LOS ANGELES SOUTHWEST COLLEGE

BUDGET & ENROLLMENT SUMMIT

Friday, March 19, 2021

Agenda

- Setting Norms
- Summit Outcomes
- Mindset
- Current Budget Climate FY 2020-2021
- Hold Harmless Update
- Revenue Reality
- Budget Assumptions
- 3-Year Student-Centered Funding Formula
- HEERF Discussion
- Data Presentation
- SEMP Goals
- Discussion
- Breakout Sessions
- Student Ready vs. College Ready

Meeting Overview

NORMS

BE ENGAGED & OPEN TO SHARING

BE KIND TO OTHERS WITH DIFFERING VIEWPOINTS

ASSUME GOOD INTENTIONS

TRUST THE PROCESS

Build Community

1.To build community, empathy, trust and interdependence, and leadership capacity as educators and as a college leadership team

Budget Climate

2. To create a consistent understanding of the budget, student-centered funding formula, and enrollment assumptions used to forecast LASC's fiscal recovery and long-term sustainability

Create Understanding

3. To build a collective understanding of LASC's current and future budget climate

Meaningful Dialogue

4. To have meaningful, student-centered, equity-minded dialogue about the student-centered funding formula tied to enrollment, retention, and student success

SUMMIT OUTCOMES

Mindset

✓ Holistic Approach

✓ Student-Centered & Human

✓ Long-term Fiscal Sustainability

✓ No More Blame Culture

✓ Focus on Student Success

Current Climate FY 2020-2021

Review of Budget Planning June 2020

- Original Budget of $32,225,689
- In June 2020, decided to:
    - Continue hiring freeze
    - Hold all classified vacancies
    - No overtime
    - Reduced utilities, equipment, marketing
    - Discontinued in-person travel
    - No Sub and Relief
- Reduced course offerings by 4%
    - 4850 hours to 4,432
- Reduced overall expenses by 10%
    - Total reduction of $3,222,568
- Planned balanced budget

OCTOBER 2020

- Unplanned, additional $2.5 million in District assessments
- Placed the college back in deficit
- New, adjusted budget of $29,682,913

FEBRUARY 2021

- Due to low enrollment, further reduction in instructional hours
- From 4,432 to 4,182 instructional hours

MARCH 2021

- Forecasting Budget Discussion to plan for the next three years
- Overall focus on fiscal sustainability
- Shortfall of $900,000, but projecting to end with balanced budget using CARES funds

Current Climate
FY 2020-2021

HOLD HARMLESS UPDATE

Why are these budget conversations so important?

- In FY 2023-2024, state hold harmless period will end
- This means that the college will be re-based - a new, lower enrollment number establishing base funding for the campus
- Average of the previous three-years of enrollment to establish a new baseline budget
- Full implementation of the Student-Centered Funding Formula (SCFF) is required
- Estimated revenue shortfall in FY 23-24 predicted at **$4,754,641**

We must take action now

PREVIOUS PLANNING

In the past, 6,000 FTES was predicted as our break even point. We are only at 3,500 FTES this year

SCFF

We must shift our culture and activities to maximize all aspects of the SCFF, not just an enrollment focus

REVENUE GENERATION

We have reduced expenditures as much as possible. The only way forward to fiscal sustainability is revenue generation through SCFF

OUR REVENUE REALITY

Budget Assumptions

Forecasting with these in mind:

- Adjusting budget yearly for our SCFF growth
- We will meet our SCFF targets
- The District assessments are not increased
- No additional, unplanned vacancies besides SRP
- Follow all aspects of the LACCD CBA's

3 YEAR STUDENT-CENTERED FUNDING FORMULA FORECAST

FY 2020-2021 EXPENSES

Total Savings in FY 2020-2021
$2,908,132

✓ Able to Balance Budget

INSTRUCTIONAL HOURS

- Reduced to 4,182
- $407,338 Savings

VACANCY SAVINGS

- $1,312,178 - Classified
- $461,292 - Certificated

SRP SAVINGS

- 3 GFU Positions
- $219,730 Savings

IT ASSESSMENT

- One-time return
- $507,594 Savings

STUDENT-CENTERED FUNDING FORMULA

SCFF
- New funding formula
- Hold harmless ends in FY 2023-2024
- Shift focus from enrollment to student success

ENROLLMENT

70% of budget

These funds are assessed by the District

SUPPLEMENTAL

20% of budget

These funds are <u>not</u> assessed by the District

STUDENT SUCCESS

10% of budget

These funds are <u>not</u> assessed by the District

SCFF Budget Projections

- **FY 2021-2022**
  - FTES Target – 3,700 FTES
  - 15% growth in supplemental and equity factors (due to in-person recovery)

- **FY 2022-2023**
  - FTES Target – 4,500 FTES
  - 5% growth in supplemental and equity factors

- **FY 2021-2022**
  - FTES Target – 4,750 FTES
  - 5% growth in supplemental and equity factors

Total instructional hours to hold at 4,182.

LASC 3-Year Forecast Budget Projections

Revenue Component	FY 2021-22	FY 2022-23	FY 2023-24
Minimum Base Revenue	$ 8,483,617	$ 8,483,617	$ 23,709,712
Base Funds Remaining	$ 10,418,085	$ 10,418,085	$ -
EPA Funds	$ 4,190,874	$ 4,190,874	$ -
Supplemental	$ 6,348,639	$ 6,348,639	$ 6,405,636
Student Success	$ 2,627,580	$ 2,627,580	$ 2,501,416
COLA	$ 514,329	$ 653,961	$ 885,415
SCFF Hold Harmless	$ 4,745,641	$ 4,745,641	$ -
TOTAL SCFF Apportionment	**$ 37,328,765**	**$ 37,468,397**	**$ 33,502,179**
	+	+	+
Dedicated Revenue	$ 727,329	$ 1,191,290	$ 1,266,290
	-	-	-
LACCD Assessment	$ 9,707,115	$ 9,497,220	$ 9,497,220
TOTAL Budget Allocation	**$ 29,783,329**	**$ 30,605,567**	**$ 26,735,749**
TOTAL Expenses	$ 32,026,648	$ 32,680,608	$ 32,758,300
TOTAL Deficit	**$ (2,243,319)**	**$ (2,075,041)**	**$ (6,022,551)**

*Preliminary based on District provided projections

HEERF Funds

TOTAL RECEIVED
$5,686,223

REQUIRED MINIMUM STUDENT AID
$1,111,427

TOTAL CAMPUS ALLOCATION
$4,574,796

*Must be allowable and related to COVID-19 Recovery

✓ Campus Budget Shortfall

✓ DE Coordination

✓ Technology & Classroom Retrofits

✓ Safety Updates

✓ Supplies

✓ Basic Needs for Students

✓ Re-Engagement Funding

✓ Professional Development

DATA DISCUSSION

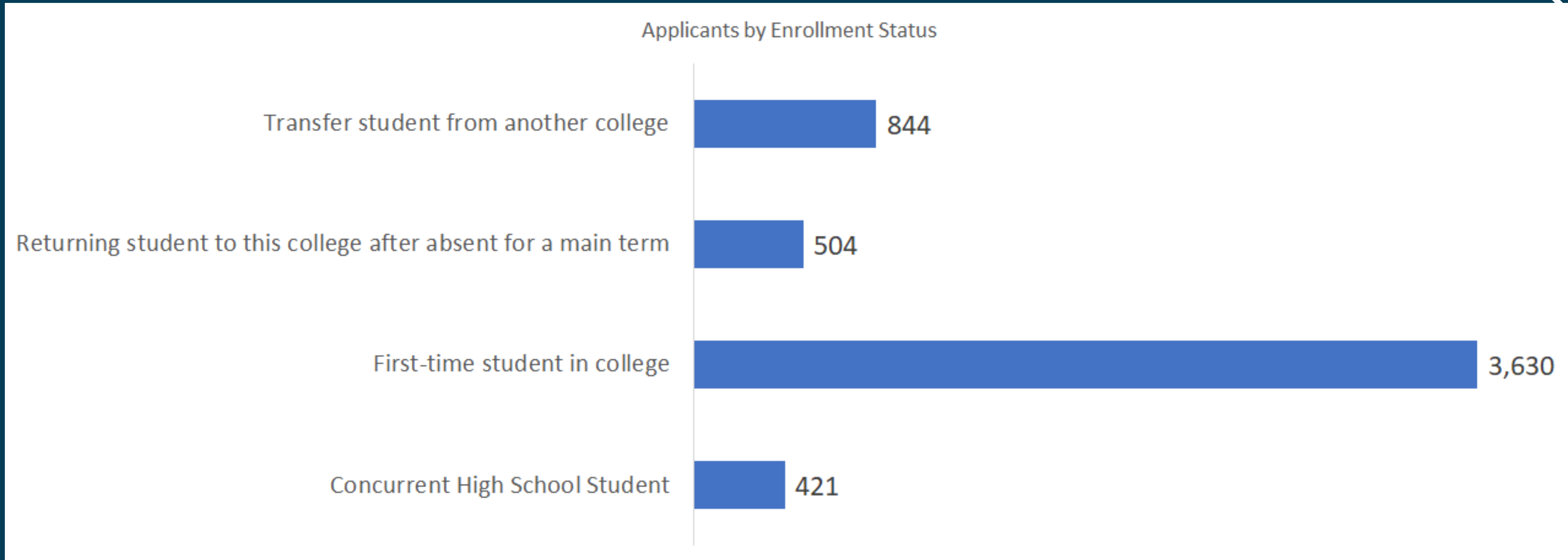Fall 2020 Applicants to Los Angeles Southwest College
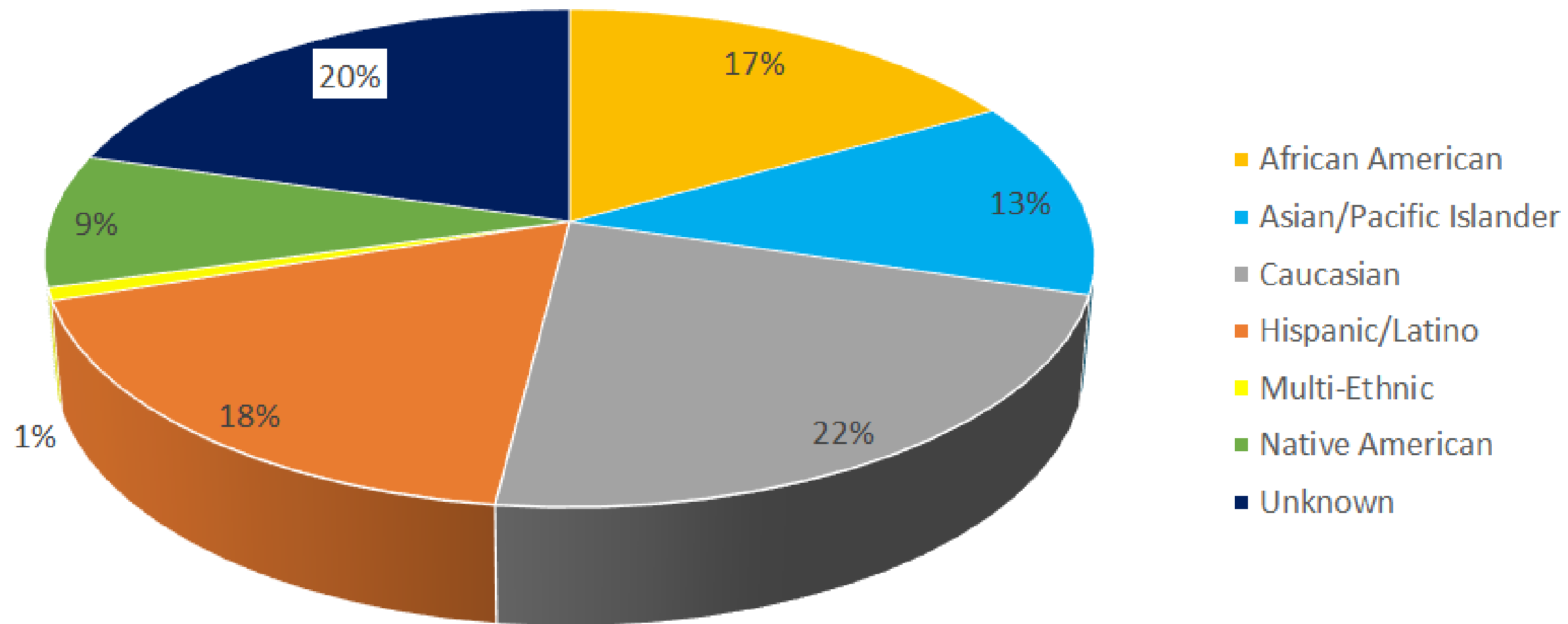
Fall 2020 Applicants to LASC

- Applied either in summer 2020 or fall 2020
- Enrolled in fall 2020, winter 2020, or spring 2020
- 5,399 applied
- Focus is on 1st-Time College applicants
- Origins of 1st-Time College applicants
- Who enrolled and who didn't enroll
- How did they do in class?
- Did they return the next semester?

LASC Applicants - Fall 2020

Applicants by Enrollment Status

- Transfer student from another college: 844
- Returning student to this college after absent for a main term: 504
- First-time student in college: 3,630
- Concurrent High School Student: 421

Total Applicants = 5,399

Ethnicity of 1st-Time College Applicants

Ethnicity	N
African American	613
Asian/Pacific Islander	464
Caucasian	809
Hispanic/Latino	654
Multi-Ethnic	30
Native American	313
Unknown	747
Total	3,630

Gender of 1st-Time College Applicants
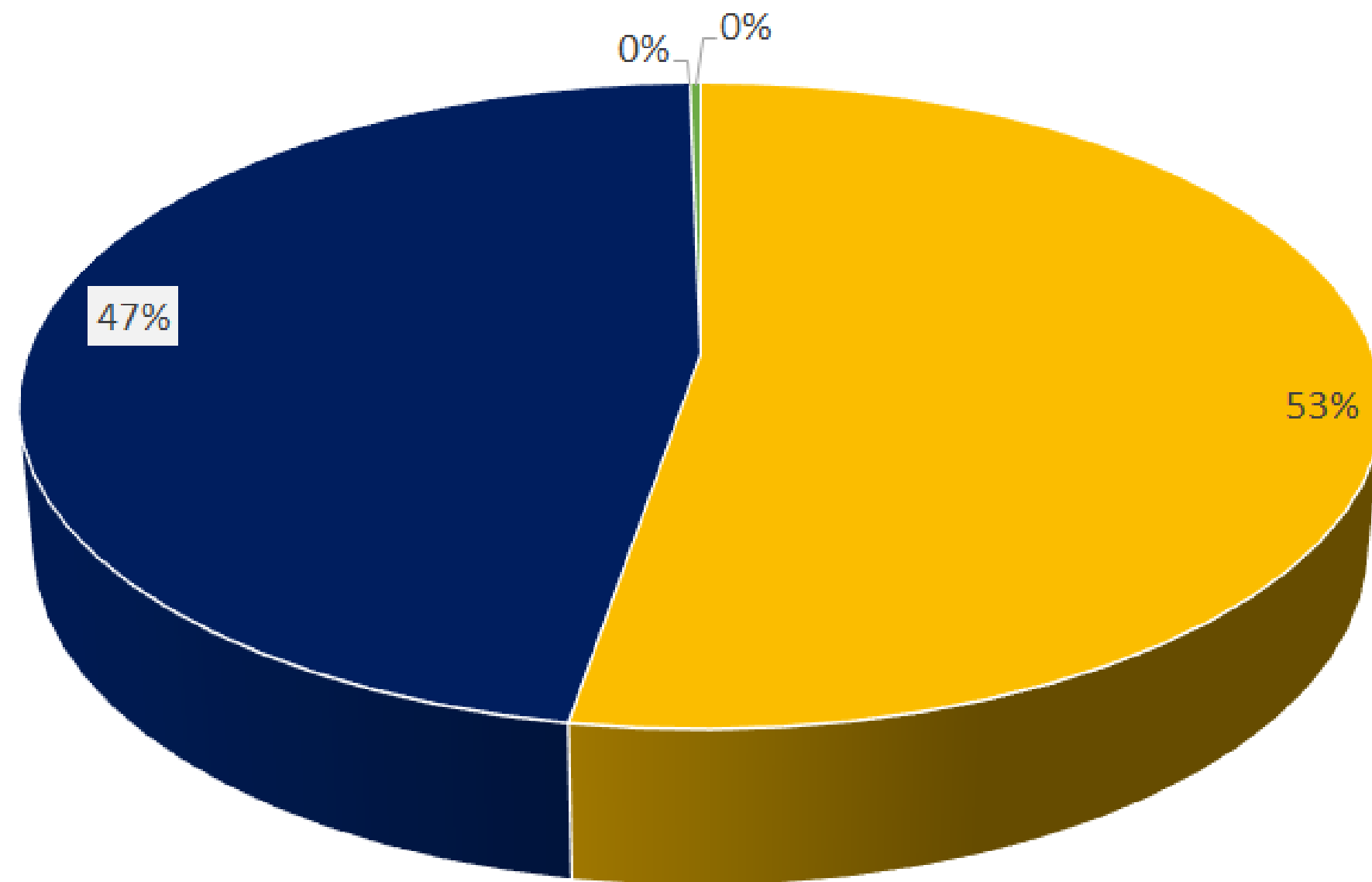
Gender	N
Female	1,911
Male	1,708
Non-binary	1
Unknown	10
Total	3,630

Age of 1st-Time College Applicants
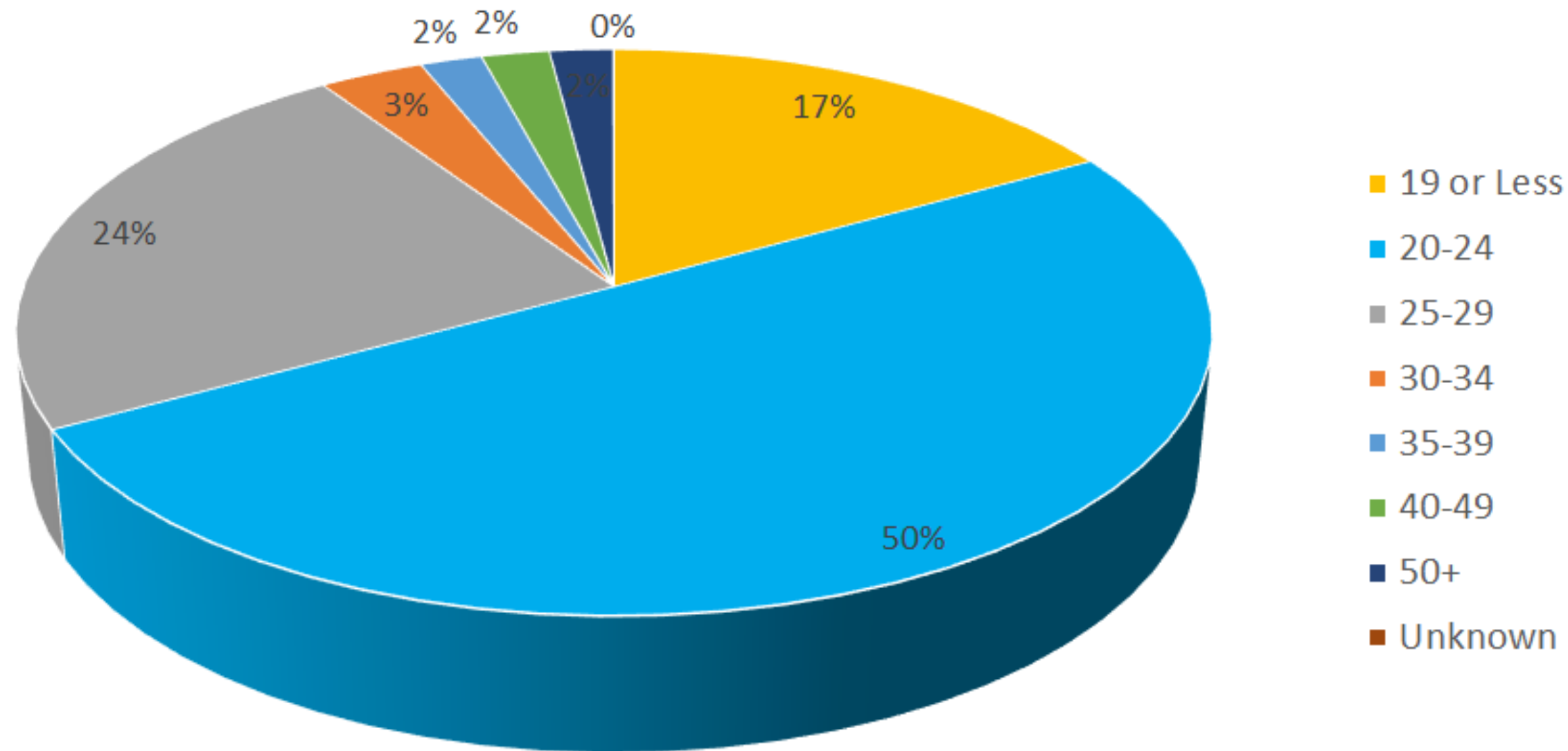
Age	N
19 or Less	611
20-24	1,823
25-29	853
30-34	120
35-39	71
40-49	78
50+	73
Unknown	1
Total	3,630

High School Origins of 1st-Time College Applicants
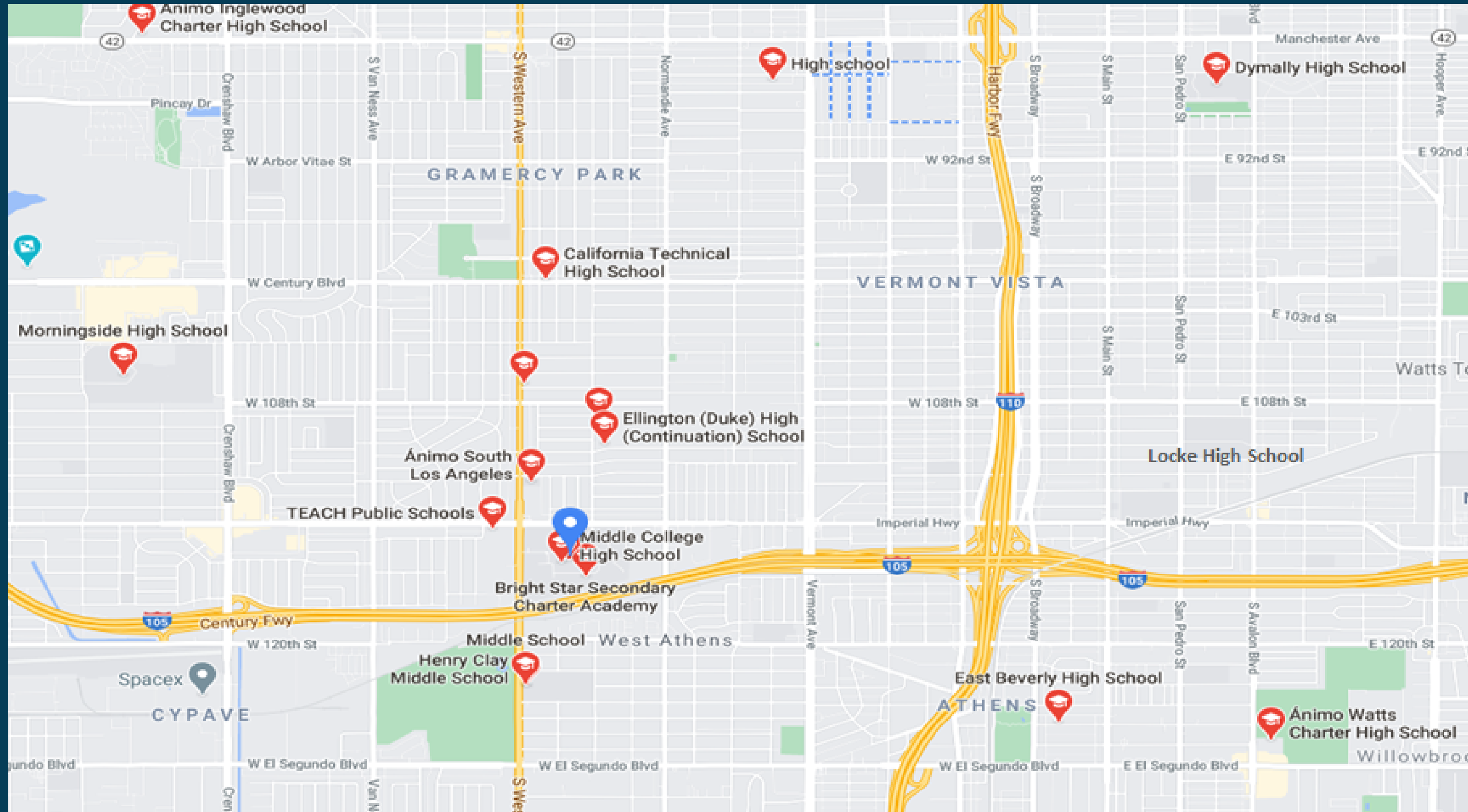
High School Name	N
Locke High School	130
Gerhard Kohn	86
Fremont High School	43
George Washington Preparatory	36
Gardena High School	33
Yuba City Charter School	32
Kelly School	32
Aldea School	31
High Tech High School	30
Colusa Adult	27
All Other Schools	3,150
Total	3,630

Zip Code Origins of 1st-Time College Applicants

Zip Code	N	%
90017	192	5.3%
90044	173	4.8%
90003	110	3.0%
90047	87	2.4%
95814	72	2.0%
94612	70	1.9%
90250	67	1.8%
90002	65	1.8%
90061	60	1.7%
90059	56	1.5%
All Other Zip Codes	2,678	73.8%
Total	**3,630**	**100.0%**

Los Angeles Southwest College

Central Study Areas*	Extended Study Area**
90002	90001
90003	90008
90044	90018
90047	90037
90059	90043
90061	90056
90247	90062
90249	90220
90250	90222
90301	90248
90303	90302
90304	90746
90305	

Top 20 Majors of 1st-Time College Applicants

Declared Major	N
Nursing	256
Administration of Justice	136
Mathematics: Computer Science	116
Child Development	108
Psychology	108
English	102
Bus Admin: Banking and Finance	91
Biology	89
Management/Supervision	88
Computer Apps and Office Tech	87
Business Administration	81
Sociology	78

Declared Major	N
Certified Nursing Assistant/Ho	72
Spanish	65
Anthropology	63
Business Administration: Accou	63
Interdisciplinary Studies: Art	61
Music	61
Computer Sci: Information Tech	58
Physics	56
Political Science	56
Social and Behavioral Sciences	56
All Other Majors	2,290
Total	**3,630**

Applicants that Did Not Enroll at LASC

Enrl Status	Applied	Did Not Enroll	% DNE
Concurrent High School Student	421	145	34.4%
First-time student in college	3,630	3,319	91.4%
Returning student to this college after absent for a main term	504	313	62.1%
Transfer student from another college	844	606	71.8%
Total	5,399	4,383	81.2%

- 91 of the 4,383 applicants (~2%) enrolled @ another LACCD College between Fall 2020 and Spring 2021
- 11 Concurrent HS Students
- 41 First-Time Students
- 15 Returning Students
- 24 Transfer Students

Ethnicity of 1st-Time College Applicants that Did Not Enroll
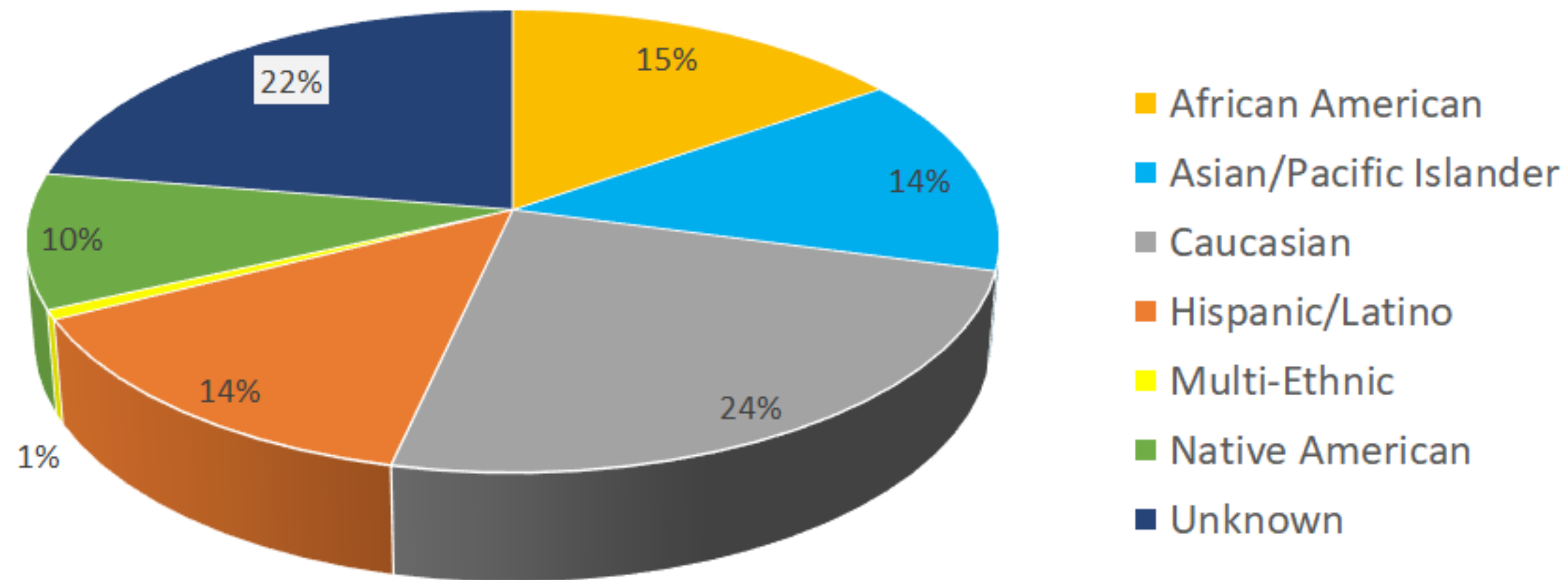
Ethnicity	N
African American	508
Asian/Pacific Islander	461
Caucasian	807
Hispanic/Latino	464
Multi-Ethnic	22
Native American	313
Unknown	744
Total	3,319

Gender of 1st-Time College Applicants that Did Not Enroll
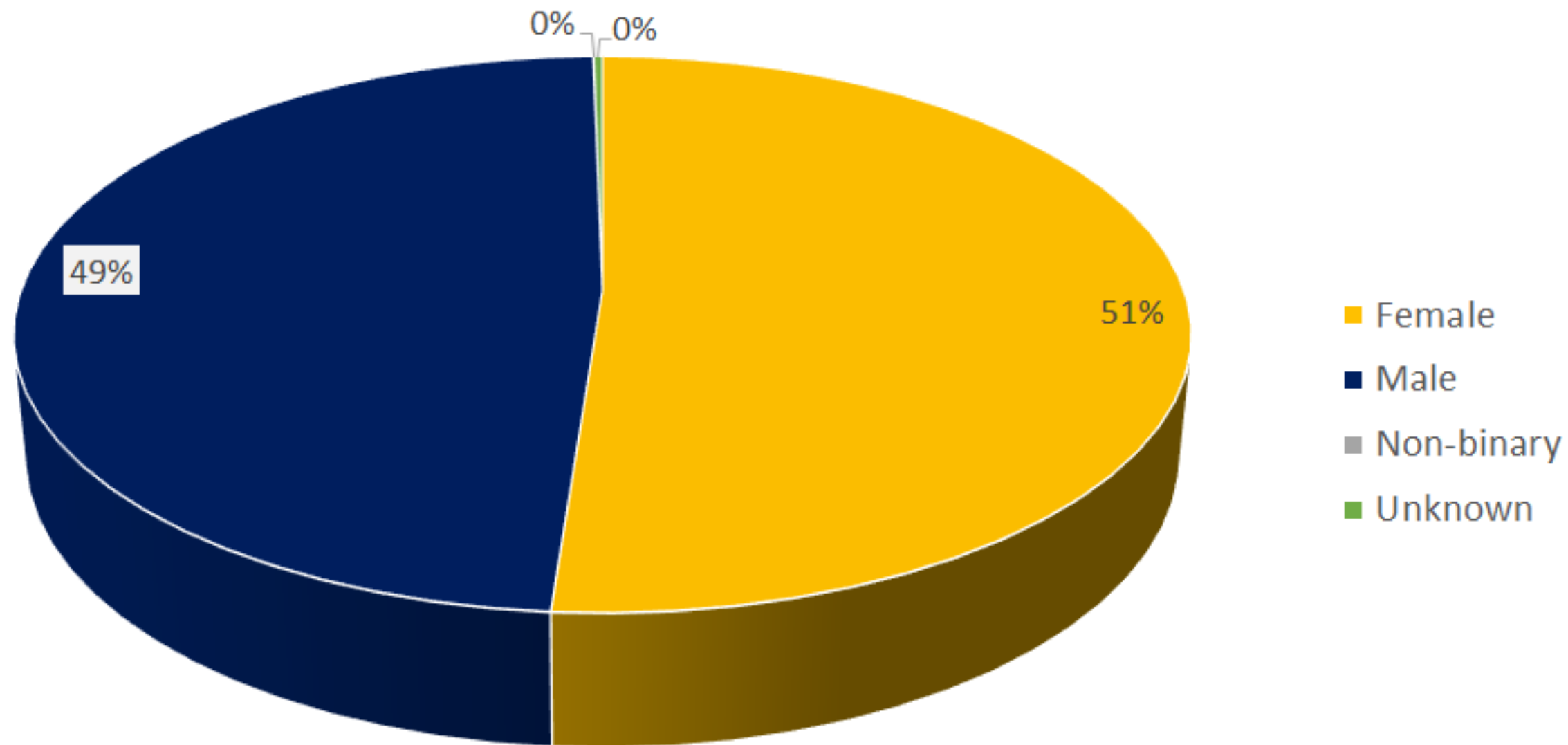
Gender	N
Female	1,699
Male	1,610
Non-binary	1
Unknown	9
Total	3,319

Age of 1st-Time College Applicants that Did Not Enroll
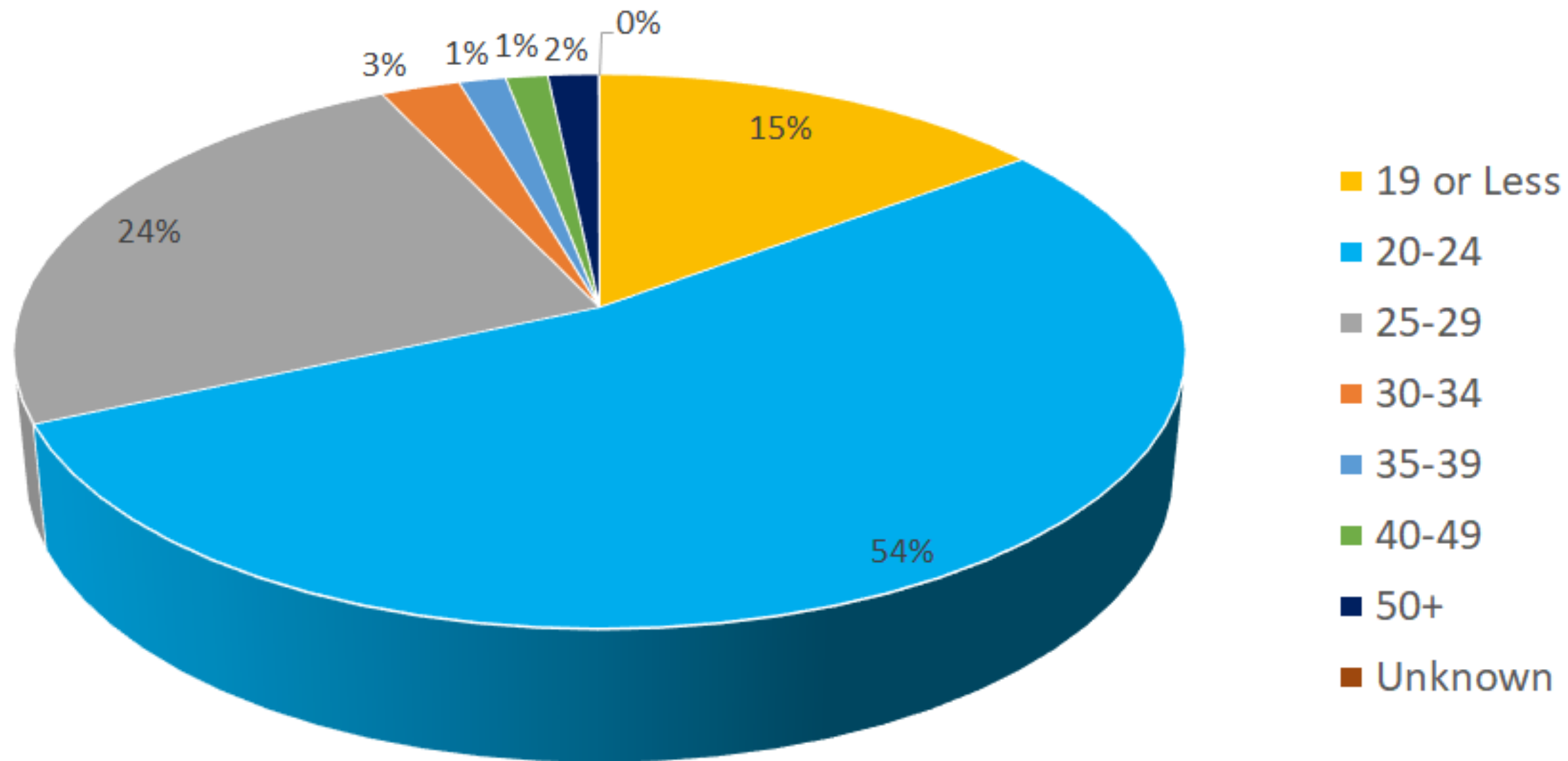
Age	N
19 or Less	490
20-24	1,779
25-29	815
30-34	85
35-39	50
40-49	45
50+	54
Unknown	1
Total	3,319

Pie chart legend:
- 19 or Less
- 20-24
- 25-29
- 30-34
- 35-39
- 40-49
- 50+
- Unknown

Pie chart values: 15%, 54%, 24%, 3%, 1%, 1%, 2%, 0%

Origins of 1st-Time College Applicants that Did Not Enroll

Los Angeles Southwest College	
Central Study Areas*	Extended Study Area**
90002	90001
90003	90008
90044	90018
90047	90037
90059	90043
90061	90056
90247	90062
90249	90220
90250	90222
90301	90248
90303	90302
90304	90746
90305	

School Name	N
Locke High School	117
Gerhard Kohn	86
Fremont High School	33
Yuba City Charter School	32
Kelly School	32
Aldea School	31
High Tech High School	30
George Washington Preparatory	27
Colusa Adult	27
East Los Angeles Child Development Center	25
Calexico Community Day	24
All Other Schools	2,855
Total	3,319

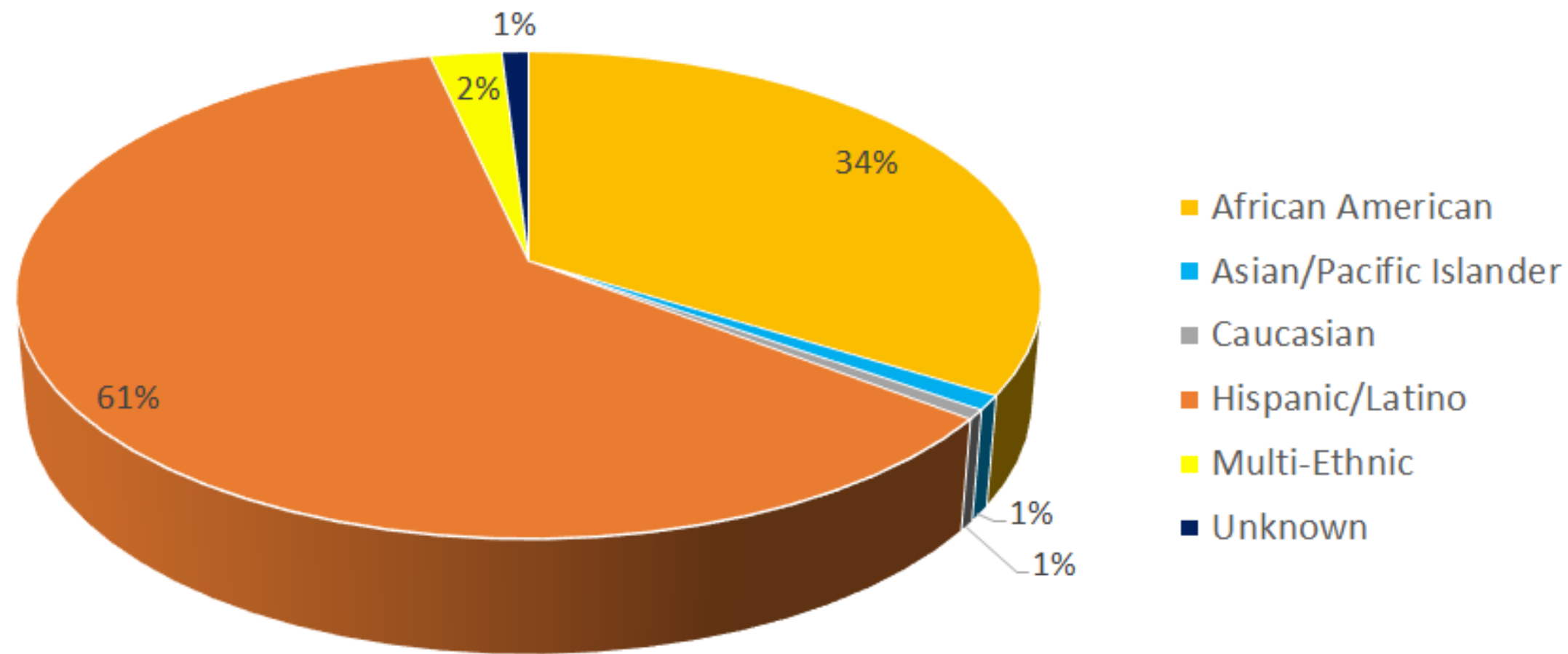| Zip Codes	N
90017	192
90044*	127
90003*	77
95814	72
94612	70
90047*	63
90059*	51
90002*	47
90061*	47
92614	47
90247*	44
90249*	43
All Other Zip Codes	2,439
Total	3,319

Who Enrolled? How Did They Do?

7 Steps to Become an LASC Student

- STEP 1: Submit Your Application
- STEP 2: Attend An Orientation
- STEP 3: Meet with a Counselor
- STEP 4: Register for Classes
- STEP 5: Apply for Financial Aid
- STEP 6: Pay your health fee, purchase a permit, and pick-up your fee receipt
- STEP 7: Obtain Your Free Student I.D Card

Applicants that Enrolled at LASC

Enrl Status	Applied	Enrolled	% Enrolled
Concurrent High School Student	421	276	65.6%
First-time student in college	3,630	311	8.6%
Returning student to this college after absent for a main term	504	191	37.9%
Transfer student from another college	844	238	28.2%
Total	5,399	1,016	18.8%

Ethnicity of 1st-Time College Applicants that Enrolled

Pie chart percentages: 34%, 61%, 2%, 1%, 1%, 1%

Legend:
- African American
- Asian/Pacific Islander
- Caucasian
- Hispanic/Latino
- Multi-Ethnic
- Unknown

Ethnicity	N
African American	105
Asian/Pacific Islander	3
Caucasian	2
Hispanic/Latino	190
Multi-Ethnic	8
Unknown	3
Total	311

Gender of 1st-Time College Applicants that Enrolled

0%

32%

68%

- Female
- Male
- Unknown
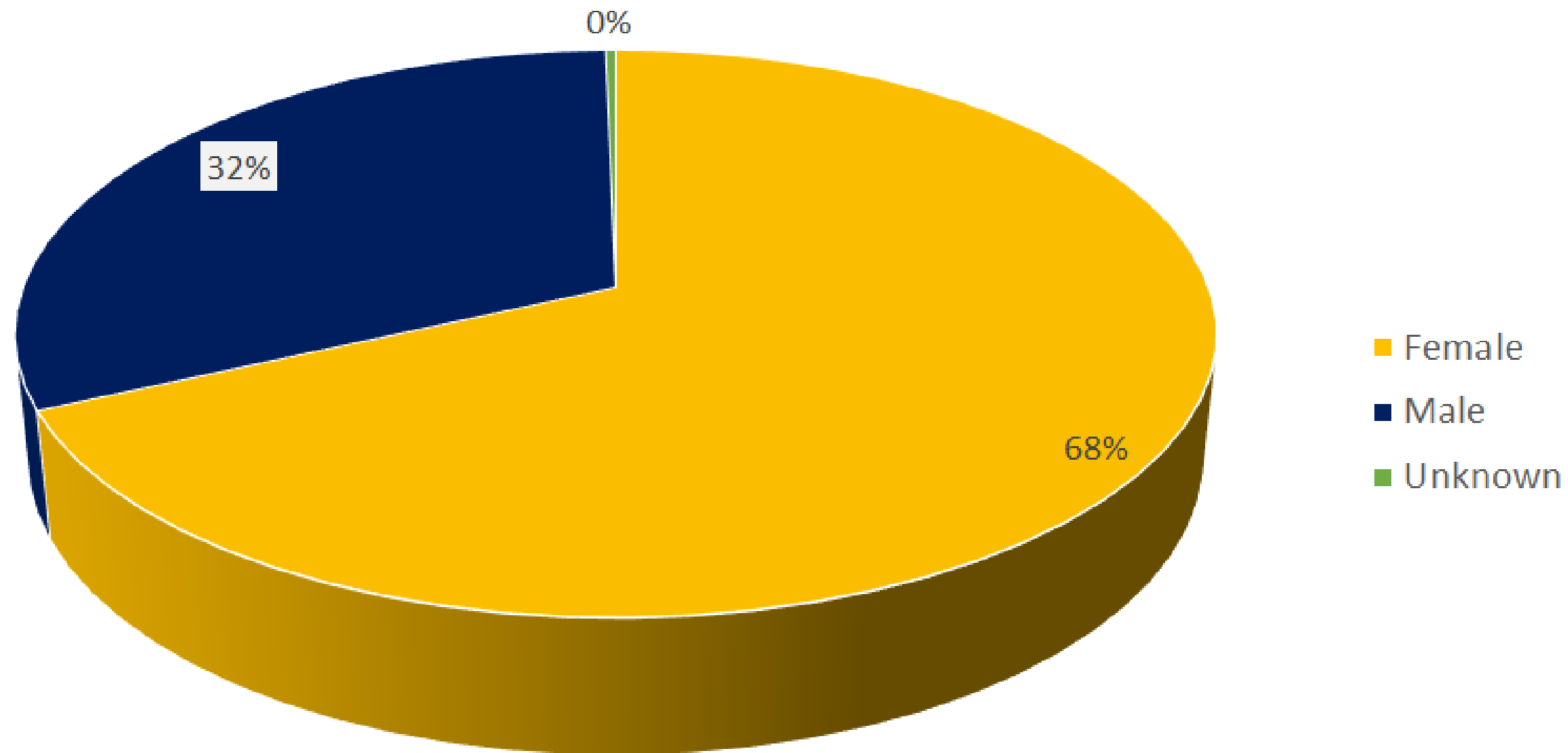
Ethnicity	N
Female	212
Male	98
Unknown	1
Total	311

Age of 1st-Time College Applicants that Enrolled
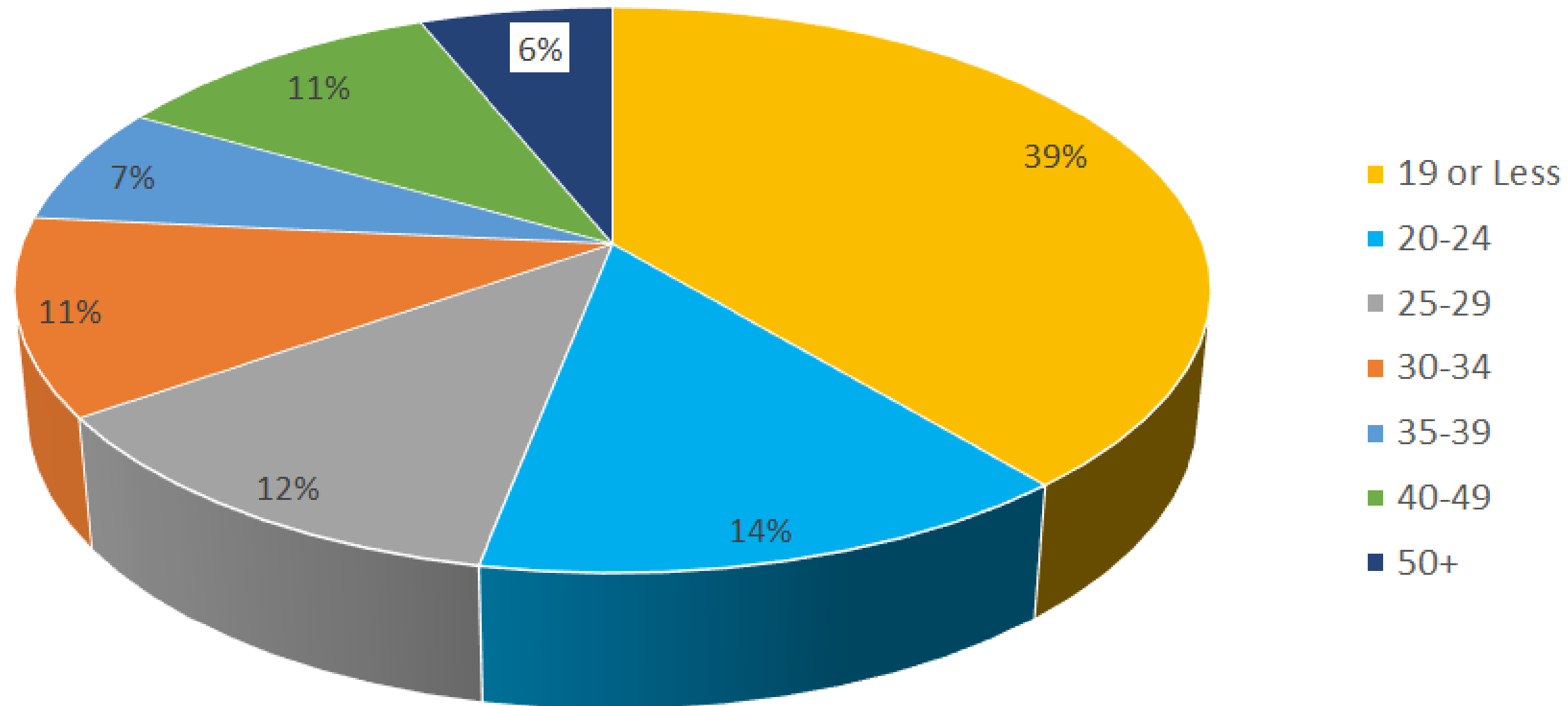
Age	N
19 or Less	121
20-24	44
25-29	38
30-34	35
35-39	21
40-49	33
50+	19
Total	311

1st-Time College Applicants that Enrolled: Top 10 Disciplines Enrolled In

Disciplines/Subject	Fall 2020	Winter 2021	Spring 2021	Total
Credit	573	84	456	1,113
ENGLISH	134	11	98	243
MATH	89	18	46	153
COMM	46		37	83
PSYCH	31	10	30	71
COUNSEL	57	1	9	67
SOC	23	9	29	61
BIOLOGY	21	4	32	57
POL SCI	18	14	16	48
HEALTH	25	2	14	41
BUS	13	1	13	27
All Other Disciplines	116	14	132	262
Noncredit	154	41	96	291
ESL NC	99	32	75	206
VOC ED	40	5	10	55
BSICSKL	15	4	11	30
Total	727	125	552	1,404

1st-Time College Applicants that Enrolled: Success Rates in Credit Courses

Discipline/Subject	Fall 2020		Winter 2021	
	Enrolled	Success Rate	Enrolled	Success Rate
A S L	2	100.0%		
ADM JUS	12	66.7%	1	100.0%
ANATOMY	3	100.0%	1	100.0%
ANTHRO	4	50.0%		
ART	5	20.0%		
BIOLOGY	21	61.9%	4	75.0%
BUS	13	53.8%	1	0.0%
CH DEV	13	53.8%		
CHEM	1	100.0%		
CIS	5	60.0%		
CO TECH	1	100.0%		
COMM	46	76.1%		
COUNSEL	57	54.4%	1	0.0%
CS	1	100.0%		
ECON	1	100.0%	4	75.0%

Discipline/Subject	Fall 2020		Winter 2021	
	Enrolled	Success Rate	Enrolled	Success Rate
ENGLISH	133	44.4%	11	63.6%
ENV SCI	4	75.0%		
FAM &CS	1	100.0%		
GEOLOGY	2	0.0%		
HEALTH	25	56.0%	2	50.0%
HISTORY	11	81.8%	2	100.0%
HUMAN	6	50.0%	1	100.0%
KIN	2	100.0%		
KIN ATH	2	100.0%		
KIN MAJ	3	66.7%		
LIB SCI	1	100.0%		
MATH	89	39.3%	18	77.8%
MGMT	1	0.0%		
MICRO	1	100.0%		
MUSIC	11	72.7%		

Discipline/Subject	Fall 2020		Winter 2021	
	Enrolled	Success Rate	Enrolled	Success Rate
PHILOS	4	25.0%		
PHYS SC	1	100.0%		
POL SCI	18	66.7%	14	100.0%
PSYCH	31	64.5%	10	100.0%
REAL ES	1	100.0%		
SOC	23	73.9%	9	88.9%
SPANISH	11	54.5%	5	80.0%
THEATER	6	50.0%		
Overall	572	55.4%	84	82.1%

*Excludes "EW" Grades

1st-Time College Applicants that Enrolled: Success Rates in Noncredit Courses

Discipline/ Subject	Fall 2020		Winter 2021	
	Enrolled	Success Rate	Enrolled	Success Rate
BSICSKL	15	26.7%	4	0.0%
ESL NC	99	34.3%	32	37.5%
VOC ED	40	67.5%	5	0.0%
Overall	154	42.2%	41	29.3%

Final Notes:

- 269 of the 311 students enrolled in fall 2020
- Of the 269 students, 158 enrolled in spring 2021
- 58.7% of the students were retained from fall 2020 to spring 2021

WHERE DO WE GO FROM HERE?

- Students know that we are here and they know our brand
  - 5,399 applied
  - 311 students enrolled between fall 2020 and spring 2021
- Students need additional support once enrolled to ensure success

OPPORTUNITY DRAWING, ORDER LUNCH & BREAK

Breakout Session #1

30 Minute Breakout & 20 Minute Debrief

Prompt: What can we do as an institution and leadership team to continue to innovate while being sensitive to the limited resources we have available?

Breakout Session #2

30 Minute Breakout & 20 Minute Debrief

Prompt: How can we shift our college culture to focus on a solutions-based approach to student success, retention, and outcomes? What venues/committees should be hosting these conversations?

Closing Comments

Student Ready vs. College Ready

✓ Work to do - stay focused

✓ SCFF Implementation

✓ Urgent Need to Shift Focus

✓ SEMP & Work Plan Completion

✓ Fiscal Sustainability is tied to our student success

Closing Comments

You are appreciated!
Thank you for your
continued leadership!

✓ What are we doing to stop doing?

✓ Who are we going to be?

✓ How are we serving our community?

✓ Innovation and Future-Thinking

✓ Meeting the changing needs of our students