

**PRESENT:** Jackie Lasch (Co-chair), Jennifer Page (Co-chair), Kari Makepeace (Council Coordinator), Terry Allcorn, Loren Bender (Guest), Daniel Charriez, Kris Christian, Mary Beth Clifton, Jasmin Cruz, Jim Flanagan, Leslie Golden, Linda Herlocker, Jonathan Hernandez, Sonya Joseph, Carmine La Pietra, Alex Larzabal, Mike Lergier, Paul Rooney, Jamie Rost, Michelle Sever, Resham Shirsat (Guest), Todd Treece, Rhonda Ulmer

**ABSENT:** Allen Bottorff, Chris Christensen, Oscar Cristancho, Terry Johnston, Amy Kleeman, Joe Livingston, Elaina Page, Darla Sharpe

## **MEETING SUMMARY**

### **I. DISCUSSION ITEMS**

A. The OLT reviewed the membership roster and noted some minor adjustments:

- Undria Stalling is no longer with the College, Cynthia Santiago is now the College Auditor.
- Kathy Hauser is retiring on May 6 so her replacement will need to be added to the roster.
- Daryl Davis, Director of Institutional Research, should be added to the membership.

B. The OLT put out a call for nominations for a new Co-chair beginning July 29, 2016. Michelle Sever and Terry Allcorn were nominated. Kari Makepeace will send out a Qualtrics survey to the OLT to get an official vote.

C. Loren Bender provided a budget overview to the OLT, outlining the financial transformation at the college, changes to the budget process, build concepts and next steps.

#### 1. Financial Transformation

The College is going through a financial transformation. The goals of the transformation are:

- Full Understanding - language, literacy, comprehension of contribution, analysis, consistency
- Full Transparency - consistent review, timeliness, accuracy
- Principal Centered Allocations - resource allocations based on need
- Resource Driven Culture - Move the money to learning, college based decisions
- Strategy Allocation - Budget for long term planning and scalability
- Discipline of Innovation - Identify and reward innovation. Incorporate innovation into the routine.

#### 2. Budget Changes

There have been changes to the budget process that will allow us to identify stranded dollars up front so we can project and plan versus react, manage money and time, spend money when and where it is needed, and trust the data. Being able to identify these dollars up front will also help

support many efforts including the day to day efforts of the college, the mission, programmatic changes, new ideas, and future direction.

The most significant change is that we will now be building budgets using prior year numbers (PYE) instead of rolling the budget. The budget office will be studying historical information by index and by leader and focusing on forecasting a year-end projection. Expenses can vary from year to year so it is important to note that funds will be set aside to make adjustments when necessary and that we need to trust in the budget process.

Other build concepts for the 2016-17 budget include matching revenue to expenses, supporting and funding the basic needs of the college, investing in the growth and mission of the college, and identifying and investing in new concepts.

### 3. New Budget Approach

The new budget approach starts with PYE which includes a review of forecasted year end amounts with individual budget managers, quarterly reviews at the budget owner level, and then mid-year reviews with the Senior Team. PYE leads to baseline which includes one-time expenses (unbudgeted one time increases not needed for subsequent year), wrap around (the difference between full year cost and partial year cost due to timing in order to make the budget whole for subsequent year), and grant sustainment (expenses no longer funded by grants that must be sustained by the College operating fund). After the baseline is determined, we move on to the budget which includes new faculty, programmatic changes, wage increases, supplemental budget requests, and strategic initiatives.

### 4. Next Steps

The next steps in the new budget process will be as follows:

- Individual meetings to fine tune FY1516 PYE and review supplemental requests (March – April)
- Senior Team meeting to finalize all funding requests for FY1617 (Early May)
- FY1617 Budget Overview to Board of Trustees (May)
- FY1516 Budget Transfer Funding (End of May)
- FY1617 Budget finalized and presented to BOT (End of May)
- FY1617 Budget loaded in the system (June)

D. Resham Shirsat provided an update on recycling at the College, including conclusions and updates from the February OLT meeting and a timeline moving forward.

#### 1. Conclusions and Updates from February OLT

The OLT was in support of transitioning from multi-stream to single-stream recycling, which included designing the new collection bins and soliciting quotes for new collection stations.

Since the February meeting, the design was completed in collaboration with Sustainability, Custodial/Plant Ops, Facilities, Procurement, Campus Operations Managers, Campus Presidents, Risk Management, and Property Assessment. Also, college-wide quotes were received during the last week of April and we found out that our E & I contract will allow us to save around 20 percent on the bins.

## 2. Timeline

The timeline for completion of the transition is as follows:

- Receive college-wide quotes for new stations –last week of April
- Publish an article in the Grove article published about the upcoming transition to single stream –first week in May
- Single Stream RFP –May (will be synchronized with a solicitation for a new solid waste vendor)
- Receive (2) test unit bins at each major campus (East, West, Osceola) –end of May
- Publish an article in the Grove about visiting test bins and roll out of new bins –first week in June
- Receive all new bins college-wide and replace existing interior hallway bins –less clear, but ideally July.

E. Resham presented information on electric vehicle charging stations and asked for feedback from the OLT on how to move forward. Some of the considerations included which campuses should have stations, what the rate structure should be, and whether or not we should look into having solar arrays.

### 1. Station Locations

The OLT agreed that there is a need for charging stations at each campus (including Poinciana and all new campuses going forward), which may allow us to get price breaks for bulk purchasing.

### 2. Rate Structure

The OLT agreed that the rate structure should be consistent across the campuses and that we should be charging a fee because electricity is not free. A tiered rate for students, employees, and visitors was not supported.

### 3. Solar Arrays

The OLT also agreed that we should look into having solar arrays on both East and West campuses.

F. Mary Beth Clifton provided some information from Total Rewards and Workforce Planning on the dependent healthcare verification, the rebid of contracts for Special Pay Plans, 457, FICA Alternative Program & Record Keeping Administration, and the transition of the retirement incentive program.

### 1. Dependent Health Care Verification Review

- *Key Message:* Valencia will contract with a third party to conduct a verification of dependents covered under Valencia benefit plans in 2016.
- Valencia is soliciting request for quote to provide third party support to conduct a verification of dependents covered under Valencia benefit plans to support state audits of our self-insured plans.
- The third party will contact all employees with covered dependents and require valid proof that dependents meet eligibility rules to be covered under the plan.
- Vendor selected will have experience and qualifications to review documentation. Employee will be provided ample time, notice and direction on what is needed to support documentation.

- Mercer performed a dependent verification last year for the colleges covered under The Consortium plans.
  - While Valencia has not conducted verification before, it is common audit practice and will serve us in state audit requests.
  - OD HR Advisory Team will collaborate on key messaging, project timeline, etc.
2. Rebid Contract for Special Pay Plans, 457, FICA Alternative Program & Record Keeping Administration (i.e. BENCOR services)
- *Key Message:* Invitation to Negotiate will be issued in May through Valencia Procurement Site
  - RFP conducted last year and cancelled with transition of CFO's
  - No impact to FRS or CCORP
  - Mercer Consulting is 3rd party expert to facilitate process and evaluation, OD HR Advisory Team subset acts as ITN Evaluation Committee

3. Update on Retirement Incentive Program Transition

- *Key Message:* Recruiting, workforce planning and compensation departments will meet in the near future to work with senior leadership to address replacements for ALL retirements at the College.
- Our intent is to have a systematic organizational approach similar to how we handle requests for new/reevaluation of existing positions. This is an opportunity for the College to realign resource needs.
- As leaders, please consider individuals privacy, respect, and other needs through the retirement date (those retiring as well as their colleagues).

G. Rhonda Ulmer provided an update from Procurement.

1. Bids and RFP's

Procurement issues Bids and RFP's regularly. The following RFP's are of interest to the Operations Leadership Team:

- RFP #2016-69 - Printing and Finishing Services, College Wide (Issued April 15, 2016)
- RFP #2016-64 Single Stream Recycling Services, College Wide (To be issued in May)

All solicitations can be viewed on the Procurement Website at:  
<http://valenciacollege.edu/procurement/bids.cfm>.

Please encourage vendors to visit the Procurement Website to register to receive automatic email notifications of solicitations and addenda at no charge. For questions relating to the solicitation process, please contact Josh Grossman or Rhonda Ulmer.

H. Jackie Lasch provided information on the phase out of Higher One and an update on the implementation of the new refund management service provider.

1. Higher One Phase Out

Higher One ATMs went off-line on Wednesday, May 8<sup>th</sup>. Signs were placed at all the ATMs indicating students could access cash at any Allpoint Network and provided them with a “800” telephone number to contact Allpoint customer service if they needed more information. Furthermore, an announcement was placed on the Business Office website, and e-mail was sent to all student the evening of 5/3 advising of the Higher One ATM transition to the Allpoint network. All Higher One ATMs will be physically removed from their campus locations by June. (NOTE: Since OLT meeting, we have received communication from the Higher One ATM Network transition team, and all our ATMs will be removed by 5/20/16). An article was in the May 3<sup>rd</sup> edition of The Juice regarding Higher One ATMs to communicate upcoming changes to faculty and staff.

## 2. New Refund Management Service Provider

Financial Services has not begun communication about the new refund management service provider (Blackboard Pay) because we have not yet received approval of our card design from the banking institutions. Once the card design has been approved, we can establish the timelines for our enrollment dates, and will be forthcoming in communicating to the students. The goal was to have Blackboard Pay implemented by July 1<sup>st</sup> in order to be able to disburse the relatively large July 15<sup>th</sup> financial aid awards using the new system, but based on the fact design has not been approved this timeline does not appear feasible.

## I. Michelle Sever provided information on the policy review process flow chart that HR is using to review policies and on the tutoring policy amendments.

### 1. HR Policy Review Process Flowchart

The Office of Policy and General Counsel is responsible for the approval of college-wide policies by the District Board of Trustees. The flowchart is Organizational Development and Human Resources’ *internal* process for reviewing HR related policies in collaboration with college stakeholders and the Office of Policy and General Counsel. Part of that process flow includes planning and deployment of college-wide communication and resources for awareness of policy/procedure updates after board approval.

### 2. Tutoring Policy

Amendments were made to the Tutoring policy (6Hx28: 3E-05.5) to promote compliance with all applicable laws and other college policies, including without limitation those pertaining to ethics and conflicts of interest. The Board of Trustees approved these amendments at the April 27, 2016 DBOT meeting. The policy can be found in the Valencia website via the following link:

<http://valenciacollege.edu/generalcounsel/policy/documents/Volume3E/3E-05.5-Tutoring.pdf>

## II. INFORMATIONAL ITEMS

### A. Jackie Lasch shared information from the last Executive Council meeting in April.

#### 1. Strategic Plan Update

Work continues on the College's Strategic Plan. Planning efforts on our learning initiatives (DirectConnect 2.0, part-time faculty engagement, Institutional Effectiveness, New Student Experience, online learning) is nearing completion.

Following the Big Meeting on Friday, February 5, 2016, and earlier campus reflection sessions, the Strategic Planning Committee noted that three themes related to community impact consistently emerged:

- Workforce and the Economy
- Community enrichment
- Education Ecosystem

The next step will be to conduct focus groups and interviews in the community to get feedback on these proposals and then to bring the plan back to Executive Council for review. To follow the progress of the Strategic Plan, you can visit the [Strategic Planning](#) webpage.

## 2. Storytelling Project

Valencia is launching a new campaign – “Say It Forward” – designed to let our employees, students and alumni share their stories to inspire, connect with and encourage others. The stories will be collected and will be used to add to the collective story of the college. Some stories will be featured as part of the 50<sup>th</sup> anniversary celebration and others published on the [Valencia College News](#) website, in newsletters and magazine articles, or shared as inspiration to others. To “Say It Forward” and tell your story or submit a story of a student or alumni, click the following link: <http://net1.valenciacollege.edu/stories/>

## 3. Online Learning

Over the past year and a half, more than 150 employees worked on 7 short term work teams to design strategies, processes and practices to increase student success in online courses and to support faculty and deans in delivering online courses and programs. The recommendations were compiled into one comprehensive Online Learning Plan which was presented to and approved by Senior Team at the March 30, 2016 meeting.

## 4. Collaborative Design Center

The Senior Team also approved a proposal for the CDC to move under Organizational Development and Human Resources (OD/HR). Previously, the CDC was part of the Professional and Continuing Education team. The CDC will continue to focus on design solutions for cultural change, critical problems and future development, but the internal work will change substantially with significantly more efforts related to strategic thinking, projects and programs.

### III. NEXT MEETING SCHEDULED

The Operations Leadership Team will meet again on June 7, 2016 at the District Office in Room 252 (or via Lync) from 2:00 - 5:00 p.m.