funding will be reduced. With layout notices from industry, will that result in more enrollments?

April 19, 2023
1:45 - 2:15PM
Members present: Traci Edlin, Pat Averbeck, Lia Andrews, Ann Martin-Cummins, and Jim Mulik

- ❖ **Operating Budget**
  - ➢ FY23-24 Operating Budget Update
    - ■ No news (yet) from the state
    - ■ Dr. Singh and Jim have met with all PLT members and facilities to review their FY23-24 operating budget requests
      - ● Total, initial requests reduced by $3M
  - ➢ FY22-23: 52% of spending takes place in last 3 months of fiscal year. We are trying to change the culture of waiting until this period to spend.
    - ■ How to change the culture?
    - ■ Prof dev and impacts - college is contractually obligated to provide.

- IT is typically not paid for with prof dev. Can we offset tech costs if we set up procedures to pay for it with these funds? Pat will take this back to faculty reps for discussion.
  - ➢ Data Literacy & giving employees the tools to make budgeting decisions. (Knowledge is power!)
    - ■ Trainings and reconciliation.
    - ■ A new tool with percentages and short descriptions is on the way.

- ❖ **Cost Saving and Revenue Generation Ideas**
  - ➢ Streamlining Grant Office interactions with departments. How do we make it easiest for people to seek and obtain grants? (Lia)
    - ■ Grant ideas go to Cat first to see if we're even eligible! This is an important first step in obtaining a grant so we are not investing time in non-viable grants.
  - ➢

- ❖ **Enrollment/Retention Bolstering Ideas**
  - ➢ What marketing pushes are going on? What can the college rally behind? (Lia)
  - ➢ We're up 10% FTEs but short of our goal.
    - ■ 98% of our FTE increase is coming from ABE/ESL.
    - ■ How can we convert this population into precollege/college?? This would really help our revenue.
      - ● How can we best connect with these students?
    - ■

March 17, 2023
1030am-11am
Members present: Pat Averbeck, Lia Andrews, Ann Martin-Cummins, and Jim Mulik
(Spreadsheet to submit meeting availability here)

- ❖ **Operating Budget**
  - ➢ Personnel is about 80% of the budget. When will the college consider a hiring freeze and evaluate academic programs to see if they are viable?
  - ➢ What is the focus of the college and are right-sizing conversations being held?

- ❖ **Cost Saving and Revenue Generation Ideas**
  - ➢ A grant might be forthcoming to help support the campus farm. That could help offset some costs.
  - ➢ Fill rates - something we should be paying attention to a lot more.
    - ■ Are there certain sections/modalities/class trends that fill more than others?

- ❖ **Enrollment/Retention Bolstering Ideas**

➢ Campaign to improve marketing around flex offerings [Lia]
➢ When international students arrive at the college, how can faculty become more involved in helping those students feel welcomed - so that the students will share that with others? Perhaps involvement in social events when the students arrive? What else?
■ Themes: community, relationships, engagement, follow thru
➢ Flexibility with using faculty advising hours in supporting college?

March 16, 2023
9am-945am
Members present: Pat Averbeck, Lia Andrews, Ann Martin-Cummins, and Jim Mulik

❖ **Overview of the Operating Budget**
➢ The college's operating budget is comprised of three main revenue sources:
■ State allocation, earmarks, and provisos. These are funds that may vary from year to year. The funding is either spent or returned to the state. There is no carryover.
■ Tuition (i.e., fund 149). Tuition is ~$10M each year. Expenses against fund 149 are ~$26M each year.
■ Other revenue sources make up the gap in fund 149 revenue vs. expenses. The other revenue sources are mainly the net of Running Start, International, and EdCAP revenue and grant indirect funds.

❖ In ctcLink operating budgets require planning (line item budget plans) that are then built in ctcLink to allow for spending.
❖ The photo below shows the budget revision forms that have been received and processed by the business office for the first six months of the current fiscal year:
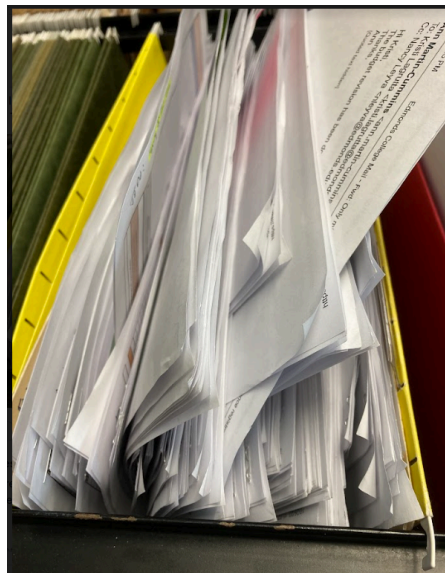
➢ While there will likely always be budget revisions, the hope is that each year the initial budget plans will become better and fewer budget revisions will be needed/submitted each year.

❖ **Operating budget status after the 1st round of the annual process**
  ➢ Revenue: Estimated to be the same as last year: ~$60.2M
  ➢ 1st Round Operating Budget Requests: ~$65.9M
  ➢ COLA (if the college is required to pay 17%): ~$1.5M
  ➢ Gap: ~$7.2M

	FY22 approved budget		FY23 (1st round)
COLA			$ 1,500,000
Expenses	$ 62,724,289		$ 65,909,152
Revenue (expected)	$ 60,215,960		$ 60,215,960
Gap	$ (2,508,329)		$ (7,193,192)

  ➢ CARES funding and reduced expenses was the plan to bridge the ~$2.5M gap for the current year.
  ➢ For next fiscal year, there are no more CARES funds available to offset any budget gaps
  ➢ Looking at the 1st round asks, about $1.6M additional in salary over current year. It is not yet clear if those were items left out of the current year or if those are requests for additions.
  ➢ Through the end of March 2023, Dr. Singh has scheduled meetings with each PLT member to review their operating budget asks to see where reductions can be made.
  ➢ Reserve funding:
    ■ At Dr. Singh's January 2023 Town Hall meeting, he mentioned that the college's unallocated reserve is around $6M.
  ➢ Some one-time expenses in the operating budget requests may be funded by reserve funds – but the expenses do not go away.
    ■ Example: In FY23 the college will have an onsite accreditation visit. That event (and expense) occurs every 7 years.
  ➢ A challenge heard from operating budget managers is estimating salary and benefits for each chartstring.

❖ **Cost Saving and Revenue Generation Ideas**
  ➢ After Dr. Singh's January 2023 Town Hall, a survey was sent out regarding cost saving and revenue generation ideas.

> ➢ Jim shared that his first glance at the data indicated the following:
>> ■ Renting spaces to generate revenue
>> ■ Marketing to increase enrollment
>> ■ Examining salaries

- ❖ **Enrollment Bolstering Ideas**
  - ➢ Marketing & Implementation - a high need to make what we offer clear to students!
    - ■ Hyflex
    - ■ Co-requisite classes
    - ■ Unique / innovative programs

June 2, 2022
1pm-145pm
Members present: Anne Penny, Traci Edlen, Ted Chen, Ann Martin-Cummins, and Jim Mulik

1. Updates since last meeting
   - 3rd round of the operating budget process is complete. Around a $2.5M gap at this time.
   - June 9, 2022 is the 2nd consideration at the BOT.
   - The state allocation for next year is not final yet.

2. Are there other revenue sources that can be examined to bolster that side of the operating budget?
   - To bolster student enrollment, how can we provide more support to students? Refugees? Ted Chen has been contacted about creating a pipeline for Afghan refugee judges. How can that become a reality? Advising and financial aid are two possible sticking points. Jim will reach out to Dr. Tina Hart and Kim Chapman to see if they can provide assistance.
   - Renting the offices in Triton Court.
   - Continuing to look at ways to cut expenses.

3. Other Items
   - The Budget Advisory Committee feels its work for this academic year is done. So, the two remaining, scheduled meetings will be removed from our calendars. If another meeting is needed, the committee will work to schedule that meeting.

May 12, 2022
1pm-145pm
Members present: Lia Andrews, Ted Chen, and Jim Mulik

4. Updates since last meeting
   - 3rd round of the operating budget process is complete. Around a $2.5M gap at this time.
   - May 12, 2022 is the 1st consideration at the BOT.
   - The state allocation for next year is not final yet.
   - Tuition for next year has been set for next year.

5. Are there other revenue sources that can be examined to bolster that side of the operating budget?
   - To bolster enrollment, how can we better advertise what we offer and engage interest from prospective students?
   - There is a [form online](#) to request services from the marketing department.

6. Other Items
   - Ongoing concerns related to marketing support for prof tech
     - How have faculty been involved in the process?
     - Do the marketing efforts truly highlight the unique features of our prof tech programs? What aspects may be missing? Faculty are content experts, but marketing are the advertising experts.
     - What can marketing provide to the college regarding the following:
       - What past efforts have been effective/not effective?
       - What makes effective marketing and what does not?
   - Question about fees: is the college retroactively collecting fees from students
     - Some class sections did not have fees being collected in some past quarters. Jim understands that the fees were established on class sections in time for spring term. Jim is not aware of any discussions to collect fees that were not assessed in past terms.
     - There are efforts underway to better publicize on the website any fees that are assessed to students.

May 5, 2022
Meeting canceled

April 28, 2022
1pm-145pm
Members present: Jessica Wallace, Anne Penny, Lia Andrews, Traci Edlen, Ted Chen, and Jim Mulik

7. Updates since last meeting
   - 3rd round of the operating budget process is complete. Around a $3M gap at this time. Dr. Singh is having meetings this week with PLT members to see if more savings can be identified. May 12, 2022 is the 1st consideration at the BOT.

- The state allocation for next year is not final yet, and tuition is also not set for next year either. Those come from OFM and the SBCTC.

8. Are there other revenue sources that can be examined to bolster that side of the operating budget?
    - Selling off property – golf course?
    - Applications for Fall 2022 enrollment appear to be substantially higher (percentage wise). Is that a good sign for next year?
    - General registration for summer and fall 2022 open on May 19th.
    - [This data view](#) shows students who have/have not returned from winter 2022 and spring 2022.
    - Can the college auto-award completions to students who have completed their programs – without needing to apply for graduation?

9. Other Items
    - Possible enrollment opportunity: Seattle Central College culinary program sounds like it might be closing, and it has a waiting list of students. For years it has been a very well respected program in the area, with an associate dean, program manager, 18 faculty members (including 8 full-time).
    - What are the rules around advertising outside of our service area?

April 21, 2022
1pm-145pm
Members present: Jessica Wallace, Anne Penny, Lia Andrews, Traci Edlen, Ted Chen, Ann Martin-Cummins, and Jim Mulik

10. Updates since last meeting
    - College-wide operating budget meeting was today at 11am. Two questions that were asked:
        - Can names of operating budgets be easier to remember – this is perhaps changes in ctcLink naming conventions?
        - For 3-year projections, if inflation has been used how will those be perceived?
        - Are there hourly employees who are not making minimum wage? How are hourly pay rates and increases included in operating budgets? What happens if a set amount of hourly pay is in an operating budget but hourly pay rates are increased? Are those employees expected to work fewer hours to stay within the set amount in the budget, or is the budget increased?
        - Operating Budget Timelines: PLT April 25th next check-in and then BOT May 12th 1st consideration

11. Are there other revenue sources that can be examined to bolster that side of the operating budget?
    - Ideas so far:
        - Refugees staying in housing and a potential interest in taking classes
        - Assisting students with financial aid processes (particularly for out of state students who may be interested in particular, short-term programs/courses)
        - Culinary Arts certificate with Swedish Hospital for industrial line cooking training – coming in the future

12. Fees
    - Ted and Traci are working with the Faculty Senate Council meeting to better understand concerns

13. Some longer-term budget items that are known and might need to be considered:
    - Hi-flex technology options for faculty to use in the classroom - for hybrid and face-to-face learning at the same time

14. Operating Budget Tableau views – still working on trying to connect GL general accounts to specific purchase requisitions, order, and vendors/customers.

April 14, 2022
1pm-145pm
Members present: Jessica Wallace, Ted Chen, Ann Martin-Cummins, and Jim Mulik

1. Updates since last meeting
    - Operating budget process update
        - 3rd round ended April 13, 2022 and PLT will review again on April 25, 2022.
        - Dr. Singh has meet with Jim and each PLT member to individually review those PLT members' budgets.
    - April 21, 2022 Operating Budget Open Meeting ([link](#)) at 11am.
2. Are there other revenue sources that can be examined to bolster that side of the operating budget?
3. Fees
    - Fees are outside of the scope of the operating budget, but concerns/questions about fees that were raised are as follows:
        - At the March 2022 BOT meeting there was a discussion about fees. If fee revenue is down (because enrollments are down; because fees were not charged because of how class sections were created in ctcLink; etc), what implications are there for the college?
        - What happened to the fee report that the college had undertaken about a year ago?

- - Are fees transparent to students? If not, how could fees become more transparent to students?
4. Enrollment declines might be related to the following:
   - Is it too difficult for students to learn about what is being offered at the college? Example: One class was canceled for the first time in about 6 years.
   - Advising may not have correct information about class sections (the modality; etc.) and/or time to truly meet students' needs. Example: A class section in spring was canceled for the first time in about 20 years because advising provided incorrect modality information to students, and students ended up unenrolling. Would the class have successfully run if correct information was provided to students?
   - Is it too difficult for students to find class options that are available?
   - If faculty members expected to market their own programs to students, is that effective?
   - Edmonds College seems to have some unique classes and/or programs that could be better advertised to wider audiences.

March 17, 2022
115pm-140pm
Members present: Jessica Wallace, Anne Penny, Lia Andrews, Traci Edlen, Ted Chen, Ann Martin-Cummins, and Jim Mulik

1. Updates since last meeting
   - The prof tech marketing idea has been brought forward to Dr. Singh and Danielle Carnes.
   - Operating budget process update
     - 2nd round ends March 18, 2022
     - Dr. Singh is meeting with Jim and each PLT member to individually review those PLT members' budgets.
     - PLT will examine the second round operating budget requests on March 28, 2022
   - How will the new rules around hourly employees influence operating budgets?
2. Are there other revenue sources that can be examined to bolster that side of the operating budget?
3. When employees need a new device, how does the college not increase the number of devices (i.e., having employees have both a desktop and a laptop)? Docking stations allow for more options around mobile devices.
4. Hyflex instruction – streaming while teaching in person. Is this being looked at?
5. There are some OWLs on campus (https://owllabs.com/products/meeting-owl-pro/). Is the use of these being explored, too?

March 9, 2022

330pm-4pm
Members present: Jessica Wallace, Anne Penny, Lia Andrews, Traci Edlen, Ted Chen, Ann Martin-Cummins, and Jim Mulik

1. FY22-23 Operating Budget Status Update
    a. Update sent on March 8, 2022
    b. If an area does not spend all $, what happens - will the amount be changed the next year?
2. Alternative Revenue Ideas
    a. Community use for housing? Refugees?
        i. Market competitive?
        ii. Are their students and/or alumni who would be interested in assisting in some way? Perhaps skills brought from their native countries?
3. Long-term Expense/Project List
    a. Line Item Budget Template
    b. Process to collect?
        i. The college had an old process/online form that asked areas of the college to consider their support and/or ability to help with a new project idea. Facilities, IT, etc. potential support/impacts?
            1. Could that old form be revisited?
        ii. Is there an opportunity for the person/area who has the idea to present their idea to a group for input/feedback/etc.?
            1. How could that interaction take place? What would an interactive process look like?
    c. Additions to the list
        i. Themes/ideas from the Faculty Senate Council:
            1. Marketing support for prof tech programs - enrollments perhaps could be bolstered by additional marketing
                a. Faculty are not trained in marketing techniques
                b. Can a prof tech marketing person be hired – that is an expense, but increased revenue would be/should be realized from their efforts.
                c. Some vendors have provided some good-will during the pandemic; while other vendors have not pivoted quick enough and have hurt their market share. How can the college pivot and adjust – particularly in terms of prof tech program marketing? Seeing opportunity from the pandemic vs. being overwhelmed.
            2. Library
            3. Advising
    d. Jim to make a document/spreadsheet in order to track?

March 8, 2022 (update sent via chat)

Operating Budget Update: PLT met yesterday (March 7, 2022) to review the 1st round operating budget asks. An overview of the FY22-23 operating budget after the 1st round and the next steps in the process that operating budget managers will be taking between now and March 18th are below:

Estimated revenue for FY22-23: ~$57M
1st round operating expense asks: ~$63M
~$6M gap

Between March 8 and 18, PLT members will be reaching out to budget managers to complete the 2nd round of the operating budget process. That 2nd round is shown on slide #10 of the FY22-23 operating budget slide deck:
https://docs.google.com/presentation/d/1kQUmi4u7Gkf79besvqAxnI-1TFusxPfk85-YA6ILyOA/edit#slide=id.g10a0519ec84_0_10

NOTE: 2nd round operating budget requests are to be added to columns K and L of the individual GoogleSpreadsheets, with dollar amounts put in column K and notes/justifications put in column L. Budget Managers are asked not to make any other changes to the spreadsheets.

Feb. 24, 2022
430pm-5pm
Members present: Jessica Wallace, Anne Penny, Lia Andrews, Traci Edlen, Ted Chen, Ann Martin-Cummins, and Jim Mulik

Charter review

Questions/Topics from Committee Members:
- How long are committee member terms – how long will each person serve?
- Why now? Because of where we are in the budget process? Or because this group has been requested?
- Who is our audience?
- The new system (ctcLink) seems to take a lot of time to learn. Training is perhaps needed.
- How will the liaison function work? Formal or by chance? How will this supplement work on the committee with input from others at the college? Who does each member represent?
- Equipment replacement (with the $250K annual allocation – at least for the current year). Will the funds be pooled for technology, or will divisions have funds for their use? The type of technology purchased is a consideration, too.
- Is a student view needed?
- How are new requests for funds received/submitted?

- How can areas of the college approach the budget as a whole, as opposed to one area at a time (competing against each other)?
- Allocation of equipment funds – many/most/all? funds were taken away from areas of the college, but those funds are needed – example: business division funds for keeping equipment clean

Some longer-term budget items that are known and might need to be considered:
- Hi-flex technology options for faculty to use in the classroom?
- 4 more BAS programs will be coming online
- Bus loop reconfiguration
- Cyber security funding – ongoing, dedicated funding

Meeting time(s):
- [Location to place schedules](#)