

## Fall 2013 Cost-Cutting, Revenue-Generating, Increasing Enrollment Ideas

- 1) Immediate hiring freeze on all non-instructional positions, subject to presidential determination that a position is critical to college functioning (such as VP for Business). When openings occur due to retirement or departure, the administration will need to assign those duties to existing staff (improve management efficiency) or eliminate the services, depending on how critical they are to mission.
- 2) Cut all travel and professional development budgets in half. Travel is a luxury and professional development can often be done much cheaper by buying videos and movies rather than traveling to expensive conferences and seminars.
- 3) Ask the Foundation to redirect the money they raise to supporting core college mission. Grants to buy videos and travel to conferences is nice, but we are in a crisis and those small things don't do much good if we are cutting classes and core functions, which is what seems to be proposed.
- 4) Offer a retirement incentive to all employees, not just faculty. Rehire strategically—we need to reexamine how we hire. Right now AAG pretty much fills all vacancies without looking at potential for FTSE generation. FTSE needs to be the number one criteria until we stabilize.
- 5) Sell some of our Fort Ord land. We ought not to be expanding into instructional areas like MOUT, which much like South Bay Consortium, will not be the most efficient use of scarce teaching resources. If the college moves forward with MOUT while simultaneously RIFing existing faculty, it will be an insult to the people who have worked here for so long
- 6) Use Fort Ord land as collateral to get a loan so that we can buy a modern SIS system and online registration system. We are losing students and declining FTSE is the most serious challenge to our economic stability. No more delay. No more excuses. Get it done by spring semester. Make it a priority.
- 7) We have reorganized faculty already: over the past decade FT faculty has fallen from 121 positions to 99, while enrollment has stayed the same (2004 to 2012). We have not reorganized management or support. CC should look at a flatter management structure, which assigns more responsibility to division chairs as a way of replacing some mid-level administrators.
- 8) Printing Moratorium: No printing of “handouts” and “study guides” and “readers.” Other than syllabi, quizzes and exams, put a moratorium on instructor printing. For non-instructional, ask DOMs to look at what they do and come up with a list of approved printing jobs and non-approved. We need to cut our printing budget significantly. Instructors can use Moodle to provide handouts and other materials without printing.
- 9) Task the President to become the Fund Raiser in chief. He can delegate and should delegate management responsibilities to VPs and shared governance and focus his energy on working with the Foundation and other groups on campus to raise money. At many other colleges the primary job of a President is fund raising; at MPC it has been a secondary responsibility. If the President were to work with the Foundation, Gentrain, the Theatre and Arts areas, PE and Childcare Center, he could raise millions of dollars to support the college.
- 10) Improve marketing.
  1. Create a comprehensive marketing plan to include:

- a. Clear procedures, contacts, and responsible parties for handling news releases and developing relations with news outlets to promote news pertaining to students, faculty, programs, and to respond to inquiries by news organizations.
- b. Recording special events
- c. An MPC channel on YouTube
- d. Separate advertising approaches for online, Ed Center, and campus programs and classes
- e. A defined strategy to engage the community in social media and with an easily navigable website.
- f. Using the electronic sign to promote activities—get folks on campus, and then share information with brochures and other print media
- g. Event fliers to student unions and other gathering spots, i.e. coffee shops, at the different MPC games, MPC theatre during plays
- h. Catalogs and class schedules (at least one per high school) to the high school counselors
- i. One-on-one with high school counselors
- j. Registration Round-up
- k. Site Council (involving the high schools to start with)
- l. Asking/talking with the students (not to, makes a difference in the level of communication)
- m. Students' coffee with the President, can include the VP's and Deans, but do not make the gathering so administration heavy that students are intimidated
- n. MPC Webpages – there are a number of web pages that are the responsibility of the divisions, but are outdated. One or two people from the division need take the responsibility to keep the web page updated so students are informed of what is happening in that division. Same thing with the ASMPC webpage – very un-user friendly
- o. The marquee at the front of the college is not being utilized as a proper marketing tool. Change it up, inform the community of upcoming events
- p. Placement of banners is critical. The marquee in the front of the campus is only visible from one side. There is a lot of traffic that drives on Fremont towards the freeway. Check out the backlog at 5:00 p.m., sitting right by the campus.
- q. Lobo Day. Fliers need to be distributed all over campus to encourage participation and for students to have fun, join a club.
- r. Booth/table at Good Ol' Days, and other similar venues.

## 2. Implement the plan!

- 11) When classes close prior to the beginning of the semester, have a “pop-up” indicating that it might be wise to attend the first class session; room may open up.
- 12) Ask instructors to keep a list of students who want to add. If there appears to be a high need, try to add a section at the same time students want to add.

- 13) **YouTube video:** something motivational and exciting that would encourage high school students to enroll. Could make it low cost by making it a contest, created by students, with content guidelines.
- 14) **Ride Share:** Ask student government if they'd be interested in organizing ride sharing. Could have a "ride share" web page and/or app.
- 15) **Enrollment App for smartphones:** I know the SABRE committee has mentioned this, however an additional idea to go along with it might be to have a team of students create it.
- 16) **Increased visibility at High Schools and in the community:** ads on Facebook, groups of current or recent grads to visit high schools.
- 17) **"Early Bird" enrollment discount to spur early enrollment**—or, perhaps a discount on parking for early enrollment.
- 18) **Contact Monterey County Sustainability, or Sustainable Seaside:** Ask for an evaluation to determine cost savings measures we could implement. Can we offer classes in sustainable building, landscaping? There are job certificates available in permaculture, solar, building.

Laying people off is the easy way out. Cutting spending is the easy way out. Augmenting revenue is the better way to go, however. More cuts in faculty will lead to lower enrollment, and future budget deficits. This current deficit correlates with cuts in faculty spending and staffing in the past three years. You cannot cut your way out of this problem. We need to strategically reorganize over a couple of years by freezing hiring except for instruction and other core functions, and then rehiring faculty in growth areas. In addition, we can get through the interim by focused and energetic fund raising, if we have the leadership and commitment to maintain our high quality programs.