

# PCC Into the Future

“The time to repair the roof is when the sun is shining.”

— *John F. Kennedy*



# Premier Community College

## Recognized excellence

- Aspen Institute Top 150 U.S. CCs
- National Scholarship winners and finalists
- Sandscript Art and Literary Magazine
- PimaOnline
- Outstanding Adult Learners
- Award-winning Wellness and International Programs

## Diversity

- First ever Diversity, Equity and Inclusion Plan

## Student access/success

- Guided Pathways
- Block scheduling
- Open Educational Resources
- Proactive Advising

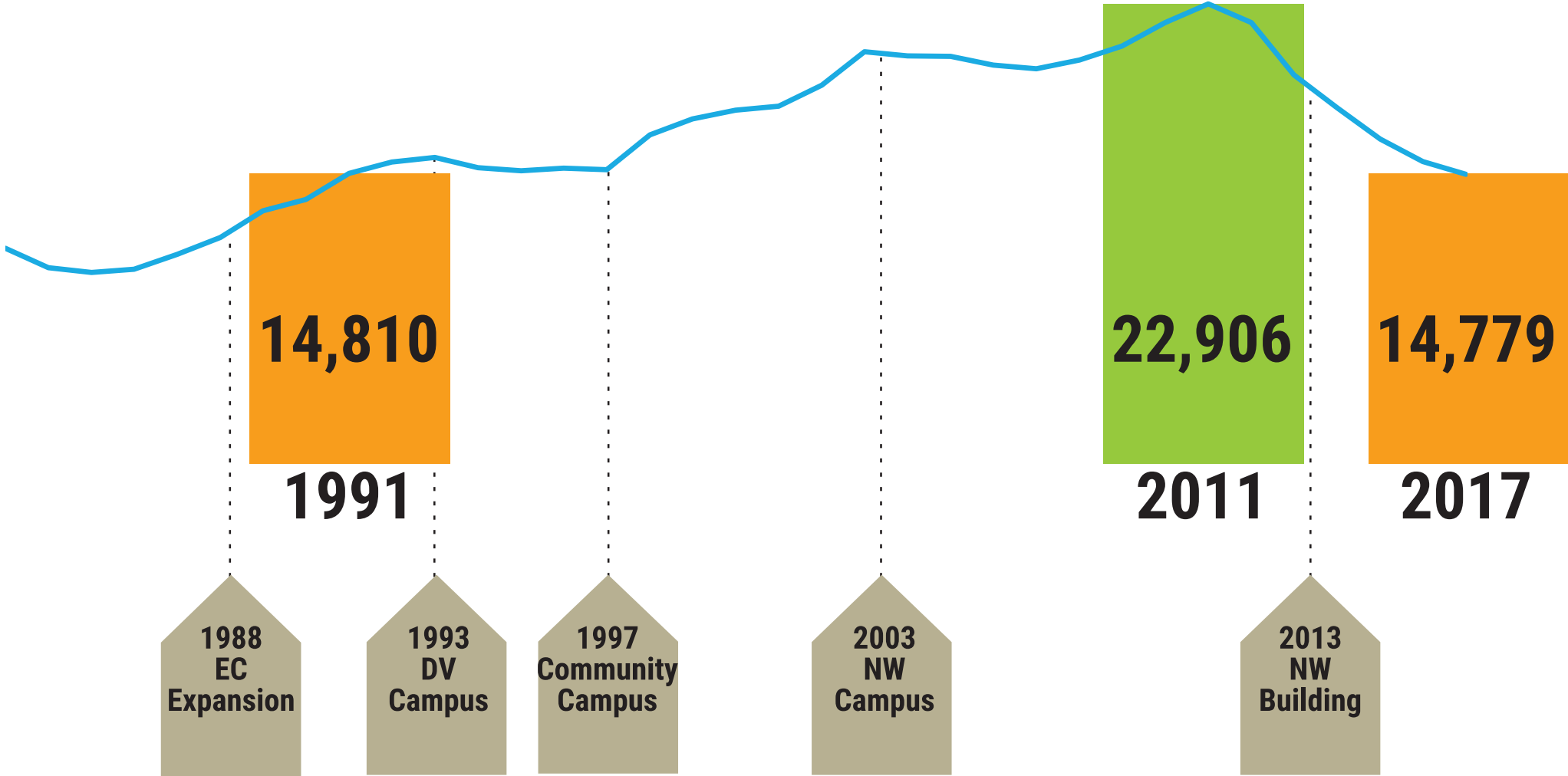
## Community engagement

- Centers of Excellence
- The Manufacturing Institute M List
- Futures Conferences

## Compliance

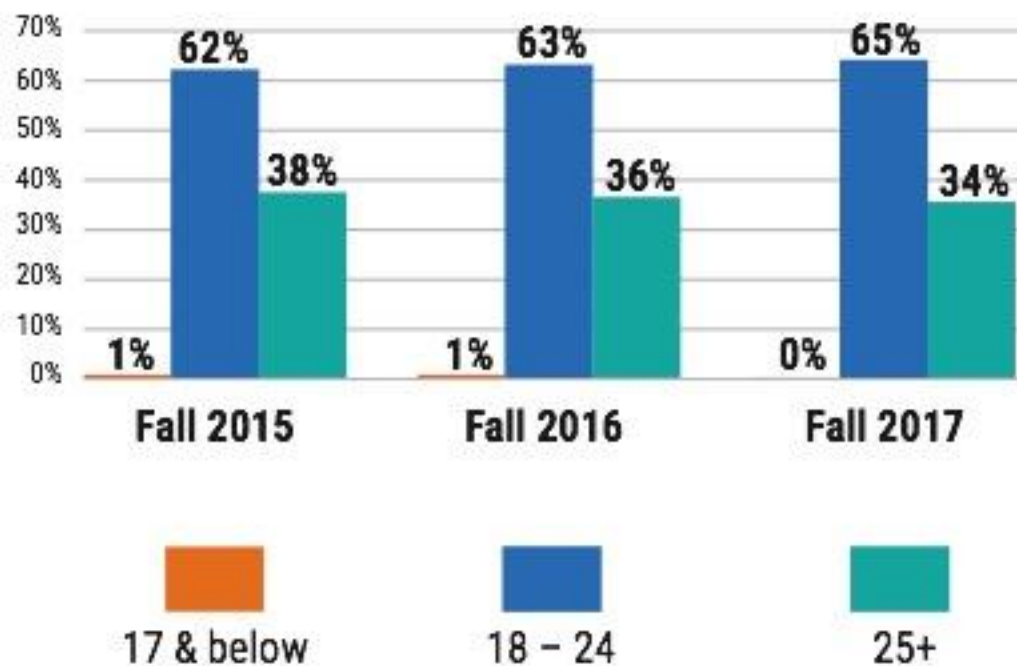
- March 2017: HLC standard pathway

# Student Headcount (FTSE)



# New Realities: enrollment challenges

## PCC overall enrollment trend by age groups



## Public high school graduates in Arizona

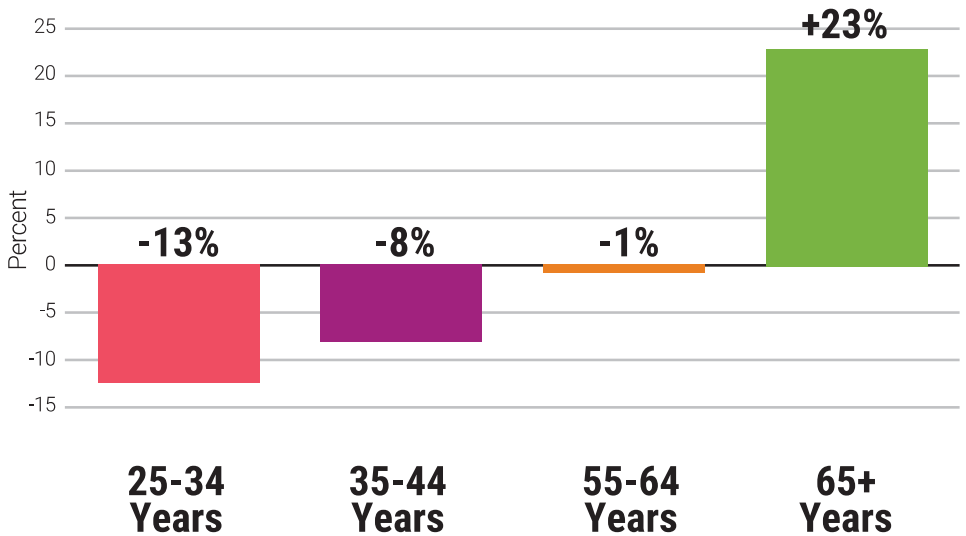


# New Realities: plenty of educational choices for students

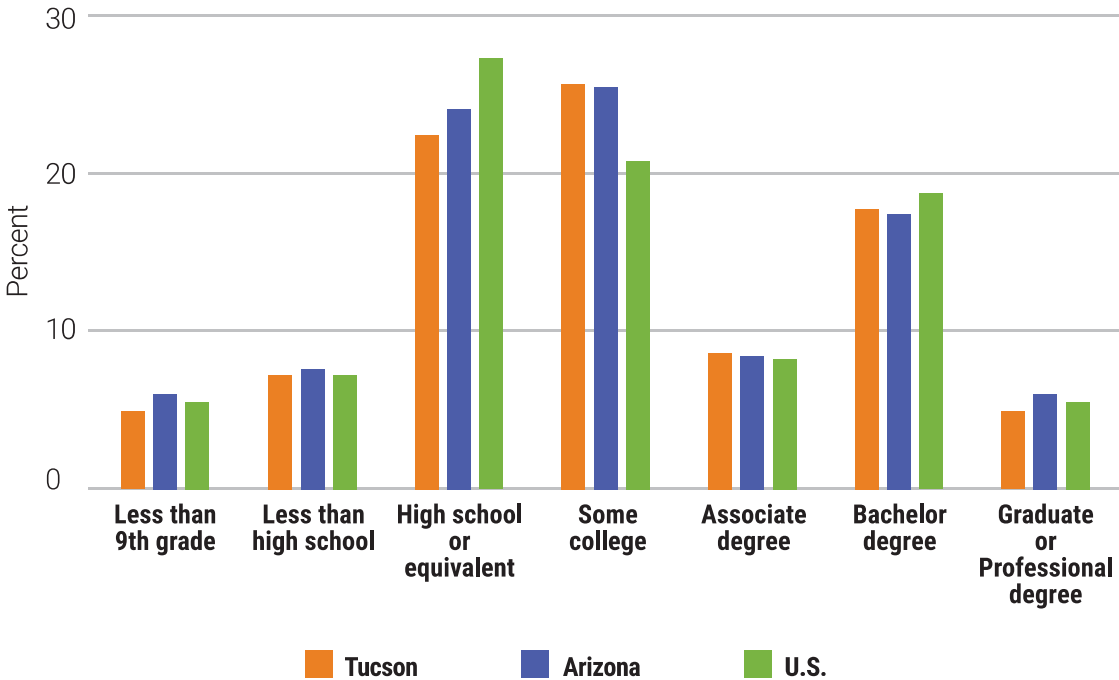


# Enrollment Potential

Percent change in Pima County population among different age groups, 2009–2016



Population 25+ by level of education (2016)



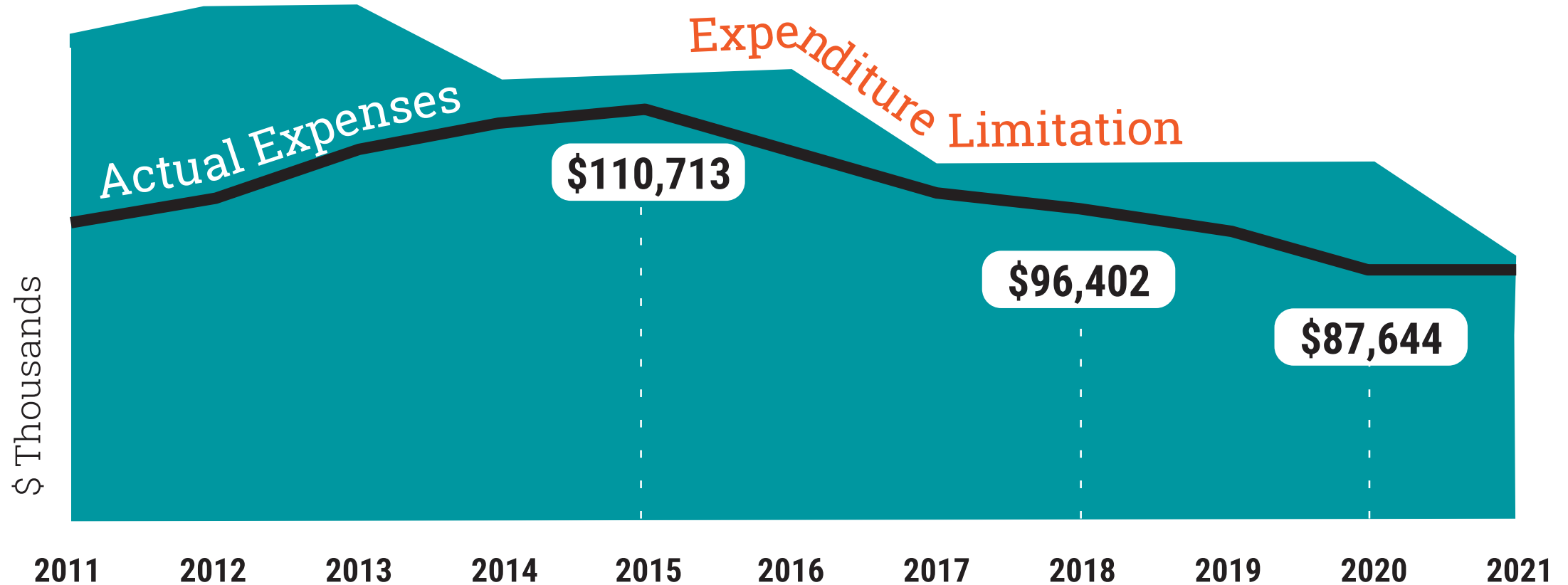
Anyone who is willing to postpone  
the long-term strategy to make  
short-term numbers is in route  
to going out of business.

— *Bill George*

*Harvard Business School professor  
and former Medtronic CEO*

# Impacts: Expenditure Limitation

Actual Expenditures vs. Expenditure Limitation





# Timeline of Challenges and Actions

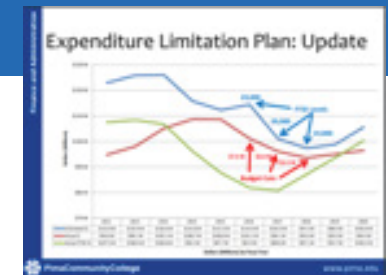
## FY 2015

- Self-funded medical (Jul 2014) – saving approx. \$3 Million per year
- Proposed Expenditure Limitation Bill (Jan 2015)
- State-aid eliminated for FY 2016
- Budget criteria established (Apr 2015)
- Academic reorganization announced (May 2015) – saving approx. \$1 Million per year



## FY 2016

- Expenditure reductions
- Administrator reduction
- Hiring freeze
- Capital expense reductions

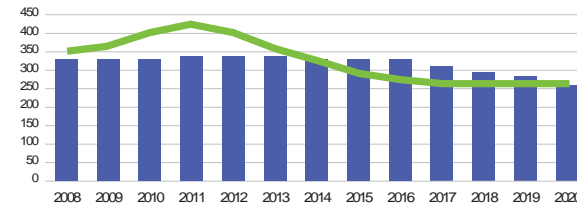


# Timeline of Challenges and Actions

## FY 2017

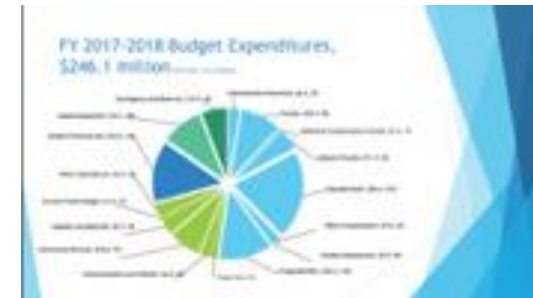
- Reduced operational expenses, budgeted salary savings
  - Saving approx. \$1 Million per year
- New classroom funding model and full-time instructional Faculty ratio
- 3-year budget scenarios developed to reduce EL \$15 million

Budgeted instructional faculty vs. 50:1 FTSE to FT faculty ratio



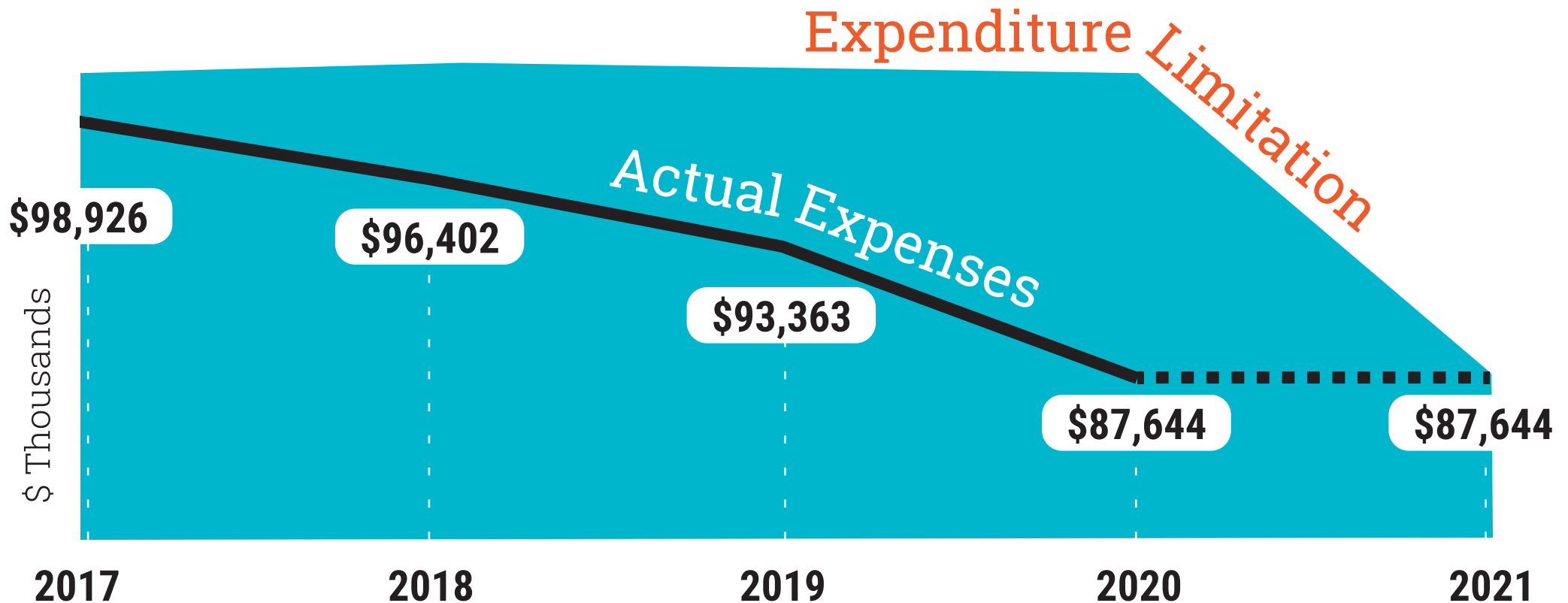
## FY 2018

- SB1322 Expenditure Limitation changes take effect
- Capital equipment lease financing
- Reduce 100 staff positions via attrition and reorganization
  - Reduces budget by \$5 million per year



# Expenditure Limitation Plan (the hard part)

Actual Expenditures vs. Expenditure Limitation and Most Significant Reduction Strategies by Year



# Next Phase of EL Reductions

## FY 2019 Proposed Budget

- Revenue and Expense Reductions
- Other Revenue (Investments, Space Leases)
- Passport Services
- Business Expense Reduction (fees, rebates)
- 51 Staff Positions
- 10 instructional faculty positions (via attrition)
- 3 Administrator positions

## FY 2020 Budget

- Space Reductions via Lease and/or Sale
- 23 instructional faculty (per faculty ratio)
- Additional contractual and operational reductions

## Future

- Reductions based on continuous reorganizations and elimination of obsolete programs and services

# Process

## **Board direction to reduce in FY 2019**

- Areas given general targets to identify reorganization and reduction plans

## **Budget and Managerial Criteria**

- Improve Quality and Efficiency of Service
  - Streamline Services
  - Consolidate Operations
  - Flatten Organization
- Decisions will be evidenced based
- Decisions will be widely communicated
- Metrics will be employed when possible

# Position Reduction Summary

## Administrator and Faculty Positions

	FY15	FY17	FY18	FY19 Change	FY20 Start	FY20 vs FY15
<b>Administrators</b>	53.0	48.0	45.0	0.0	45.0	-15.1%
<b>Faculty</b>						
• Instructional Faculty	341.0	307.0	298.0	-10.0	288.0	-15.5%
• Ed Support Faculty	45.0	45.0	44.0	-6.0	38.0	-15.6%
<b>Total Faculty</b>	<b>386.0</b>	<b>352.0</b>	<b>342.0</b>	<b>-16.0</b>	<b>326.0</b>	<b>-15.5%</b>

# Position Reduction Summary

## Staff Positions

	FY15	FY17	FY18	FY19 Change	FY20 Start	FY20 vs FY15
<b>Academic/Student Services</b>						
Campus Acad/Instr. Supp.		184.3	173.3	-5.0	168.3	
Campus Student Svcs		173.9	149.9	-12.0	137.9	
Provost Units		83.6	76.0	-3.6	72.4	
<b>Subtotal</b>	<b>457.4</b>	<b>441.9</b>	<b>399.2</b>	<b>-20.6</b>	<b>378.6</b>	<b>-17.2%</b>
<b>Operations</b>						
Finance/Bus Offices/HR/IT		199.2	176.2	-14.0	162.2	
External Relations		38.8	32.0	-3.0	29.0	
Chancellor Units		10.6	9.6	0.0	9.6	
Facilities		199.1	178.2	-13.5	164.8	
<b>Subtotal</b>	<b>436.0</b>	<b>447.8</b>	<b>396.1</b>	<b>-30.5</b>	<b>365.6</b>	<b>-16.1%</b>
<b>Total Staff</b>	<b>893.4</b>	<b>889.6</b>	<b>795.3</b>	<b>-51.1</b>	<b>744.2</b>	<b>-16.7%</b>

# How will staff reductions occur?

**51 position reductions by October (includes attrition)**

**Affected employees will be contacted directly by supervising executive administrator**

**Implementation will vary by department**

- Reorganization opportunities
- Position and unit specific options

**Exploring severance packages – among the possibilities being investigated:**

- At least 30 day notice/pay
- Job searching services
- Tuition scholarships





PimaCommunityCollege

