

# Examination of NCC Financial Plans and NCCFT Proposals to Grow Enrollment

---

In the wake of recent proposals by the NCC administration to consolidate departments, the faculty has done its own analysis. Our conclusion is that the proposed mergers will end up costing the college in the long run. Already completed mergers occurred in the fiscal year 2023 and current fiscal year 2024 fiscal years, yet the operating results for fiscal year 2023 indicate an actual increase in expenses of approximately \$1.7 million.

The administration's financial reports in general show financial mismanagement, inefficiencies, indeed, perhaps a planned fiscal catastrophe. Furthermore, NCCFT questions how reliable is its financial prognostication when the college has had 5 heads of Finance in 2 years, or a new leadership about every 5 months.

The NCCFT asked an independent expert to analyze NCC budgeting and came to the following conclusions:

**1** The financial situation of Nassau Community College is mixed. Though reserves are solid enough, and cash flows have generally been positive, the recent and steep declines in enrollment are concerning.

**2** The administration has painted a doom and gloom scenario, with predictions of huge budget shortfalls/deficits/holes that it claims can only be filled with draconian cuts, cuts, and more cuts. However, these predictions need to be taken with a grain of salt, as the administration's projections have several limitations:

- The administration does not include all the revenues and all the expenses in their predictions. They pick and choose which items are in the "general fund," as grants and contracts are often excluded.
- The administration does not align predictions with the actual financial statements, which tells us what actually happened using standard accounting rules and procedures.
- There are several different documents that report very different results for what is in reserves (fund balance). It is hard to decipher the true financial picture given these differences.

**3** The NCC Foundation provides very little support for the operations of NCC, and brings in very little money - unlike Suffolk Community College's Foundation which has a \$9 million endowment.

**4** In recent years, the **decline in the number and dollars devoted to instruction has been greater than the decline in the number and dollars devoted to administration.**

On April 2, 2024 at its General Faculty Meeting, the NCC administration, stated that operating expenses would exceed operating revenues for the coming years:

	Financial Plan					
	in \$'000's	2024 Projection	2025 Plan	2026 Plan	2027 Plan	2028 Plan
<b>I. Operating Revenues</b>						
A. Tuition & Fees		60,141	63,916	65,833	67,809	69,843
B. State Aid		37,769	37,769	37,769	37,769	37,769
C. Property Taxes		52,207	52,207	52,207	52,207	52,207
D. Revenue in Lieu of Sponsor Share		11,793	12,146	12,146	12,146	12,146
F. Other		4,991	5,352	6,152	6,351	6,552
<b>G. Total Operating Revenue</b>		<b>166,900</b>	<b>171,390</b>	<b>174,107</b>	<b>176,282</b>	<b>178,517</b>
<b>II. Operating Expenses</b>						
A. Salaries and Benefits		161,670	162,452	167,380	172,468	177,718
B. Equipment & General Expenses		9,050	8,721	8,982	9,252	9,529
C. Contractual		7,536	7,899	8,135	8,380	8,631
D. Utility Costs		7,068	7,343	7,564	7,790	8,024
E. Guided Pathways/ Strategic Initiative		600	600	600	600	600
F. Debt Service & Other		1,126	1,125	1,126	1,105	1,108
<b>G. Total Operating Expenses</b>		<b>187,048</b>	<b>188,140</b>	<b>193,787</b>	<b>199,595</b>	<b>205,610</b>
<b>III. Structural Surplus / (Deficit)</b>		<b>(20,149)</b>	<b>(16,750)</b>	<b>(19,680)</b>	<b>(23,313)</b>	<b>(27,093)</b>



## Financial Plan (cont.)

	in \$'000's	2024 <u>Projection</u>	2025 <u>Plan</u>	2026 <u>Plan</u>	2027 <u>Plan</u>	2028 <u>Plan</u>
<b>III. Structural Surplus / (Deficit)</b>		<u>(20,149)</u>	<u>(16,750)</u>	<u>(19,680)</u>	<u>(23,313)</u>	<u>(27,093)</u>
<b>IV. One-Time Funding</b>						
FEMA Grant Reimbursements		1,500	-	-	-	-
Use of Prior Year Fund Balance		18,649	10,023	-	-	-
		<u>20,149</u>	<u>10,023</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>V. Revised Surplus / (Deficit)</b>		<u>-</u>	<u>(6,727)</u>	<u>(19,680)</u>	<u>(23,313)</u>	<u>(27,093)</u>
<b>Fund Balance</b>						
A. Projected Beginning Fund Balance		28,672	10,023	(6,727)	(26,407)	(49,720)
B. Funds Needed for Operations		<u>(18,649)</u>	<u>(16,750)</u>	<u>(19,680)</u>	<u>(23,313)</u>	<u>(27,093)</u>
C. Projected Ending Fund Balance		<u>10,023</u>	<u>(6,727)</u>	<u>(26,407)</u>	<u>(49,720)</u>	<u>(76,813)</u>

As presented, in 2024 the difference between Operating Revenue and Operating Expenses results in a deficit of about \$17 million in 2025, about \$20 million in 2026, \$23 million in 2027 and \$27 million in 2028. This paints a dire picture.

NASSAU COMMUNITY COLLEGE  
 Projected Operating Results on Budgetary Basis FY 2024

	2023 Operating Results <small>Par Banner @ 11-28-23</small>	2024 Adopted Budget	2024 Projected Operating Results	2024 Projected Operating Variances Favorable/(Unfavorable)	
				\$	%
<b>EXPENSES</b>					
Salaries	105,392,124	101,796,682	103,923,276	A (2,126,594)	-2.09%
Fringe Benefits	54,907,218	57,811,238	53,434,956	B 4,376,282	7.57%
Sub-total	160,299,342	159,607,920	157,358,232	2,249,688	1.41%
Equipment	405,618	1,143,891	1,143,891	C 0	0.00%
General Expenses	6,187,020	7,905,716	7,905,716	C 0	0.00%
Contractual	10,552,027	7,535,699	7,535,699	C 0	0.00%
Utility Costs	4,304,793	4,580,469	4,304,793	C 275,676	6.02%
Central Utility Plant Charges	2,762,836	2,762,836	2,762,836	C 0	0.00%
Debt Service- CSEA VSIP/ NCCFT VSIP	1,101,841	1,105,591	1,105,591	C 0	0.00%
Other	33,407	620,000	620,000	C 0	0.00%
Sub-total	25,347,541	25,654,202	25,378,526	275,676	1.07%
Total Expenses	185,646,884	185,262,122	182,736,758	2,525,364	1.36%
<b>REVENUES</b>					
Fund Balance Appropriation	19,243,514	15,597,073	15,597,073	* 0	0.00%
Investment Income	812,072	85,000	85,000	C 0	0.00%
Rents & Recoveries**	422,131	395,895	395,895	** 0	0.00%
Revenue Offset to Expenses	2,392,216	3,100,315	3,100,315	G 0	0.00%
Service Fees	4,646,737	5,020,603	4,678,262	D (342,341)	-6.82%
Student Revenues	55,287,835	59,294,917	55,009,556	E (4,285,361)	-7.23%
Revenue in Lieu of Spons Share	12,333,737	11,792,603	11,792,603	G 0	0.00%
State Aid	37,768,833	37,768,833	37,768,833	F 0	0.00%
Property Taxes	52,206,883	52,206,883	52,206,883	0	0.00%
Total Revenues	185,113,958	185,262,122	180,634,421	(4,627,701)	-2.50%
Operating results	(532,926)		(2,102,337)	* (2,102,337)	
Cares/Stimulus Funding	10,595,119		1,500,000		
Fund Balance Used as Revenue	(19,243,514)	(15,597,073)	(15,597,073)		
Fund Balance Impact	(9,181,321)	(15,597,073)	(16,199,410)		

All budgets agree on one thing: without an influx of public support a budget deficit is inevitable. Despite this, the April 2 presentation to the full faculty made it clear that the administration is not planning on asking Nassau County, our local sponsor, for a budget increase towards operational expenses.

## FINANCIAL PLAN ASSUMPTIONS

### Revenue Assumptions:

- **Assuming enrollment growth of 3% beginning in FY '25**
- **Proposed \$200 increase in the annual tuition rate in FY '25**
- **Assuming no change in support from NYS**
- **Assuming no change in support from Nassau County**

Moreover, the college administration has not requested a budget increase from Nassau County for going on 16 years, and County funding for operations has, therefore, not increased in this time.

In 2022 the NCCFT urged the Conzatti administration, trustees, and the Nassau legislature to include additional operational funding for academic development to support expanded enrollment in key areas in the budgets for the Fiscal Year 2023. These requests were not granted; the county legislature stated that the college must include funding increases in its budget. However, Presiding Officer Richard Nicollelo did ask Maria Conzatti in June 2022, after her legislative presentation of NCC's budget, if the college needed additional funding from the County, and she responded that it did not (see [Time Stamp](#) at 9:28). The NCCFT repeated their request in 2023.

At the NCC April 9, 2024 Board of Trustees meeting, the College presented its budget. Instead of the projected \$16.8 million deficit presented to faculty, the administration presented to the NCC Board of Trustees a Draft FY25 budget without any deficit and a \$10 million surplus reserve fund. This does not add up.

## **NCCFT ASKS THE ELEPHANT-IN-THE-ROOM QUESTION OF ADMINISTRATION**

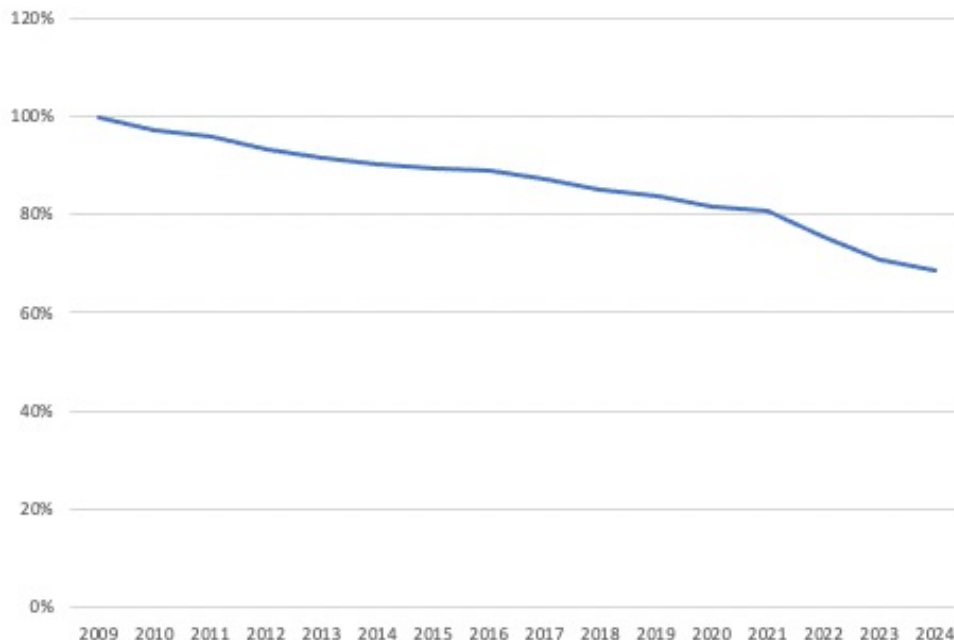
Given that the administration evidently is not planning, once again, to ask for a funding increase from Nassau County in next year's budget, NCCFT asked the administration the obvious question: As it is clear that the administration is not planning to ask the County, our sponsor, for an increase in our budget to cover operational expenses, what are your plans to raise revenue to cover our operational expenses?

The administration answered that it has a plan and is working with the state and county officials but provided no details. This must mean that the college's plan is not part of the college's strategic plan, even though the financial plan was presented as part of the NCC Strategic Plan.

Nassau County's funding of NCC operational expenses has been flat the last 16 or so years. If NCC had received inflation-adjusted funding, the college would have had millions more.

Year	Deposits	Withdrawal	Interest	Total Deposits	Total Withdrawals	Accrued Interest	Balance					
0	\$52.00	-	-	\$52.00	-	-	\$52.00		\$52	\$0	100%	\$52
1	0	0	\$1.31	0	0	\$1.31	\$53.31		\$52	\$1	98%	\$51
2	0	0	\$1.35	0	0	\$2.66	\$54.66		\$52	\$3	95%	\$49
3	0	0	\$1.38	0	0	\$4.05	\$56.05		\$52	\$4	93%	\$48
4	0	0	\$1.42	0	0	\$5.46	\$57.46		\$52	\$5	90%	\$47
5	0	0	\$1.45	0	0	\$6.92	\$58.92		\$52	\$7	88%	\$46
6	0	0	\$1.49	0	0	\$8.41	\$60.41		\$52	\$8	86%	\$45
7	0	0	\$1.53	0	0	\$9.93	\$61.93		\$52	\$10	84%	\$44
8	0	0	\$1.57	0	0	\$11.50	\$63.50		\$52	\$12	82%	\$43
9	0	0	\$1.61	0	0	\$13.11	\$65.11		\$52	\$13	80%	\$42
10	0	0	\$1.65	0	0	\$14.75	\$66.75		\$52	\$15	78%	\$41
11	0	0	\$1.69	0	0	\$16.44	\$68.44		\$52	\$16	76%	\$40
12	0	0	\$1.73	0	0	\$18.17	\$70.17		\$52	\$18	74%	\$39
13	0	0	\$1.77	0	0	\$19.95	\$71.95		\$52	\$20	72%	\$38
14	0	0	\$1.82	0	0	\$21.76	\$73.76		\$52	\$22	70%	\$37
						\$2,008.00	0.09%					
				\$52,000,000		2009	\$52,047,534.71	2.72%	\$47,534.71		100%	
				\$52,000,000		2010	\$53,463,920.47	1.50%	\$1,463,920.47		97%	
				\$52,000,000		2011	\$54,263,592.91	2.96%	\$2,263,592.91		96%	
				\$52,000,000		2012	\$55,871,107.81	1.74%	\$3,871,107.81		93%	
				\$52,000,000		2013	\$56,843,836.29	1.50%	\$4,843,836.29		91%	
				\$52,000,000		2014	\$57,697,480.43	0.76%	\$5,697,480.43		90%	
				\$52,000,000		2015	\$58,133,957.99	0.73%	\$6,133,957.99		89%	
				\$52,000,000		2016	\$58,558,056.71	2.07%	\$6,558,056.71		89%	
				\$52,000,000		2017	\$59,772,915.12	2.11%	\$7,772,915.12		87%	
				\$52,000,000		2018	\$61,033,575.20	1.91%	\$9,033,575.20		85%	
				\$52,000,000		2019	\$62,199,413.43	2.29%	\$10,199,413.43		84%	
				\$52,000,000		2020	\$63,620,750.73	1.36%	\$11,620,750.73		82%	
				\$52,000,000		2021	\$64,487,268.85	7.04%	\$12,487,268.85		81%	
				\$52,000,000		2022	\$69,024,852.88	6.45%	\$17,024,852.88		75%	
				\$52,000,000		2023	\$73,479,993.91	3.35%	\$21,479,993.91		71%	
			average infl	\$52,000,000		2024	\$75,943,133.56	2.57%	\$23,943,133.56		68%	
									\$144,441,391.00			

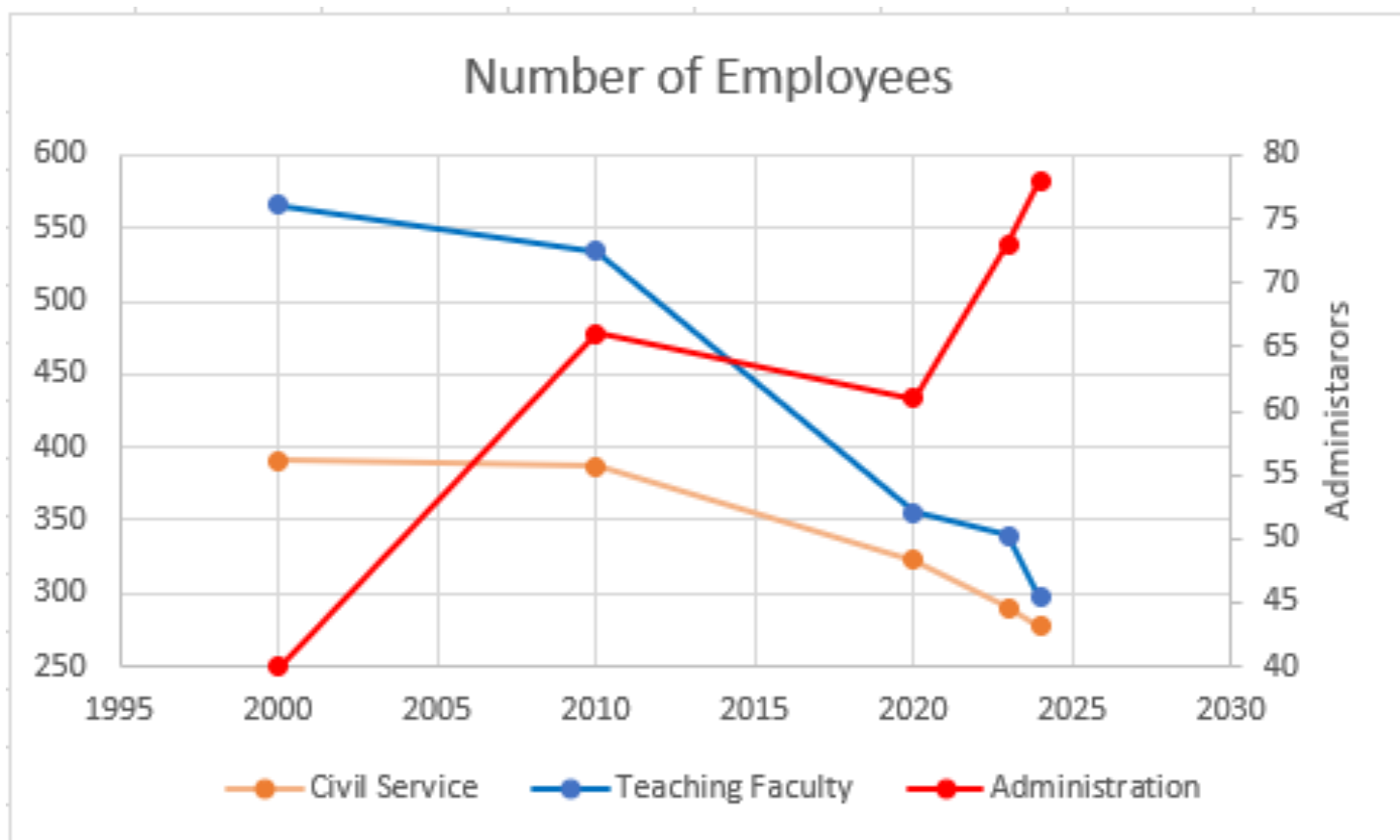
Nassau County funding of NCC adjusted for inflation



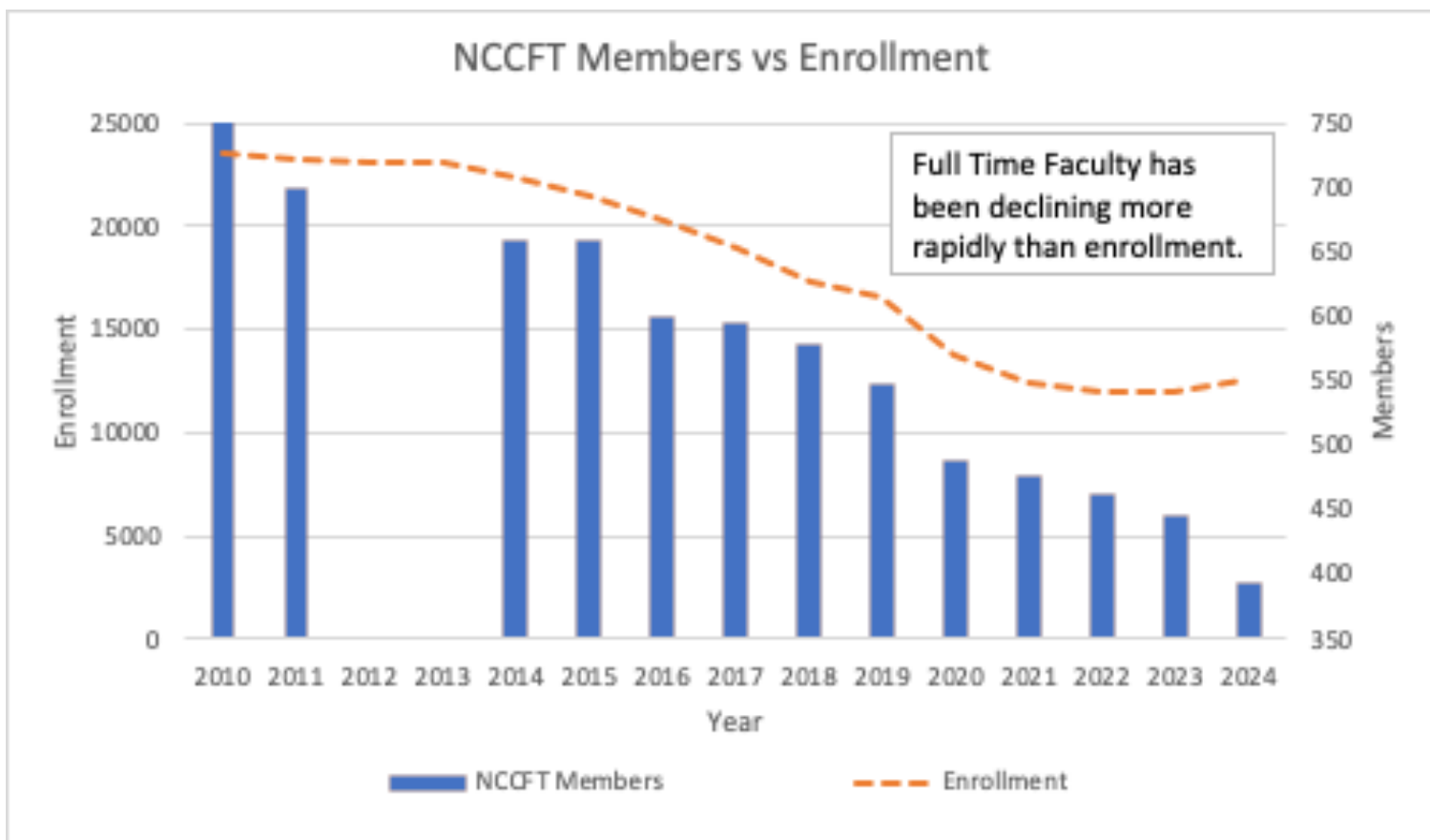


At the same time, the administration has increased their numbers and reduced the number of full-time classroom faculty, mainly by not replacing retirees, and reduced student support services. The number of full-time faculty has dropped from over 752 in 2010 to 453 in 2020, and in spring of 2024 is at about 415.

**In the Fall of 2024, NCCFT analysis shows that the full-time faculty at NCC will be 390 members.** Yet during the same time frame the administration has risen sharply on track to go from approximately 61 administrators to about 79 administrators by Fall 2024.



While enrollment dropped during this time, the drop in number of full-time faculty was far steeper as this graph below illustrates. The orange dotted line for enrollment does not drop off as precipitously as do the numbers for full-time faculty.



Examples of reduced services include:

- Instructive support in nursing and technical assistants in Biology and Chemistry laboratories as well as full-time instructors in the classroom
- Elimination of developmental education as a department and reduced offerings of developmental reading and composition classes
- Elimination of the language immersion program and reduced number of full-time faculty lines for ESL instruction, particularly in reading and speaking skills even as it abolished our English language immersion program

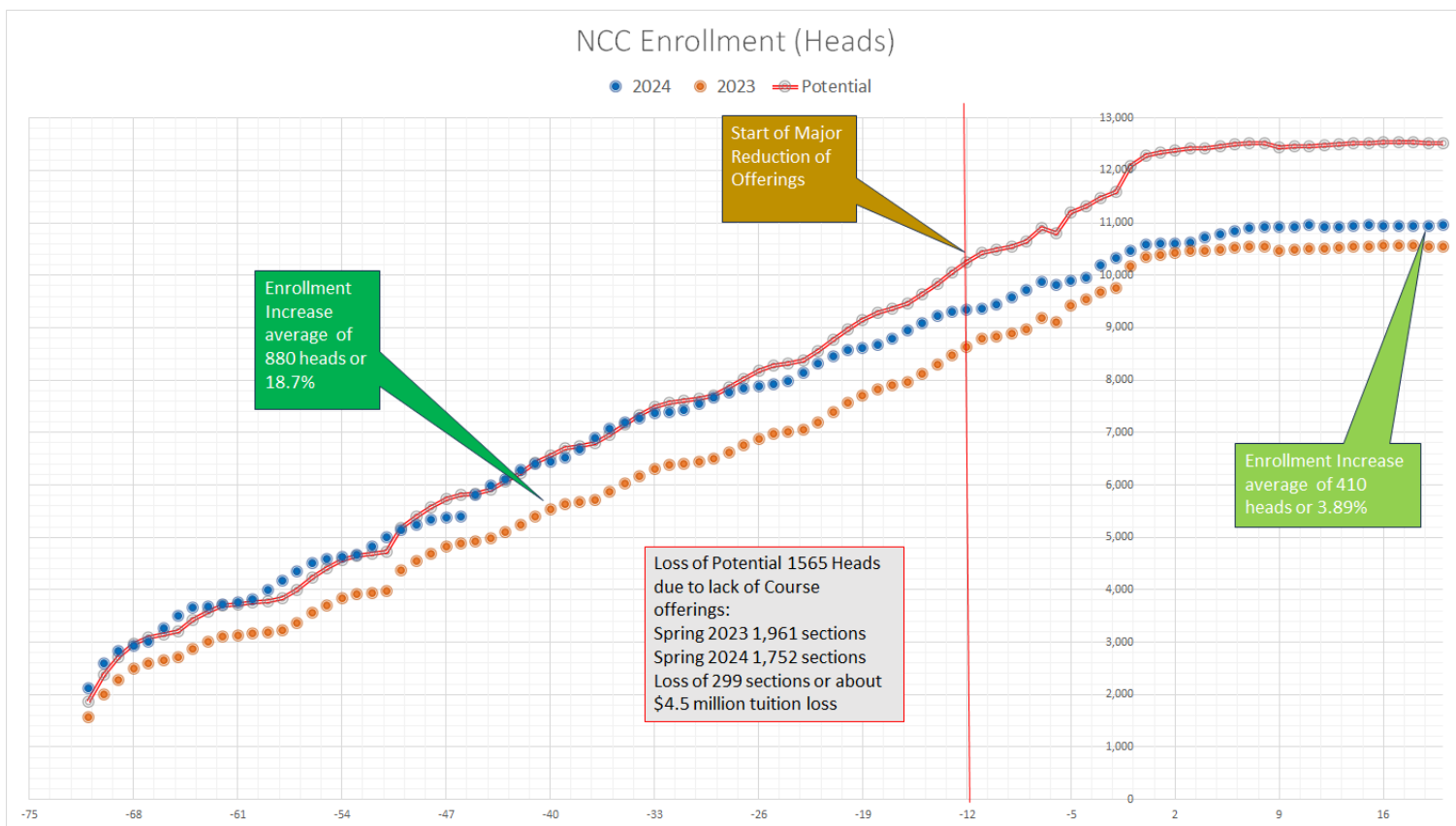
At this point, the lack of full-time faculty is making it difficult to staff classes, labs, and help centers that students need. Nine full-time untenured faculty hired in Fall 2023 -- including advisement counselors, instructors and lab technical assistants -- will not be re-hired for Fall 2024. Instead the college has posted advertisements for 37 adjuncts to take over these responsibilities.

Adjuncts are fine as fill-ins but no substitute for full-time faculty who hold office hours, run clubs, mentor students, develop curriculum, maintain the accreditation of discrete programs like nursing, assist in shared governance which is required for continued accreditation and dedicate their full-time professional energies to the students and college. Without a robust full-time faculty the college will continue to deteriorate to unmanageable levels. It should also be kept in mind that a great deal of time, energy and money is spent in the hiring and training process of the new faculty.

The irony is that these laid off faculty all make an extremely modest starting salary between \$55,918 to no more than \$60,853 in contrast to the growing cadre of six-figure NCC administrators.

The lack of full-time faculty is also making it difficult to continue NCC's excellent practices in student retention, and maintain enrollment, let alone grow enrollment. In the fall 2023 semester, classes went without assigned instructors into the third week of the semester and some had to be canceled for lack of instructors. In the Spring 2024 semester, while the total number of registered students rose, we lost credits because the number of full-time students compared to Spring 2023 fell.

Current Term: Spring 2024 - Start Date: 01/25/2024					Prior Term = Spring 2023 - Start Date: 01/24/2023					% Change of Total PAID Credits	% Change of Total Registered Credits	Day Interval
Current Date	Status	Total Registered Credits	Total Paid Credits	Paid as % of Total Registered	Prior Date	Status	Total Registered Credits	Total Paid Credits	Paid as % of Total Registered			
4/7	Full Time	70,431	70,407	99.97%	4/7	Full Time	71,229.20	71,229.20	100.00%	-1.15%	-1.12%	73
4/7	Part Time	37,562.5	37,525.5	99.90%	4/7	Part Time	36,583.50	36,380.50	99.45%	3.15%	2.68%	73
	Total	107,993.5	107,932.5	99.94%		Status	107,812.7	107,609.7	99.81%	0.30%	0.17%	



**We believe that NCC’s enrollment could have been higher in Spring 2024, as registration was about 12% higher than the previous year, up until January 5, 2024.** Registration fell sharply after that date because the administration implemented an ill-conceived early class cancellation policy. This was three weeks before the start of the spring semester. Historically, at three weeks before the start of the semester, only about 30% of NCC students have registered. For this reason, and because a similar early class cancellation years earlier had been disastrous for enrollment, the Chairs and the Academic Senate passed a resolution in opposition to the early class cancellation in December 2023. The administration vetoed or ignored it. To date, there has been no College study to see whether students were able to find other classes, whether they left the college and went elsewhere, due to early cancellations. The bottom line is that this is yet another ill-advised policy which resulted in suppressing NCC’s enrollment.

## NCCFT'S COST-EFFECTIVE PROPOSALS FOR STABILITY AND GROWTH

### Proposal 1: Enrollment Enhancement

---

Since the spring of 2022, the NCCFT has advocated for investment in specific high-demand, high-growth, high-need areas such as computer graphics, cyber security, nursing, theater, and education, arguing that hiring needed full-time faculty will allow the college to grow these programs and enrollment. The NCCFT investment plan calls for hiring approximately 60 new full-time faculty for about \$6 million to enhance and create high demand degrees and programs that we estimate will increase enrollment by more than 27% and more than pay for the new faculty.

Based on an NCC report, every 1% increase in enrollment generates an additional \$600,000 in revenue. Thus, this proposal would generate an additional \$16.2 million for the college.

In December 2023, the Board of Trustees was presented with an Academic Senate approved UX/ UI Design AAS Degree program, but the Trustees refused to vote on its approval. This field has about 13% growth indicated; there are about 6,000 jobs in New York in this specific field with a median salary of \$125,000. This is a New York State STEM approved degree and eligible for New York State STEM Incentive Program free tuition. Moreover, it and three related AAS programs the Art Department would like to develop: Web Development and Design, Game Design, and Animation, are cost-effective ways to grow enrollment.

In the area of Theater and Dance, NCC's illustrious alumni in the entertainment industry, have often been noted, but its theater programs are stymied by Nassau County's failure to match New York State funding offers to build a permanent theater on campus. In short, as in any enterprise, financial investment is necessary for expansion.

## Proposal 2: Data-Driven Registration

---

We advise to not begin canceling classes until a week before the start of the semester; at that point, the administration might consider canceling classes that are not 70% full. However, students' need for classes for graduation, and which fit schedules of students often working multiple jobs or with care responsibilities, as well as the availability of other class times for the course should be considered in addition to the number of enrolled students. The administration's early cancellation of classes for the Spring 24 semester resulted in a loss of more than 1,500 students or approximately a 15% increase in enrollment, which was a loss of \$9 million in revenue.

## Proposal 3: Flexible Scheduling

Keep asynchronous distance education classes in the evening and weekend hours. Students with full-time day jobs or children love them; they fill quickly and are in high demand. Unfortunately, the administration proposes drastically reducing the number of asynchronous distance education courses offered for the fall 2024 semester for both day and evening schedules; we think this will further hurt enrollment. The administration also did not include cutting asynchronous instruction in its April 2 General Faculty meeting. The Columbia Community College Research Center reports that 65% of community college students take at least one distance education class per semester. The lack of distance education classes may reduce enrollment by about 1,800 students.

## Proposal 4: Enhancing Student Pathways

---

Do not merge what was once 30 departments into 8, with 6 mega-departments for academics. This has been shown to drive up expenses. The administration did not discuss this latest merging, to take effect in the fall 2024, at the April 2 General Faculty meeting nor with the Academic Senate, which is a violation of state education policy. On numerous occasions, administrators have stated that these mergers will not produce financial efficiencies. (See minutes of Sept 27, 2022 Academic Senate meeting.)

In the April 10, 2024 iteration of this mega-merging, the Nursing Department will merge into Allied Health Sciences, jeopardizing the nursing degree's accreditation by no longer having a chair with a nursing degree, where nursing will be housed alongside mortuary science and chemistry. Also note that Allied Health Sciences programs, such as medical laboratory technician, physical therapy assistant, radiologic technology, do not require the rigor in biology and chemistry of pre-medical or nursing degree programs.

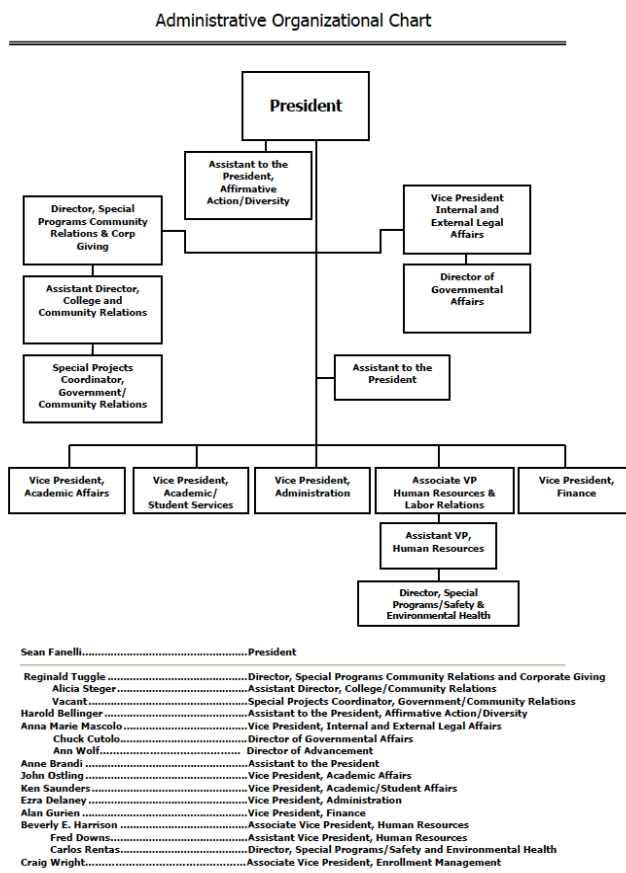
The Art Department will become the home department for incongruent disciplines such as: Africana Studies, Communications, Music, Philosophy, Theater and Dance, and World Languages. Its chair will be in charge of what are currently 14 active degree programs and certificates across these discipline areas. For chairs, these mega-departments mean overseeing numerous degree programs and certificates, many of which are outside their own disciplinary background. This is hard to imagine any chair having the headspace for, and it means an impossible workload in terms of hiring adjunct faculty and faculty observations, particularly of adjunct professors, which must be done on an annual basis.

There is also the question of whether faculty will want to come and work at an institution where their chair has little understanding of their discipline or whether it would seem dangerous for their career and professional growth. For students, it complicates finding department offices and faculty in specific disciplines. This merging of departments will not only not save money, but is likely to negatively impact the institution in multiple ways, including leading to lower enrollment.

department and the Physics and Engineering department into the Math department in the fall 2022, there has been an approximate 25% reduction in sections offered in the disciplines of these former departments.

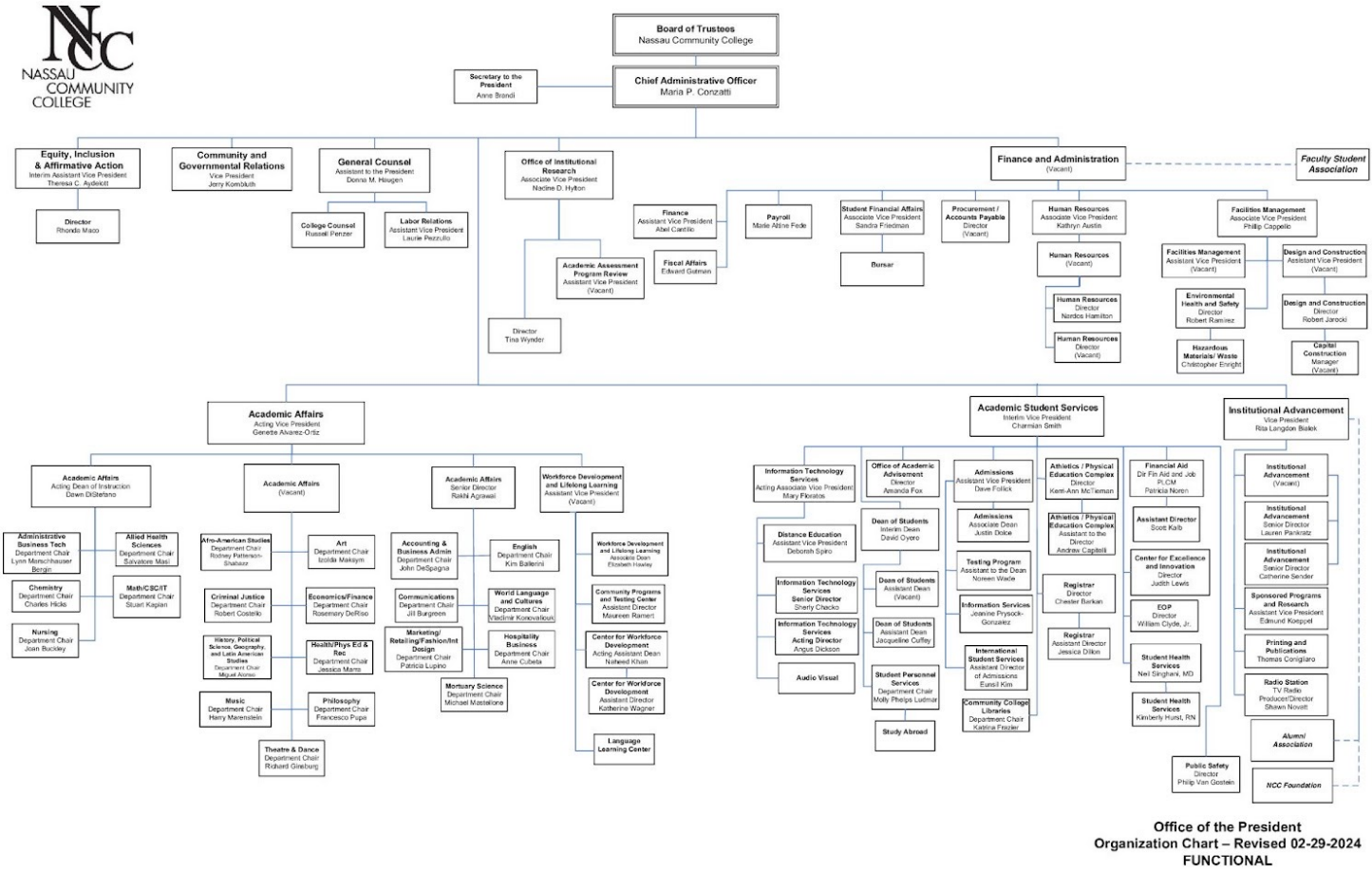
## Proposal 5: Reduce Administrative Inefficiencies

There is ample opportunity to slash redundancies and inefficiencies in the administration. A comparison between 2000 and 2020 shows that as the number of administrators has doubled, the number of full-time faculty has shrunk. Enrollment also fell over this time. Looking at the NCC 2004-2005 Factbook, we had about 15 key administrators:



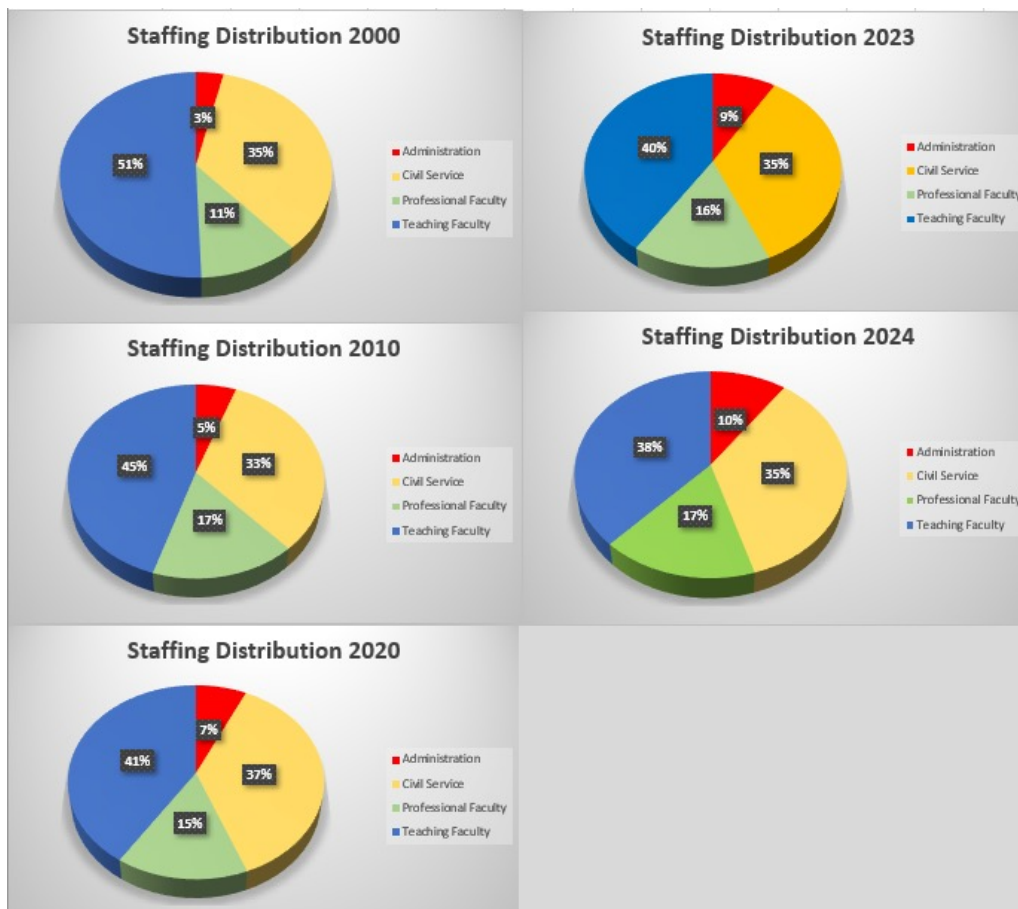
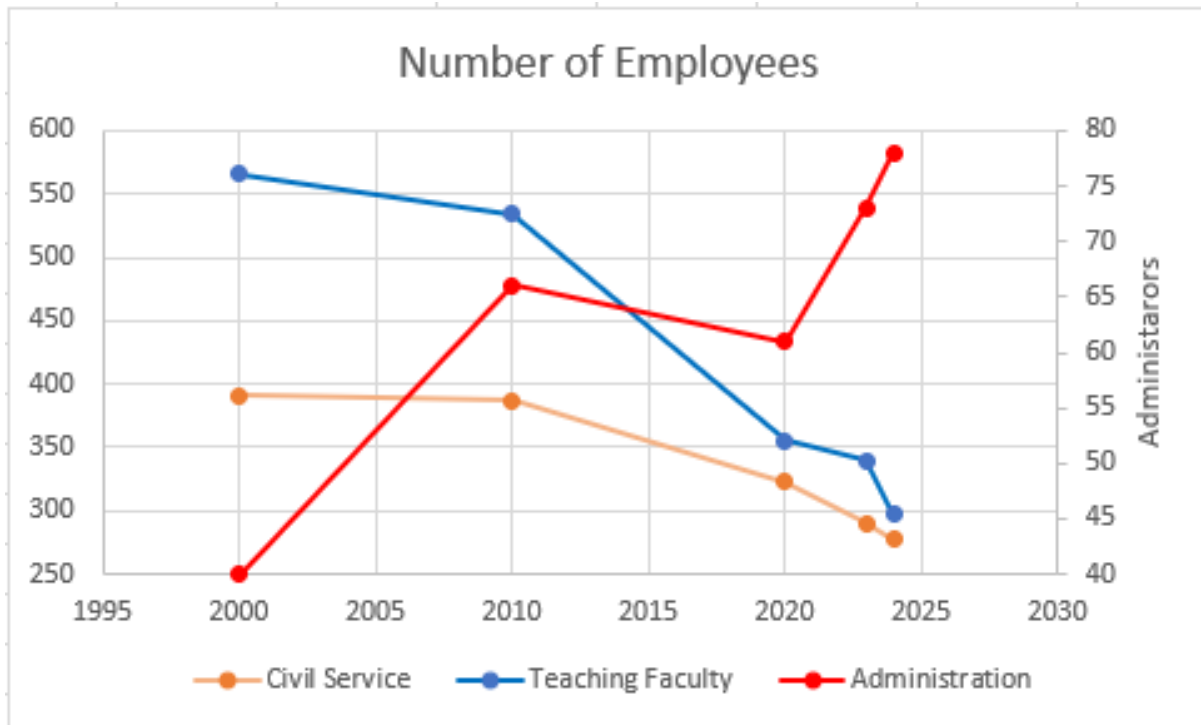


Contrast this with the current organizational chart presented to the faculty on Feb 29, 2024.



Office of the President  
 Organization Chart – Revised 02-29-2024  
 FUNCTIONAL

The organizational structure is confusing and wasteful of taxpayer dollars. It is also short on administrators with an academic background. In 2023 there were 63 administrators with plans to increase that number by 24%. Hiring of administrators from 2023 to 2024 has been brisk and we estimate there are currently 78 administrators and rising. Deceptively not all appear on the organizational chart. As the number of administrators has jumped, teaching faculty and CSEA staff has plummeted. This has resulted in fewer classes offerings and time-slot options, fewer office hours, less student support, and a reduction in facilities' maintenance. Instead of cost savings, the college has been increasingly adding to expensive outside service and wasteful consulting contracts.



## **Proposal 6: A Real National Search for a President**

---

Conduct, and don't abort, a nation-wide search for college president. Twice the Board of Trustees have aborted presidential searches, costing the College \$100,000s over the past decade. NCC deserves a national search for the best possible candidate, someone skilled in raising revenue, building academic success with students from resource-poor backgrounds, and building enrollment. From 2010 to the present, Maria P. Conzatti has overseen enrollment, first in leadership of Student Services, which oversees enrollment, and then in leadership of the college administration, and during this time enrollment dropped in half, from 23,767 in 2010 to about 11,000 now.

From 2006-2010, as Associate Vice President for Academic Student Services, from 2010-2012, as Vice President for Academic Student Services, from 2012-2015, as Acting Executive Vice-President/ Acting Chief Academic Officer, from 2015-2022 as Vice President for Academic Student Services, as Interim President, then Chief Administrative Officer since 2022.

Our competitor Suffolk Community College's enrollment is about 14,705 students. While we estimate the decline at SCC from its high-point 2010 enrollment of 26,719 students has been 45%, the decline of NCC from its high- point 2010 enrollment of 23,767 students has been 54%.

## **Proposal 7: Reduce Outside Counsel Expenses**

Consider other places to trim expenses, including reducing the use of Outside Counsel. The college spent well over a million in 2023 on outside counsel, which is on top of its own in-house attorneys.

**NCC has not changed course since NYPIRG's 2021 report, 'Policy Close Up: Community College Tuition Changes over the Past Decade', which shows that tuition hikes at New York's community colleges had "far outstripped inflation", and that Nassau Community College had the highest tuition of all New York community colleges.**

On top of Nassau's high transportation and housing costs, students have faced a surge in higher education costs, including at NCC. Investment in public higher education gives one of the best returns on the money of any investment: about "\$6.80 over the course of students' working lives" for every \$1 invested, as evidenced in graduates' economic independence, higher earnings, and business growth — "1 out of every 18 jobs is supported by the activities of America's community college alumni." (American Association of Community Colleges' July 2022 publication, *The Economic Value of America's Community Colleges*.) As students have resorted to part-time attendance to accommodate full-time jobs, state funding, based on full-time FTE calculations, has dropped more at community colleges.

With a generation of students reeling from the pandemic and mental health challenges, there could be no better time than now. We will be needed in the coming years. Thus, more state oversight of community colleges should be in order, too.