



PROVIDING ESSENTIAL SERVICES IN TOUGH TIMES

**Presentation to
Legislative Finance Committee
December 4, 2010**

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Institutional Representatives:

**Central New Mexico Community College – President Kathie Winograd
Clovis Community College – President John Neibling
Luna Community College – President Pete Campos
Mesalands Community College – President Phillip O. Barry
New Mexico Junior College – President Steve McCleery
New Mexico Military Institute – MG Jerry W. Grizzle
Northern New Mexico College – President Rusty Barcelo
San Juan College – President Carol Spencer
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NMICC PRESENTATION TO LFC, December 4, 2010

The citizens of New Mexico are well-served by the state's community colleges/associate degree-granting institutions. These institutions provide a comprehensive range of academic, career-technical, developmental, continuing education and community service programs to meet the needs of their communities and regions. All have been challenged over the past two fiscal years by the economic crisis that has hobbled our national and state economies and, in the process, driven thousands of additional students to our doors in the hope of acquiring the skills required to complete for good paying jobs to support their families. The institutions that are members of New Mexico Independent Community Colleges (NMICC) have met this challenge head-on. We are proud to report that we have tightened our belts, our doors are open wide, and we will continue to serve New Mexico citizens with an array of effective and efficient educational programs.

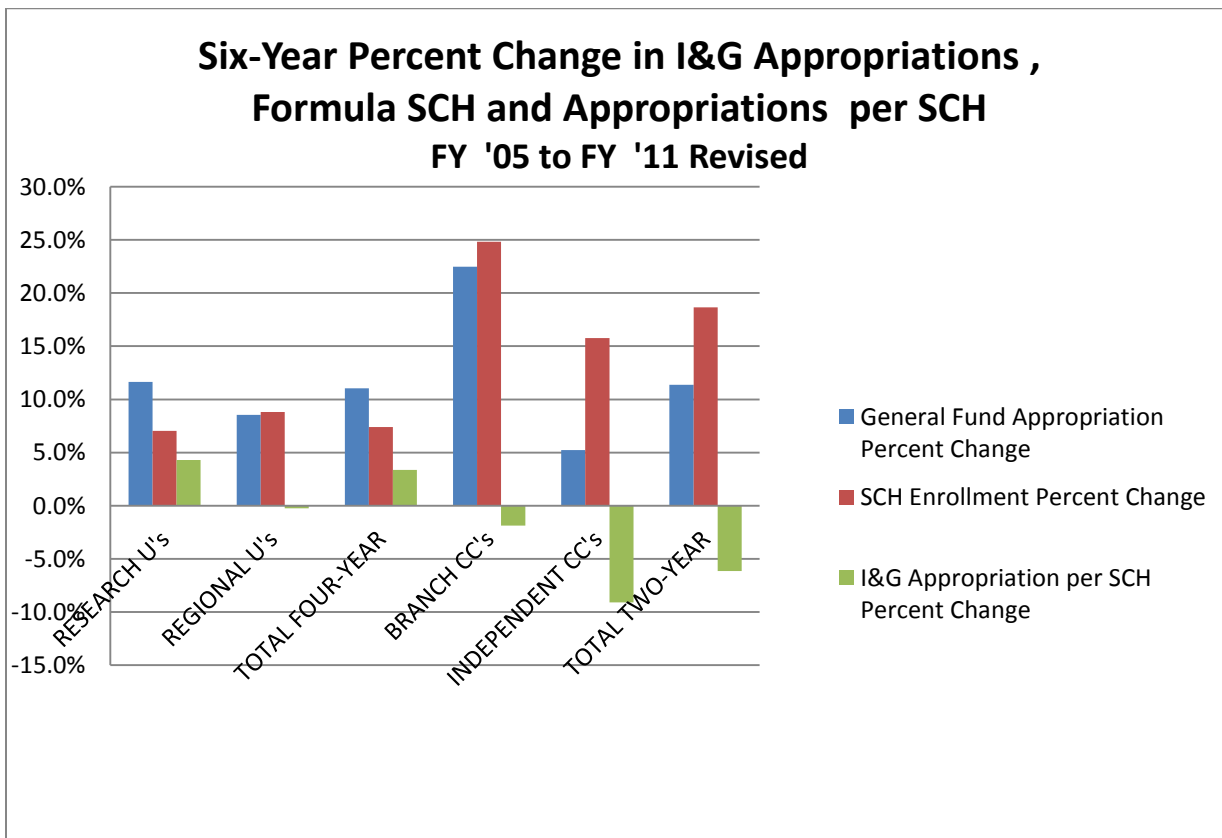
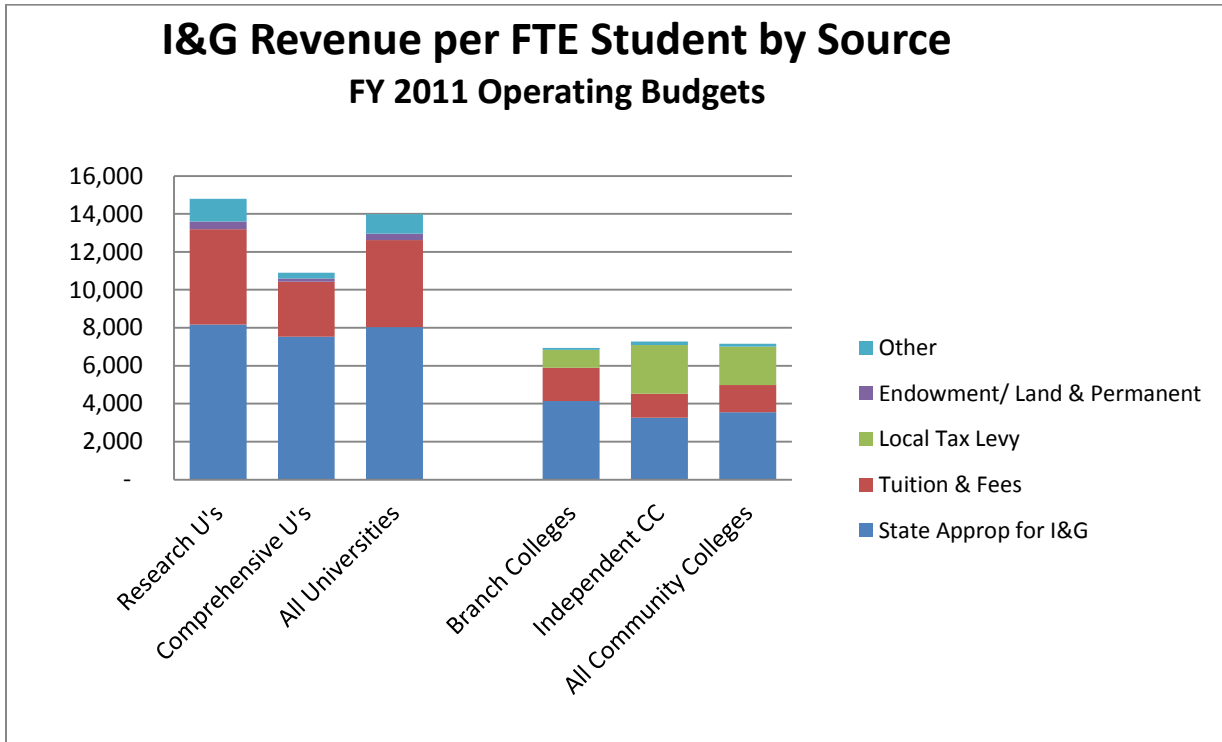
We are also keenly aware of the extraordinary financial challenges that continue to face our state, and we sincerely appreciate the difficult decisions members of our Legislature and the incoming Executive team will need to make in the weeks and months ahead. We respectfully request that you keep the following points in mind as you develop the state budget for FY12:

1. NMICC members are working hard to provide job training for the state workforce of the future, including jobs in the "green economy", health care, and hi-tech business & industry. We are likewise committed to helping our nation achieve the goal of increasing by five million (50%) the number of community college degrees produced annually by 2020.
2. Headcount enrollment among the NMICC institutions grew by 8,700 students (16%) between Fall 2007 and Fall 2009. Student credit hour enrollment over the past two academic years has grown by an even more remarkable 24%.
3. As a result, NMICC believes it is critical that the workload components of the current higher education funding formula be recognized in the funding distribution for FY12, at least at the level recommended by HED (based on a two-year average). From this starting point, we recommend that the following strategies be employed if necessary to bring appropriations within available revenues:
 - a. Impose across-the-board general fund appropriation reductions
 - b. Assume a *modest* tuition credit increase, taking care not to cause a significant shift in resources between core I&G functions and other line-items.
 - c. Enact legislation to continue the current level of employer and employee contributions to NMERB and NMRHA.
4. Even though our enrollments have increased substantially, the state's economic conditions have required significant reductions to state general fund support for higher education. Total higher education appropriations have been reduced from nearly \$885 million in the original FY09 budget to \$762.3 million for FY11 (post 3.2% sanding). This is a decrease of nearly 14%. I&G appropriations at the NMICC institutions have been reduced by \$16.4 million or 11.4% over this two year period.
5. Each institution has faced and will continue to face unique challenges in terms of responding to our economic crisis. This report contains a brief summary of the steps each institution has taken over the past two years in response to its individual situation.

6. NMICC supports the process of conducting a complete reexamination of the state higher education funding model, but cautions that the formula itself will not be able to address many of the structural/governance issues that have been discussed in recent months.
7. NMICC does not support the notion of merging the Higher Education Department and the Public Education Department. We believe the issues facing higher education in New Mexico require a focus that would be difficult to achieve if subsumed within a single education agency.

We believe your continued investment in our institutions, when combined with the contributions from our local taxpayers and students, will result in great benefit to our state and its economy.

SELECTED COMPARATIVE INFORMATION



Enrollment Change:

- Headcount enrollment has increased from 24,870 in Fall 2008 to 29,777 in Fall 2010, an increase of 19.73 percent. Student Credit Hour enrollment has increased from 198,577 in Fall 2008 to 245,400 in Fall 2010, an increase of 23.58 percent.
- More than 80 percent of first-time, full-time, degree-seeking students who entered CNM in Fall 2009 were retained for Spring 2010.

State and Local Revenue Change:

- State General Fund appropriations have decreased from \$53,435,114 in FY2008-09 to \$47,695,100 in FY2010-11 (post 3.2% sanding), a decrease of 10.75 percent.
- Local revenues are expected to increase less than 1% from FY2008-09 actual receipts of \$42,514,401 to CNM's budgeted FY2010-11 local revenues of \$42,677,425.

Actions Taken:

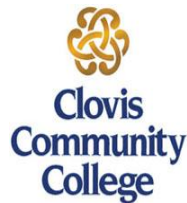
- Eliminated 24 administrative positions (ranging from Associate Dean/Directors to a Vice President) and are holding approximately 60 staff positions vacant due to budget reductions in the past two years.
- Reorganized select academic programs among schools to create improved alignment and improved academic support.
- Average class size has increased from 21.8 in Fall 2008 to 23.6 in Fall 2010, an increase of 8 percent.
- Restructured, shifted and combined administrative and support departments and divisions, as well as, streamlined processes to better utilize existing resources.
- Implemented facilities management software to increase effective use of space, including instructional labs and classrooms.
- Implemented energy conservation initiatives, reducing college-wide utility consumption.
- Although cuts were made throughout the college, CNM added nine full-time faculty positions and utilized nearly 200 additional part-time faculty members to accommodate enrollment growth.

Contributions to Area Economy & Workforce:

- During the 2009-2010, 3,359 students graduated with a degree or certificate, a 35 percent increase from 2008-2009. Over the last five years, CNM's graduation awards have increased by 67 percent.
- During the past two years, CNM's job placement rate for graduates is 85 percent. Although this has been higher in the past, CNM continues to place a large number of students in this economic downturn.

Other/Next Steps:

- CNM is currently engaged in a budget reduction advisory process to specifically identify reduction scenarios. Some decisions for academic program eliminations and course eliminations have been decided and announced early to properly prepare for Fall 2011.
- Discussions are taking place on campus about potential elimination of positions, furloughs and salary decreases as well as the potential impact further budget reductions will have on our ability to continue to provide access to students.



Clovis Community College: Economic Crisis Response, July 2008 to December 2010

Enrollment Change: Student enrollment has increased from 3,778 in Fall 2008 to 4,189 in Fall 2010, an increase of 10.9%.

State and Local Revenue Change: State General Fund appropriations have decreased from \$10,141,800 in FY2008-09 to \$8,661,100 in FY 2010-11, a decrease of \$1,480,700 or 14.6%. Local revenues have increased from \$943,508 in FY2008-09 to \$1,068,149 in FY2010-11, an increase of \$124,641 or 13%.

Actions Taken: Four programs have been cut since July 2008, including Building Construction, Electrical Apprenticeship, Sign Language Interpreting, and Alternative Licensure for Teachers. All programs were cut because of low enrollment.

Five programs have been added since July 2008, including Industrial Technology/Wind Energy (developed with a federal Department of Labor Community-Based Job Training grant), Fire Science (equipped and staffed by the Clovis Fire Department), Esthetics (developed with Carl Perkins and local funds), Health Information Technology (developed with federal Title V funds), and Engineering Technology (developed with a federal STEM grant). The addition of these programs has resulted in an increase of four faculty positions.

Average class size at Clovis Community College has increased from 15 to 18.

Exclusive of faculty, a total of 13 administrative and support positions have been cut from the college budget, including two of the previous four vice presidents. The cuts have resulted in a salary savings of over \$550,000 to the college, including a savings of over \$300,000 in administrative salaries alone.

Contributions to Area Economy and Workforce: Clovis Community College provides nearly 75% of the nurses employed at Plains Regional Medical Center in Clovis, as well as a similar percentage of the nurses at Roosevelt General Hospital in Portales. In addition, most of the nurses working in local doctor's offices and nursing homes are graduates of the CCC Nursing program.

Clovis Community College also provides the majority of the Radiologic Technicians for the region.

The college also prepares most of the Emergency Medical Technicians and Paramedics who serve the region.

The college's Automotive Technology, Welding, and HVAC programs provide workers for many businesses and industries in the area, including those for companies currently engaged in the \$500,000,000 worth of construction that is occurring at nearby Cannon Air Force Base. The build-up at the air force base has also resulted in an increase in the number of homes being constructed in the community, and Clovis Community College helps provide skilled labor for this economic activity.

The college also provides many information technology workers for the region, including a number of graduates of the college's Cisco Training Academy.

Other Important Actions Taken by Clovis Community College in Response to the Current Economic Crisis:

Since July 2008, Clovis Community College has obtained over \$833,000 in federal money for the purchase of equipment, room renovations, and salaries associated with its federal STEM grant, including the equipping and renovation of a new chemistry lab at the college used in the training of health-care workers for the community. Without these funds, the college would not have been able to create a state-of-the-art lab.

Since July 2008, the college has obtained over \$550,000 in federal money for the purchase of equipment and renovations in its Industrial Technology/Wind Energy program associated with its Community-Based Job Training grant, creating another state-of-the-art laboratory.

Since July 2008, Clovis Community College has obtained over \$470,000 for the purchase of equipment and professional services associated with its federal Title V grant and plans to spend an additional \$90,000 in the current year. With this grant, the college has been able to add a Writing Lab and instructor.



Luna Community College (LCC) Status Brief, July 2008 – December 2010

During the past 2 ½ years Luna Community College has undergone significant and positive change focused on meeting the academic and vocational needs of students; many of our students do not have a choice because they cannot afford to relocate and pay for expenses beyond what a lottery scholarship would cover. As a rural community college with our main campus centrally located in Las Vegas, and a service area from Raton to Pecos and Mora to Santa Rosa, we are taking the necessary steps to provide students with individualized educational plans.

Governed by a seven member elected Board of Trustees, College President and supported in part by a voter approved mill levy, LCC is efficiently lead and managed. It would not be in the best interest of students, staff and the numerous small communities served by this northeastern New Mexico community college for them to lose the personal touch of a quality affordable education obtained from a locally governed and easily accessible community college system.

Our goal is to continue providing academic rigor, vocational training and crucial outreach to students who choose us for their in-class and on-line educational needs. We are well prepared to provide core subjects and community based educational services in communities like Maxwell, Springer, Vaughn and Wagon Mound. Strides are taken to get every student ready to successfully complete their education at LCC and to also move towards their next goal whether it be to enter the military, work force or a university.

Enrollment Change:

- Enrollment headcount has increased from 1,937 in the Fall of 2008 to 1,961 in the Fall of 2010, an increase of 1%.
- A retention rate of 67.9% for first-time, full-time, degree seeking students occurred during the period of Fall 2008 through the Fall of 2010.

State and Local Revenue Change:

- State General Fund appropriations decreased by \$219,100 in 08-09; \$372,200 in 09-10; and, \$260,300 thus far in 10-11 for a total of \$821,600 or approximately 10%.
- Local revenues have increased by \$193,472 from FY2008-09 with actual receipts of \$1,523,205 to FY2010-11 budgeted revenues of \$1,716,677.

Actions Taken:

- LCC eliminated 9 FTE's through employee attrition for a total fund reduction of \$512,934. A sample of the positions eliminated include: A VP of Student Services, Academic Directors, ACCESS and Admissions Directors, a Custodial Supervisor and the Athletic Director.
- Duties of the LCC Leadership Advisory Team (LAT) have been expanded to include oversight of additional departments and assist in rural student recruitment within the LCC service area.
- We have implemented more stringent energy conservation strategies to reduce electrical, heating and campus operational and maintenance costs.
- We have incorporated management software and state of the art technology in areas such as Interactive Television and Distance Learning to maximize space utilization and expand class instruction and access.
- LCC class loads have been increased with some class capacities increased to 25 students.

LUNA COMMUNITY COLLEGE

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Luna Community College
Status Brief, July 2008 – December 2010
November 29, 2010

- Our authorization forms and processing procedures, requiring chain-of-command written approval, have been converted to controlled digital signatures to increase efficiencies and reduce the use of paper in processing required documentation.
- We continue to implement best practices and better efficiency measures to improve delivery of student services.
- We have a very strong Dual Credit / Concurrent Enrollment program with signed Articulation Agreements by all schools districts within our service area.
- We have added twelve new programs in 2009 and are constantly reevaluating our course offering structure and eliminating courses and programs that are inefficient or do not meet student educational needs.
- LCC has updated its strategic use of facilities plan to maximize classroom use and the conservation of energy.

Contributions to Area Economy and Workforce:

- During 09-10, 141 students graduated with a degree or certificate. This was a 7.8% increase from 08-09.
- LCC has a high student success rate in the area of Cosmetology and passage of the State Board exams.
- We have added the CDL Program.
- LCC also initiated preparation for state program certification in the following areas: 1] Building Technology – Certification through the American General Contractors Association; and 2] Welding Technology – Certification through the American Welders Society (AWS).

Other/Next Steps:

- We have aggressively engaged in an ongoing budget review and advisory reduction process for the past 2 ½ years to specifically identify and implement reduction scenarios. Our budgeted (Unrestricted) I&G expenditure level has gone from an original 09-10 budget of \$12,353,039 to \$10,942,454 in 10-11.
- The LCC Leadership Advisory Team (LAT) is consistently reviewing avenues to further reduce staffing through the expansion of job descriptions while also improving student services.



Mesalands Community College Economic Crisis Response, July 2008 to December 2010

Enrollment Change:

- Headcount enrollment has increased from 1134 in Fall 2008 to 1240 in Fall 2009, an increase of 9.3% percent. Student Credit Hour enrollment increased from 10,021 in Fall 2008 to 10,772 in Fall 2009, an increase of 7.5%.

State and Local Revenue Change:

- While State General Fund appropriations have increased from FY2008-09 to FY2010-11 due to continued growth in enrollment and student credit hours, the majority of the increase can be tied to capital funding for the new North American Wind Research and Training Center.
- Local revenues have also increased slightly but have not increased at the same rate as enrollment growth.

Actions Taken:

- Frozen several infrastructure projects such as HVAC replacement, fire alarm panel upgrades and major roof repairs due to budget cuts
- Frozen or delayed hiring of several administrative positions due to budget cuts
- Reduced several positions to half-time to avoid layoffs
- Restructured several single department positions to provide support to multiple departments
- Maintained same number of support staff even though total square feet has increased by approximately 23% since Fall 2008
- Limited in state and out of state travel
- Frozen salary increases

Contributions to Area Economy & Workforce:

- Continue to actively work with economic development , city, county and local organizations to attract corporate employers to our area
- Partnered with local organizations to host informational presentations on economic development initiatives such as for the proposed energy transmission hub project

Other:

- MCC continues to review the overall budget in an effort to identify areas to reduce spending



New Mexico Junior College
Economic Crisis Response, July 2008 to December 2010

Enrollment Change:

- SCH enrollment has increased from 24,050 in Fall 2008 to 28,642 in Fall 2010, an increase of 19.1 percent.

State and Local Revenue Change:

- State General Fund appropriations have decreased from \$9.1m in FY2008-09 to \$6.7m in FY2010-11, a decrease of 26.2 percent.
- Local revenues:
 - FY08 = \$15.9m
 - FY10 = \$15.5m
 - Decrease of 2.5%

Actions Taken:

- Eliminated 22 positions through restructuring and direct layoffs (reductions included executive staff, faculty, and staff).
- Projecting to use over \$2 million of institutional fund balances for FY11 and FY12 operating expenditures.
- Reduced travel, supplies, and general operating expenses.
- Increased average class size from 14.2 in Fall 2008 to 16 in Fall 2010.
- Implemented a campus-wide HVAC management system to help further reduce utility costs.
- Efforts to reduce energy costs and utilities costs include: lighting retrofits in buildings, installation of artificial turf in sports areas and around campus housing, upgrading our Central Plant including equipment to reduce water use, and use of electric carts to reduce the use of gasoline vehicles.

Contributions to Area Economy & Workforce:

- Significantly increased workforce and professional training:

	Non-Credit Students
07/08	2,510
08/09	5,049 (1 st in state)
09/10	4,251 (2 nd in state)

Other:

- We continue to look for underperforming programs, and will consider eliminating additional positions through attrition and program reductions.
- The campus is exploring the potential for using a wind/solar facility to further reduce utility expenses.

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NEW MEXICO MILITARY INSTITUTE

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Economic Crisis Response, July 2008 to December 2010

Enrollment Change:

- Head count enrollment has increased from 827 in Fall 2008 to 920 in Fall 2010, an increase of 11.2 percent.

State and Local Revenue Change:

- State General Fund appropriations have decreased from \$2,177,500 in FY2008-09 to \$1,892,100 in FY2010-11, a decrease of 13.1 percent.
- Land Grant & Permanent Fund:
 - FY08 = \$20.4m
 - FY10 = \$18.8m
 - Decrease of 7.98%

Actions Taken:

- Held open vacant positions in 2009, saving approximately \$400K. In FY 11, restructured 3 executive staff positions and 1 faculty position to address areas of increased responsibility.
- Projecting to use over \$1.3 million of institutional fund balances for FY11 and FY12 operating expenditures.
- Implemented energy conservation initiatives, reducing Institute-wide utility consumptions.
- Reallocated resources to address academic programs and support departments, as well as streamlined processes, to better utilize existing resources.
- Managed our investments in a prudent manner to avoid further decline in value.
- Coordinated summer programs to provide economies of scale which reaped facility and personnel savings.

Contributions to Area Economy & Workforce:

- The increase in headcount has significantly increased family participation in NMMI events which in turn benefits the Roswell economy.
- NMMI has been committed to staving off furloughs through sound financial management which adds to a more stable and productive local workforce.

Other:

- Continue to look for underperforming programs, and consider eliminating additional positions through attrition and program reductions.
- Remain committed to aggressively pursuing other financial funding sources, specifically through our philanthropic alumni base.



NORTHERN NEW MEXICO COLLEGE

Economic Crisis Response, July 2008 to December 2010

Enrollment Change:

- Student Credit Hour enrollment has increased from 40,168 in Fall 2008 to 42,427 in Fall 2010, an increase of 5.7 percent.

State and Local Revenue Change:

- State General Fund appropriations have decreased from \$12,680,000 in FY2008-09 to \$10,532,600 in FY2010-11 (post 3.2% sequestering), a decrease of 16.9 percent.
- NNMC expects a decrease in local revenues of 54.4% from FY2008-09 actual receipts of \$219,672 to NNMC's budgeted FY2010-11 local revenues of \$100,000.

Actions Taken:

- Currently implementing alternative energy sources to reduce utility consumption on both campuses.
- NNMC has established strict limitations on or eliminated travel for faculty and staff not on grants.
- Has identified low or non-productive academic programs for elimination or suspension.

Contributions to Area Economy & Workforce:

- During the 2009-2010, 206 students graduated with a degree or certificate, NNMC noted an 80 percent increase in the number of Bachelor's degrees awarded from 2008-2009. Over the last three years, NNMC graduation awards have remained stable.
- During the past two years, NNMC's job placement rate for graduates is 95.5% in academic year 2008-2009, 88.8% in academic year 2007-2008 and 90% in academic year 2006-2007. With a three year average of 91.2%, NNMC continues to place a large number of students even in this economic downturn.
- External Peer Reviewed Grant Awards
Significant grants for support of academic programs include:
 1. Title V Dept. of Education Award for **\$2,843,466**. Promoting Post-baccalaureate Opportunities for Hispanic Americans Program
 2. Dept. of Education Award for **\$3,232,585**, Strengthening Institutions – Hispanic Serving Institutions Program.
 3. NSF Awards totaling **\$2,250,433**; Robert Noyce Scholarship Program (#1035465), \$1,152,055; Computing Research & Infrastructure Program (#0855059), \$ 150,913; S-STEM Scholars Program (#0806469), \$598,000; STEP Talent Expansion Program (# 0757708), \$499,065; and NM-EPSCoR R-II Award, \$250,000.

Other/Next Steps:

- NNMC has formed a Budget Task force to review and provide advice on budget reductions that will take effect in Fall of 2011.
- NNMC will ask Deans and Directors to evaluate programs for possible consolidation, reduction or elimination in Fall of 2011. We are also considering putting some programs on furlough until we are able to fully assess the demand.
- NNMC will move select Career Technical programs to Continuing Education in an effort to insure self-sustainability.
- NNMC will perform a full review of Auxiliary Enterprises and evaluate those that are not self-sustaining for elimination.



San Juan College

Economic Crisis Response, July 2008 to December 2010

Enrollment Change:

- Census SCH enrollment (credit hours) has increased from 55,150 in Fall 2008 to 63,460 in Fall 2010, an increase of 13.09 percent.

State and Local Revenue Change:

- State General Fund appropriations have decreased from \$22,227,600 in FY2008-09 to \$21,795,100 in FY2010-11 (post 3.2% sanding), a decrease of 1.95 percent.
- Local revenues have decreased from \$17,759,407 in FY2008-09 to \$15,296,566 in FY2010-11, a decrease of 13.87 percent.

Actions Taken:

- Eliminated approximately 35 budgeted positions – mostly administrative and support
- Increased per credit hour resident tuition and fee by 43%; non-resident tuition and fee by 143%
- Held departmental operating expenses steady (increased approximately .77%)
- Requiring students to pay for all credits up to 18 rather than limiting full-time cost to 12 credits
- Implemented zero-based budgeting for travel; conferences & training; dues, fees & subscriptions; and furniture, fixtures & equipment
- Suspended all salary increases including faculty step increases, and credential-based adjustments
- Increased facilities-utilization fees assessed to community groups and individuals
- Reorganized/downsized all units of the College
- Reduced Public Service expenditures by 3.77%
- Reduced Internal Service expenditures by 4.77%
- Reduced hours of operations for library, computer labs, and physical fitness center

Contributions to Area Economy & Workforce:

- Center for Workforce Training delivered nearly 450 sections of custom training
- More than 40 percent of all students are in AAS (work oriented) degrees
- Serve 43 businesses and organizations with customized training
- Significantly increased education and training in Health Care Fields

Next Steps:

- Consider additional increases in tuition and fees
- Reduce adjunct and overload expenditures
- Cap enrollment
- Additional reductions to budgets for departmental operating expenditures (i.e. non-salary expenses)
- Implement hiring freeze (i.e. for existing positions that are vacated)



Helping Students Succeed. Serving our Community

Santa Fe Community College Economic Crisis Response, July 2008 to December 2010

Enrollment Change:

- SCH enrollment has increased from 32,784.6 in Fall 2008 to 42,700 (est.) in Fall 2010, an increase of 30.2% percent.
- Between Fall 2008 and Fall 2010 the number of degree-seeking students increased by 57% from 2,291 to 3,793 (est.) and the proportion of Hispanic degree-seeking students stood at 43% of all degree-seekers.

State and Local Revenue Change:

- State General Fund appropriations have decreased from \$10,087,050 in FY2008-09 to \$8,413,200 in FY2010-11 (post 3.2% sanding), a decrease of 17%.
- Local revenues have increased 8.4%, from \$13,460,020 in FY 2008-2009 to \$14,600,000 (budgeted) in FY 2010-11.
- Increased grant revenues 14% from FY 2007-08 to FY2010-11.

Actions Taken:

- Developed five-year budget strategy to address unstable economic conditions
- Implemented strategic hiring freezes
- Implemented compensation freeze
- Increased tuition by an average of 5%
- Increased average class sizes from 14.6 in Fall 2008 to 18.1 in fall 2010 (est.).
- Improved system efficiency through Quality training – Trained over 50 staff in-house.
- Reorganized strategically for cost savings/elimination
 - Reduced transfer to the Plant Fund to cover operations
 - Reduced development and travel by \$70,000 (est.)

Contributions to Area Economy & Workforce:

- Passage of local bond issues enabled expansion of Allied Health/Science programs and Trades/Advanced Technology programs to meet regional workforce needs
- Development/deployment of Higher Education Center and Masters' Program Charter School to support accessible, affordable education without program/cost duplication.
- Entrepreneurship training initiative to support small business development and sustainability.
- Partnered with city, county, and state to address critical economic and workforce development needs.
- As a major Santa Fe employer, maintained stable jobs/workforce.

Other:

- 62% of 2010 Bond proceeds are dedicated to infrastructure and campus upgrades, saving about \$500,000 a year in transfers to plant budget.



Western New Mexico University (WNMU) Economic Crisis Response July 2008 to December 2010

Enrollment Change:

- Student Credit Hour enrollment has increased from 57,345 in 2008 to 71,420 in 2010, an increase of 24.54%. Enrollment levels in Fall 2010 have remained constant with Fall 2009.

State Revenue Change:

- State General Fund appropriations have decreased from \$19,616,600 in FY2007-08 to \$17,261,600 in FY2010-11 (post 3.2% standing), a decrease of 12.01%.

Actions Taken:

- We have and will continue to scrutinize positions that are vacant or become vacant. Positions are only filled if the position is deemed mission critical to the University. Temporary funding sources and cost containment initiatives taken have allowed the University the ability to continue to deliver services without impacting our current employees. We have increased the number of adjunct faculty to cover the increased enrollment.
- Average class size for general education classes has increased by 13.32% from Fall 2007 to Fall 2010.
- Negotiated new operating lease for duplicating, faxing, scanning and copying services.
- Executed energy agreements to reduce energy consumption and negotiated lower cost rates.
- Reviewed and continue to make changes to course rotations, degree plans, duplicate courses and reassigned time of faculty.

Other/Next Steps:

- All divisions are currently reviewing areas to see how efficiencies can be obtained and therefore reallocate existing resources to meet current demands and reduce operating cost.
- Academic areas are currently being reviewed to determine which programs are underperforming and can be eliminated or down-sized to reduce cost.
- Implement energy conservation initiatives to further reduce utility consumption.