

**Santa Barbara City College
College Planning Council
Monday, June 18, 2012
2:00 p.m. – 4:00 p.m.
A218C
Minutes**

PRESENT

J. Friedlander, (Chair), Acting Superintendent/President
O. Arellano, VP, Continuing Education;
L. Auchincloss, Pres., CSEA;
P. Bishop, VP Information Technology;
R. Else, Sr. Dir. Inst. Assessment, Research & Planning;
S. Ehrlich, VP HR &LA;
K. Monda, Academic Senate Representative, Chair Planning & Resources Committee;
J. Negroni, SBCC Student Trustee, ASB President Substitute
D. Nevins, President, Academic Senate;
K. O'Connor, Academic Senate Representative;
C. Salazar, Classified Staff Representative
M. Spaventa, Executive VP Ed Programs;
J. Sullivan, VP Business Services

ABSENT:

K. Neufeld, President-elect, Academic Senate;
D. Morris, VP, Academic Senate;

GUESTS:

C. Alsheimer, Instructors' Assoc. (IA);

J. Bailey, Director, Continuing Education;
P. Butler, P&R, Academic Senate;

GUESTS: (cont)

J. Daly, Continuing Education Instructor
N. Eggli, Continuing Education Instructor
P. English, Director, HR/LA
A. Harper, Director, Continuing Education;
K. Harris, Director, Continuing Education;
J. McPheter, Classified Consultation Group;
A. Olguin, Professor, Psychology Dept.
A. Orozco, Classified Consultation Group;
B. Pazich, Dean Educational Programs
S. Saenger; Co-Chair, Cont. Ed. IA;
A. Scharper, Dean, Education Programs
J. Schultz, Professor, Earth/Planetary Sciences;
L. Stark, Pres. Instructors' Association
E. Stein, Classified Consultation Group
E. Stoddard, Continuing Ed Task Force
L. Vasquez, ITC, Committee
J. Walker, co-Steward of the Supervisory Bargaining Unit (SBU)

1.0 Call to Order

- 1.1 Approval of past minutes: 3/25/11, 4/05/11, 4/08/11, 4/19/11 (Atts. 1, 2, 3, 4)
Acting Superintendent/President Friedlander called the meeting to order and asked for the approval of the above minutes.

M/S/C (Bishop/Monda) to approve the minutes of the March 25, 2011 CPC meetings. There were five abstentions and the rest were in favor.

M/S/C (Bishop/Monda) to approve the minutes of the 4/05/11, 4/08/11 CPC meetings and amended minutes of the 4/19/11 CPC meeting. There were five abstentions and the rest were in favor.

2.0 Announcements

- 2.1 Dr. Friedlander announced that this was VP, HR/LA Ehrlich's last CPC Meeting as she will be retiring June 30, 2012. He thanked her for the excellent work for the College.
- 2.2 Dr. Friedlander wished Acting VP Spaventa a Happy Birthday.

3.0 Information Items

- 3.1 Media Conference to announce new CSUCI Bachelor's and MBA degree programs offered on our campus. (Att. 5)
- 3.2 Editorial in the Sunday, June 17, 2012, Santa Barbara News-Press Voices Section on the college's efforts to expand transfer opportunities for its students (article will be sent to you on Monday).
- 3.3 Dr. Gaskin's first day at work will be on Monday, July 9. A Reception for Dr. Gaskin will be held from 9:00 a.m. – 10:00 a.m. in the Helen Pedotti (Administration building) Courtyard.
- 3.4 Sue Ehrlich, VP, HR/LA, has announced her retirement from the college at the end of this month. A Campus-wide Reception for Sue Ehrlich will take place on Tuesday, June 19th in the GDR from 9:00-10:00 a.m.
- 3.5 Recognitions received for:
 - A. EOPS Transition Program (Rice Diversity Award)
 - B. Application to compete for Aspen Prize Award has been submitted.
 - C. Career Center will be featured on PBS Road Show

~ Four SBCC Career Center faculty and staff will be on the road this summer interviewing a wide range of people in jobs they love for *Road Trip Nation*, a PBS television series, (<http://roadtripnation.com>). SBCC was selected as one of the two teams from all 112 community colleges in the state for this special project made available by *Road Trip Nation* and the California Community Colleges Chancellor's Office Career Advisory Committee. The SBCC team includes Holly Eubank, Val Eurman, Kristin Frascella, and Cami Vignoe.

The Chancellor's advisory committee will supply a stipend to each participant and the technical equipment for filming. The interviews will be completed this summer and then made available for public viewing. The SBCC Career Center has been presenting similar stories through its *How I Made It* series which is available on the SBCC web site.

4.0 Discussion Items

- 4.1 Preliminary Analysis of the State's 2012 – 2013 budget for the College. (To be distributed)
- 4.2 Review of college budget assumptions for 2012-13. (Att. 6)
- 4.3 Tentative Budget that was approved by the Board at the June 14, 2012 Study Session (Att. 7)

VP Sullivan projected a PowerPoint presentation of the 2012-13 Tentative Budget that was approved at the 6/14/12 Study Session. Mr. Sullivan walked the members through the comparison of the 2011-12 projections to the 2012–13 Tentative Budget. Mr. Sullivan started with the revenues and explained what revenues had been included and why. He compared the expenses from the 2011 -12 projection to the 2012-13 Tentative Budget

showing what has been included and what was included in the ending balances and why. He pointed out the minimum fund balance and talked about another one of the changes in the State budget that came out last Friday regarding how the state will pay the Community Colleges. The state is reducing all of its payments for California Community Colleges from July thru December and if the tax initiative passes, the state will have the cash flow to back-fill the community colleges. The state is increasing the colleges' deferrals (what they owe us) as much as \$8M in those 6 months and those deferrals will be paid in July 2013. So our deferrals by July 2013 with the tax initiative passing could be \$20M. That was the projection last week. The state is going pay us in December as if the tax initiative has not passed but it also has added the deferrals to the colleges because of its additional cash flow problem. Mr. Sullivan reported that between 40% and 60% of the California Community Colleges will have to borrow additional funds between now and December because of this cash flow problem being pushed onto the districts. There were further questions, discussion and clarifications on the deferrals, workload reduction and tax initiative.

The question of equipment rankings came up in relation to the tentative budget and to the availability of the funds for equipment. After a short discussion regarding the fact that since the College's cash flow will be needed if the tax initiative does not pass, we will need to wait until after the November election to fund equipment. Dr. Friedlander recommended that this be discussed at the next CPC Meeting this summer in order to look at what items need to be funded immediately and if the tax measure passes we would be ready to fund other items.

4.4 Implications of State Budget for the College

4.5 Scenarios for achieving funded FTES cap (Att. 8)

4.6 Review of proposal from the Administration on the rate of converting non-credit, non-enhanced classes to fee-based offerings and restoring some of the 25 credit sections as needed in Fall 2012 (Att. 9)

Dr. Friedlander stated that he would like a discussion first of the recommendation to discontinue offering enhanced non-credit classes at the Ventura County Jail (90 FTES) and to have CPC vote on whether or not it supports this proposal.

The discussion covered the morality of discontinuing these classes, the question of whether the Ventura jail will offer the same classes, the reason the college chose to offer these classes in the first place, the idea of waiting until we get more information, and the question of how much will keeping the 90 FTES really hurt the college. Academic Senate President Nevins stated that this program was offered in order to "chase" FTES when we needed them and there are many other programs that were created for that purpose which also need to be looked at. Dr. Nevins stated that he did not think that the college should look at the jail program classes in isolation. Dr. Friedlander stated that if the tax measure fails, the college will be 600 FTES over cap, meaning 600 FTES the state will not reimburse the college for generating.

M/S/C (Nevins/Monda) to approve that CPC recommends that the college not discontinue the enhanced non-credit classes to the Ventura County Jail and that the

College look at all the FTES chasing programs in order to make the proposed cuts in the fall. There was one abstention and the rest were in favor.

Dr. Friedlander asked for a discussion, then a motion regarding whether or not CPC recommends that the college's budget be based on the tax measure not passing. There was further discussion regarding what the influence of that would be on the rate of conversion of non-enhanced classes and ultimately what will happen with our FTES cap if the tax initiative passes or does not pass.

Dr. Friedlander also wanted a discussion, then motion regarding what rate of conversion CPC recommends for Continuing Education. These recommendations will be brought to the Special Board Meeting being held on Wednesday, June 20.

The members weighed in on their concerns and thoughts then voted:

M/S/C (Spaventa/Nevins) to approve that CPC recommends that the college base its budget planning on the assumption that the tax initiative will not pass. All were in favor.

The discussion about the motion regarding the conversion rate for Continuing Education classes from state support to the fee based Center for Life Long Learning, the CPC members asked to hear from the Continuing Ed members in the room first.

The CE instructors and administrators voiced that they think a slower conversion would be more palatable to the community who will then get used to the idea of a fee-based Center for Life Long Learning. Dr. Friedlander pointed out that this conversion is a huge change from a sixty-plus year tradition of state support to an entirely new structure consisting fee based courses. There was further discussion re: weighing the risks if the tax measure does not pass, the college will have to pay the expenses for offering more classes than the state will fund) and if it passes, the college will receive money from the state to pay for these classes.

In response to concern about no management structure for the Center for Life Long Learning and to the question of what are we building a bridge to, there was a discussion regarding the process for planning for the new Center for Life Long Learning. Ellen Stoddard, a representative from the Continuing Education Task Force, said the Task Force Report- which includes a start-up phase, timelines, budgets and a plan for a director- is now completed and will go to the Task Force Steering Committee for discussion, then it will be sent to Dr. Friedlander by the end of this week. Dr. Friedlander and President Gaskin will analyze the proposal and bring it back to the CE Task Force Steering Committee and Pillar 3 Work Group to be vetted prior to going to CPC and the Board for discussion and approval.

M/S/C (O'Connor/Nevins) to approve that CPC recommend that the college convert 40% of the non-enhanced non-credit classes to fee-based in the fall quarter, convert 20% in winter quarter and the final 40% in the spring to make it a total of 0 state support by spring. All were in favor.

Dr. Friedlander said that now the administration will calculate more precisely what the cost to the college if the tax initiative passes or does not pass and have it ready for the Special Board Meeting on Wednesday.

There was discussion regarding the categorical backfill and Acting VP Spaventa gave an update on this. She reported on her meeting with Dean Partee regarding the cuts that can and cannot be made this first year and the second year cuts are doable yet will be painful, so the assumption for the budget is reduce \$150,00 the first year and reduce \$400,000 the second year.

4.7 Date(s) for summer CPC meeting(s).

The next summer CPC meeting will take place Tuesday, July 17, 2pm – 4 p.m. Since the question of equipment rankings came up, members need to look at what items need to be funded immediately even if the tax initiative does not pass. If the tax measure passes we want to be ready to fund other items that are needed.

5.0 Adjournment

5.1 Dr. Friedlander asked for a motion to adjourn the meeting.

M/S/C (Nevins/Monda) to adjourn the meeting. All in favor.

6.0 Next Meeting: Special Summer CPC Meeting will be Tuesday, July 17, 2012 from 2:00 p.m. to 4:00 p.m. in A218C.

**Santa Barbara City College
Special College Planning Council
Tuesday, May 22, 2012
9:00 a.m. – 10:30 p.m.
Luria Conference and Press Center
Minutes**

PRESENT

J. Friedlander, (Chair), Acting Superintendent/President
O. Arellano, VP, Continuing Education;
L. Auchincloss, Pres., CSEA;
P. Bishop, VP Information Technology;
R. Else, Sr. Dir. Inst. Assessment, Research & Planning;
K. Monda, Academic Senate Representative, Chair Planning and Resources Committee;
D. Morris, VP, Academic Senate
K. Neufeld, President-elect, Academic Senate;
D. Nevins, President, Academic Senate;
K. O'Connor, Academic Senate Representative;
A. Scharper, Dean, Ed Programs, Acting Acting Executive VP

ABSENT:

S. Ehrlich, VP HR &LA
J. Englert, ASB President;

C. Salazar, Classified Staff Representative;
M. Spaventa, Executive VP Ed Programs;
J. Sullivan, VP Business Services

GUESTS:

C. Alsheimer, Instructors' Assoc. (IA);
J. Bailey, Director, Continuing Education;
P. Butler, P&R, Academic Senate;
R. Byrne, Athletics Director;
R. Funke, Director, Continuing Education;
Y. Medina-Garcia, Parent/Child Workshop; Continuing Ed Task Force;
A. Harper, Director, Continuing Education;
K. Harris, Director, Continuing Education;
D. Hersh, Dean, Ed Programs;
J. McPheter, Classified Consultation Group;
E. Larson, Co-President, ACES
A. Orozco, Classified Consultation Group;
B. Partee, Dean, Educational Programs;
S. Saenger; Co-Chair, Cont. Ed. IA
B. Schaffner, Director, Continuing Education

1.0 Call to Order

1.1 Acting Superintendent/President Friedlander called the meeting to order and asked for the approval of the minutes for the May 15 CPC Meeting.

M/S/C (Monda/ Neufeld) to approve the minutes of the CPC May 15. All in favor.

2.0 Announcements

2.1 Dr. Friedlander announced that the Chancellor's Office informed the Director of EOPS, M. Wright that our EOPS Summer Transitions Program received the Rice Diversity Award Statewide. Ms. Wright will take some of the students to Sacramento to receive the award at the Board of Governors' meeting on July 10.

- 2.2 Dr. Friedlander reported that Sr. Dir. Inst. Assessment Else is working on the college's application for the Aspen Award. We are in the top 10% for the second year in a row which is quite an honor.
- 2.3 President-elect, Academic Senate Neufeld welcomed Dave Morris to CPC as he is the new VP of Academic Senate.
- 2.4 Dr. Friedlander thanked Allison Curtis and Ben Partee, Amy Collins and Cindy Salazar for putting on an excellent commencement.

3.0 Information Items

4.0 Discussion Items

- 4.1 How best to address the FTES decision for the coming year, 2012-13. (Att. 1)
- 4.2 Look at both options and implications of each option to make a recommendation. (Att. 2, Att. 3)

Dr. Friedlander opened the discussion stating that the reason he called this special CPC Meeting is because of the new information in the Governor's May Revise. The big change in the Governor's proposal was that the college expected a \$4M work-load reduction based on this year's shortfall in state revenues and this reduction is currently not in the Governor's May Revise budget. Now the only unknown information that remains is whether or not the tax measure in November will pass or not. This information has huge implications in terms of our strategy going forward.

Dr. Friedlander explained that if we base our budget on the tax measure not passing and it passes, the college would end up being under cap, which means we have one year of recovery to try to get it back or else we lose a portion of our budget from the state. Dr. Friedlander explained that the California Community Colleges in this situation have three years to recover everything but colleges start losing money after one year. The reason for this is because they no longer have the students "in the pipeline", meaning no continuing students. Colleges, especially SBCC, are dependent on out of area students to make up for the bulk of matriculated first time students, so if they do not come in fall they are not here. Dr. Friedlander's stated that his intention is to go through the preliminary analysis of FTES from Mr. Else and discuss the strategies in light of the new information and the preliminary analysis of FTES.

Sr. Dir. Inst. Assessment, Research & Planning Else said that the college sends in three FTES reports a year to the Chancellor's Office: January 15, April 20 and the last one July 15.

He walked the members through the 2012-13 FTES Projection spreadsheet which provided five sections of information: 1) FTES Cap and Funded Cap from March 1, 2012, 2) the report from April 20, 3) the 2012-13 Projection Assumptions, 4) the Effect of Possible Additional 6.4% Workload Reduction in 2012 – 13 and the Section Counts as of 5/21/12.

The 2012 – 13 Projection Assumptions were based on the two options: 1) To convert all (100%) non-credit non-enhanced courses to fee-based except 110 FTES from the Parent Child Workshop and 2) Reduce Summer 2012 and Fall 2012 by 101 total

sections at 3 FTES each which equals 300 FTES in reduction. The significant number in this report was that the college would be under cap by \$2.17M if 100% of the non-credit non-enhanced courses were converted to fee base courses immediately.

There was further discussion about the pros and cons of borrowing FTES against the summer, the average cost of FTES in terms of instruction (average is \$2,800), what changes the college would make in sections if the tax measure passes and how if that happened, how it would buy us time to save money. Then out of that discussion, the idea of slowing down the conversion of Continuing Education's non-credit non-enhanced state supported classes to fee based classes took place.

There was discussion regarding the re-programing of classes and the recommendation from Continuing Education to have some conversion but leave parent education classes and the omega classes as state supported.

Continuing Ed (CE) Task Force Co-Chair Medina-Garcia stated that she was at the meeting on behalf of the Task Force to urge this body to phase in the transition to fee-based.

She went on to say that The CE Task Force was set up to look at the future of Continuing Ed and is in the process of completing a report that should be done by June 15 and back to the Dr. Friedlander. On behalf of the task force I would like to urge you to allow us the opportunity to present those recommendations that have had quite a bit of thought put into them. A very inclusive process brought together people from the community to give their feedback and recommendations. We then have the CE Task Force Steering Committee Report with recommendations for future of Continuing Ed. The task force feels that the making of this decision at this time is really premature to the recommendations to the future of CE. The Task Force recommends, as others have, that there be a smoother transition. There is no doubt that there has to be some drastic changes but that this inclusive process continue so that we maintain the trust of the community.

Dr. Friedlander offered three options that he wanted to discuss and get a sense of direction from CPC, so he can take the information to the Board:

Op. 1 – Stay the course. If the tax measure does pass, then we prepare the spring schedule with lots of stand-by classes, borrow against summer (ramp it up) go with a large program next year, so the college would affect some of the savings this year from the work-load reduction from doing what we are doing knowing that these are not a permanent savings but would help the bottom line.

Op. 2 – Do middle ground. Hedge your bets by adding back some of the non—credit non-enhanced that cannot move that fast such as Parent Ed and Omega. It would give more time in that area. The money will come either from reserves or additional cuts in other areas.

Op. 3 – Position ourselves where we can capture it all this year by building back some of the FTES from classes we cut in fall, summer and if it does pass then we can ramp up spring and not be on borrowed time going forward.

There was further discussion and a motion was made.

4.3 Guidelines for hiring short-term hourly workers. (Handout)

There was a short discussion and a motion made.

5.0 Action Items

5.1 Recommendation to the President.

M/S/C (Monda/Nevins) to approve that the college stay the course with credit cuts and reduce non-credit-non-enhanced to 80% conversion instead of a 100% conversion. All in favor, no abstentions.

M/S/C (Monda/Nevins) to approve that 50% reduction of hourly budgets out of the general fund allocations to the VP areas in 2012-13. This 50% reduction apply only to the general fund, not to categoricals.

6.0 Adjournment

6.1 Dr. Friedlander asked for a motion to adjourn the meeting.

M/S/C (Bishop/Nevins] to adjourn the meeting. All in favor.

The next CPC meeting will be **Monday, June 18, 2pm – 4:30pm** in Room A218C,

**Santa Barbara City College
College Planning Council
Friday, July 22, 2011
9:30 am – 12:30 pm
and
Monday, July 25, 2011
9:00 am - 11:30am
A218C**

Minutes

Special session – development of draft College Plan 2011-14

**Friday, July 22, 2011
9:30 am – 12:30 pm**

PRESENT:

A. Serban (Chair), Superintendent/President;
I. Alarcón, Past President, Academic Senate;
O. Arellano, VP, Continuing Education;
L. Auchincloss, President, CSEA
P. Bishop, VP Information Technology;
S. Ehrlich, VP HR &LA;
R. Else, Sr. Dir. Inst. Assessment, Research
and Planning;
J. Friedlander, Executive VP Ed Programs;
M. Guillen, Classified Staff Representative;
K. Monda, Academic Senate Representative,
Chair Planning and Resources Committee;

K. Neufeld, VP, Academic Senate
Representative;
D. Nevins, Academic Senate President;
K. O'Connor, Academic Senate
Representative;
C. Salazar, Classified Staff Representative;
J. Sullivan, VP Business Service

ABSENT:

GUESTS:

L. Vasquez, Instructional Technology
Committee Chair

Superintendent/President Serban called the meeting to order.

1. Approval of the minutes of the following CPC meetings: December 16, 2010 (attached); February 8, 2011 (attached); February 15, 2011 (attached); March 1, 2011 (attached); March 18, 2011 (attached); March 22, 2011 (attached) (these were also provided at the May 17, 2011 CPC meeting).

M/S/C [Guillen/Monda] to approve minutes listed above with title changes. All were in favor, except Academic Senate Representative O'Connor abstained as she was not a voting member at that time.

2. Overview of today's session: approach, desired outcomes (Attachments for both meetings include: Other background materials are also provided as attachments to this agenda – some were provided at previous CPC meetings and will be needed for reference during this meeting; the Summary Status of the College Plan 2008-11 has been updated on June 30, 2011; SBCC 2008-2011 College Plan Status Summary June 30 2011; SBCC Mission

principles with proposed revisions 7-21-2011; DE Workgroup Actionable Recommendations March 25 2011; Mission of CA Community Colleges CA Education Code Section 66010; College Plan 2011-14 Challenges and Priorities Draft 3-25-2011.

Superintendent/President, Dr. Serban gave an overview of what would be covered in the next few meetings. The Mission and the College Plan were projected onto the screen and all changes were entered into a new draft of the College Plan.

3. SBCC Mission (draft attached) – All

The discussion started with the draft of the SBCC Mission Statement that included the proposed changes from the last CPC Meeting. Those changes were based on the concept that since we are a state institution, the State Ed Code defines the mission of any individual Community College mission. However, since each college has its own local flavor, each college develops its own mission.

The members discussed various aspects of the mission and the changes were recorded by Dr. Serban which will be emailed to the members to be brought to the each college committee: Executive Committee, Academic Senate, Student Senate and CSEA to be discussed.

4. Preliminary goals and objectives for 2011-14 College Plan (very rough draft to serve as basis for discussion – will be e-mailed separately) – All

The Executive VP, Dr. Friedlander and the VPs reported on the goals from their areas. Dr. Friedlander reported on the approach taken and the input from the Deans for Goal 1, the Student Learning Achievement and Development. Dr. Friedlander stated that all the objectives were carried over from the last College Plan; we took last year's Institutional Research data on how we were performing on each of these outcomes and used it as a base for determining the quantifiable outcomes to be achieved in the new College Plan. Dr. Friedlander reported that for most of the objectives, they decided to use what they considered to be reasonable targets by spring 2014 by adding about a 3% gain over a 3 year period. There was further discussion about whether they were stretching themselves too far with this goal and decided that is not to a point where we are not going to come short and what is reasonable. Since we had significant gains from our past College Plan, now we are building from a higher base.

Further discussion took place regarding where SBCC stands in regard to peer colleges, how our budgetary decisions will support our students, what changes are taking place in the composition of the college's students and how they affect what we offer and student achievement on the different student success measures.

There were discussions, clarifications, and changes made to the 29 objectives, which also included the objectives for the ARCC Measures and institutional SLOs listed under Goal 1.

Dr. Ofelia Arellano reported on Goal 2 stating that unlike the credit division, the continuing education students take classes for life enrichment, so success is not an appropriate measure. The last College Plan had 6 objectives that were targeted for basic skills, but for this new College Plan, the continuing education consultation group wants to include all 10 funded categories. After further discussion it was decided to change Goal 2 to "Maximize the

utilization of the resources and courses of the Continuing Education Division” There was discussion regarding the fact that there could be data collected around the enhanced funded certificates, the high school programs, the citizenship programs that are measurable, not non-enhanced. It was decided that they need to separate enhanced from non-enhanced.

Success needs to be defined for the non-enhanced continuing education classes. Further discussion regarding the new requirements from the State and the new fiscal limitation on non-enhanced classes and it was decided that a plan needs to be developed for the transition of selected courses from state-supported to fee-based. As we transition to fee-based classes our objective is to have good participation rates in those courses.

The meeting was adjourned and will be continued, Monday, July 25, 2011 at 9:30 a.m.

Monday, July 25, 2011
9:30 am – 11:30 pm

PRESENT:

A. Serban (Chair), Superintendent/President;
I. Alarcón, Past President, Academic Senate;
O. Arellano, VP, Continuing Education;
P. Bishop, VP Information Technology;
S. Ehrlich, VP HR &LA;
R. Else, Sr. Dir. Inst. Assessment, Research and Planning;
J. Friedlander, Executive VP Ed Programs;
M. Guillen, Classified Staff Representative;
K. Monda, Academic Senate Representative, Chair Planning and Resources Committee;
K. Neufeld, VP, Academic Senate Representative;

D. Nevins, Academic Senate President;
K. O'Connor, Academic Senate Representative;
J. Sullivan, VP Business Service

ABSENT:

L. Auchincloss, President, CSEA
C. Salazar, Classified Staff Representative;

GUESTS:

L. Vasquez, Instructional Technology Committee Chair

Superintendent/President Serban called the meeting to order.

1. Preliminary goals and objectives for 2011-14 College Plan

Dr. Serban opened the meeting with the continuation of discussing the goals and objectives for 2011-14 College Plan. This meeting started with a discussion around changing Goal 3 to reflect what the first section of the College Plan, Outreach, Access and Responsiveness to the Community really is during this time of the economic downturn and the state budgetary crisis.

The main goal was changed and further discussion took place regarding the eight objectives, which is an increase of four objectives, which pertain to goals for Continuing Education. VP, Human Resources and Legal Affairs (HRLA), Sue Ehrlich, JD reported on Faculty, Staff and Administration, Goal 4, and what that HRLA Department has done to set and achieve its goals. VP Ehrlich reported on the addition of new goals and the refining and revising of former goals. Questions, and discussion took place regarding the legality, modifications, and clarification of the goals and the wording of the four new goals. Three of the new goals included the evaluation of Continuing Education faculty and the establishment of a baseline

definition and data for student satisfaction with the Continuing Education programs as measured through a survey instrument.

Dr. Serban stated that we would not have a separate technology objective because technology is integrated in every objective. After further discussion it was decided that Goal 5 would have the overall heading: Governance, Decision-Support and Fiscal Management with the actual Goal 5 being: Establish college-wide accountability systems that are based on quantitative and qualitative data and linked to planning and budgeting. Goal 5 and 6 were combined with the inclusion of an objective relating to the participatory governance structure currently in place in the Continuing Education Division.

Goal 6 became FACILITIES, CAPITAL PROJECTS, AND MAINTENANCE with the goal being, "Implement the long range capital construction plan". There was discussion regarding the bond funding for deferred maintenance, the long-range development plan and the Educational Master Plan.

Goal 7 became part of FACILITIES, CAPITAL PROJECTS, AND MAINTENANCE with the goal: Create an optimal physical and technological environment that ensures the best service to students and the local community. There was extensive discussion regarding how to word objective 7.1 "universal access" to facilities. The college is in compliance with the requirements; however there is always more to do in order to make progress in this area. Accessibility is a health and safety issue and always is a priority and goes to the top of the list in Program Review. Objective 7.1: To the extent fiscally possible evaluate and make progress towards enhancing universal access to facilities. There was further discussion on the last two objectives with changes made.

The following items were discussed: (1) The District Technology Plan supporting the College Plan and , (2) Timeline regarding the College Plan: July to Management Retreat; August to Senate Retreat, August 30 (extra CPC meeting) to CPC, October and November Study Sessions, then have it approved at the November Board meeting.

Dr. Serban talked about the adopted budget and presenting revised projections to the Board of Trustees. There was further discussion regarding the most realistic expectation in terms of actual expenditures for 2011-12, the 4000s and 5000s accounts and the presentation of the higher estimated amount for those accounts rather than the actual expenditure amounts, about getting past the Board of Trustees deadlock regarding the acceptance of the adopted budget, and about the fact that there has been no plan for how contingency funds will be dispersed,

Dr. Serban spoke about the fact that there were problems regarding the adjusted budget which has been solved, and there was further discussion regarding the details.

The meeting was adjourned.

Santa Barbara City College

College Planning Council

Friday, June 17, 2011

2:30pm – 4:30pm

A218C

Minutes

PRESENT:

A. Serban (Chair), Superintendent/President; K. Monda, Academic Senate Representative,
I. Alarcon, Past President, Academic Senate; Chair Planning and Resources Committee;
O. Arellano, VP, Continuing Education; K. Neufeld, VP, Academic Senate
L. Auchincloss, President, CSEA; Representative;
P. Bishop, VP Information Technology; D. Nevins, Academic Senate President;
S. Ehrlich, VP HR &LA; K. O'Connor, Academic Senate
R. Else, Sr. Dir. Inst. Assessment, Research Representative;
and Planning; C. Salazar, Classified Staff Representative;
J. Friedlander, Executive VP Ed Programs; J. Sullivan, VP Business Service
M. Guillen, Classified Staff Representative;

ABSENT:

R. Limon, President Student Senate

GUESTS:

C. Alsheimer, Instructors' Association

Superintendent/President Serban called the meeting to order.

Dr. Serban acknowledged the efforts of Robert Else, Joan Galvan, and Karen Sophiea in their work on the application required by the Aspen Institute College Excellence program. In April 2011, SBCC was selected from almost 1,200 accredited, public community colleges nationwide to be able to compete for the \$1 million prize funds to be announced in December 2011. The application submitted contained detailed data demonstrating that we deliver exceptional student results and that student success and academic excellence are our top priorities. Superintendent/President Serban said that the end result was a powerful statement in 500 words. In September we will know if we are in the top 8 – 10 Community Colleges and if we are, members from the Aspen Institute College Excellence program will visit campus sometime in October. They then chose from 8 – 1- for 3 to 4 prizes. Right now we are in the top 20.

Superintendent/President Serban handed out a copy of a statement made on June 16, 2011 from the Vice Chancellor for Fiscal Policy Dan Troy from the Chancellor's Office of the California Community Colleges regarding the California State Governor vetoing the majority-vote budget plan. Dr. Serban stated the College will still assume the \$6.8M and the \$13M deferral, just as a basic assumption for this discussion. As we don't know anything other than the May revise, which still stands as official version.

Discussion

1. Discussion of handout provided by Trustee Macker at the May 12, 2011 Board study session (attached).

Dr. Serban stated that there are two very important things to talk about and the third topic is important, but can wait: 1) The tentative budget, 2) the hand-out provided by the Trustees Croninger and Macker, and 3) the ideas sent to the "SBCC-budget email" for ways to create more revenue and areas where we could cut.

1) The discussion with the Board of Trustees relative to the tentative budget and how the tentative budget should change until the budget is adopted.

Dr. Serban stated that a motion made at the May 12/16, 2011 Board Study Sessions and the discussion at the June 9, 2011 Regular Board Meeting is what has prompted this topic today. She felt that the passed motion requires clarification. The motion is: *"This tentative budget was adopted with the understanding that it needs to be significantly altered in preparation for developing the adopted budget that needs to be adopted in September."*

She said she is not totally clear about what "significantly alter" in preparation for the development of the budget that needs to be adopted in September, but there are several things that we will need to do in building this adopted budget, and she asked for the members' thoughts.

Dr. Serban reviewed with the CPC Members previous reports she had prepared that had gone through the consultation process, then given to the Board of Trustees regarding the process for developing the proposed tentative budget for 2011-12 and recommendations to them and there was discussion among the members about these.

There was further discussion regarding the reserves, vacant faculty and staff positions monies, level of transfers, the 4000s/5000s budgets, budgeting problems with using hourlies, and the need for clear direction from the board and the need to request the we may want to ask for more time to follow our old procedures.

Controller Griffin stated that she understood the Board's perspective which is their concern about the use of fund balance in order to make up a structural deficit. She said that they need to know that over time the college needs to reach a balanced budget and are saying at year three the college needs to balance its budget. Ms. Griffin stated that it is much better to make the cuts earlier than later. If delayed, the cuts are going to be deeper and more painful. At this point, they want to see a more conservative budget this year that they will approve for adoption. Ms. Griffin summed up what she had just stated, that the Board wants to see a plan that would get the college to a balanced position based on whatever assumptions we want on revenue that will get us to a balanced budget at the end of three years.

Superintendent/President Serban said she understood, and that we have been arguing for having a balanced budget way before this new board. I fully agree that we should have a balanced budget. That is why we build the reserves; that is why we have made the changes that we made, some were actually painful changes but we made them to provide this very significant base of reserves that very few colleges have. The fundamental change is how we actually budget.

That is really the fundamental change because again to cut \$3M of real things for the sake of showing a zero, when we know how we work here and we know that this is the way we built the balance, so what you see in a tentative budget you can, if we were to continue how we normally budgeted, you can be certain that there is a \$2 - \$3M range that we will end the year with. Dr. Serban continued to say that by taking that out up front creates the paranoia that everybody will have: "Let me spend every nickel, because now I am actually kept to that level." And that is really the fundamental thing. I don't think it helps this college to cut \$3M of real expenditures that are not needed to be cut given the way we budget, so might as well go and budget to the nickel rather than cutting \$3M of real things for the sake of showing a number on a spreadsheet.

Executive VP Friedlander echoed what others had also state which was that it would be better if the college stick to the previous way of budgeting this year, in order to buy us time to see how things shape up going forward. But we would still have to have a plan for years two and three, which is in Scenario 5.

There was further discussion about the change in the college's budget model, the significance of the steep cuts, the timing of when the college actually make the cuts, what the cuts to student services will do to the students, the idea again of being given time to identify cuts in order to get to a balanced budget, and about the need to express how the change of budgeting the 4000s and 5000s will affect the culture of trust that has been built up.

Superintendent/President Serban spoke further about the fundamental trust that has worked well at this college and how that has brought the college this program review commendation in the accreditation, which is hard to get. EVP Friedlander stated that it seems there is a general consensus to stay with our current way of budgeting the 4000s/5000s and if possible to show on the budget below the bottom line in footnotes - that say "although the budget is showing this much of erosion of reserve, we can be fairly assured that the estimate of \$X amount will not be spent, something along those lines. I don't hear anybody here disagreeing with that approach. And that part of what we will be doing next year is about the specific plan for what we are going to cut in the prior year against the real cuts and how we are going to go about doing that and the impact on what it means to this institution. Further discussion ensued.

Dr. Serban said that if we were to conclude this as we stand right now, is it then the conclusion in this group that:

- 1) we want to continue in the budgeting mode that we were budgeting and do the cuts that we outlined in Scenario 5, recognizing that Scenario 5 did not include the cuts necessary to make up for the increases in benefits and other fixed costs, so we would have to actually up the amount by that amount.
- 2) That being said, we want to maintain the budgeting the way we budgeted 4000s/5000s . That amount would have gone down even with Scenario 5. Point is that would have been starting from 2010 - 11 adopted budget cut from that, rather than cut from actual expenditures.
- 3) Take, at least, 2011 - 12 if the desire of this Board is to move to real expenditure budgeting and allowing 2011 - 12 as the year for discussion of how this would materialize and what does this mean for our program review process, which is

imperative to maintain in order really maintain the very good process we have put in place.

Academic President Nevins asked to break it into smaller items:

- 1) Let's start with the 4000s/5000s; the notion of basically budgeting to actuals in the 4000s/5000s, from my own perspective is not productive at this time.
- 2) Also, if we are going to have these things as directions from the Board, I would like them to come as directions from the Board, because currently there are no formal directions from the Board. They have not taken a vote on instructing you or anyone else, so these documents are for discussion purposes, which is fine, but I think it needs to be understood that they are for discussion purposes and they are NOT Board directives and until we get one, I am hesitant to commit to a direction.

Superintendent/President Serban agreed that it has to become more formal.

2. Discussion of the proposed budget development and resource allocation guidelines developed by Trustee Macker and Croninger brought to the May 12 Study Session.

Superintendent/President Serban introduced the second topic: the discussion of the proposed budget development and resource allocation guidelines developed by Trustee Macker and Croninger brought to the May 12 Study Session. Dr. Serban wanted to discuss these one by one and record the responses into a table which had columns for the Trustees' guideline/request, a second column for questions regarding the request. This document was projected on the screen for everyone to see and it reflected the responses from the group.

The group went through each request one by one starting with the Financial Policies #7 as the first three overarching policies were generic and we are already doing them. The discussion of the group was recorded in order to be presented at the Board of Trustees Study Session on June 23, 2011.

Superintendent/President Serban said that the third item on today's agenda was regarding the budget suggestions CPC received which she had emailed the members. People sent in good ideas which will be discussed another time.

EVP Friedlander motioned for the meeting to adjourn. The meeting was adjourned.

Next CPC meetings: July 22 from 9:30am to 1:00pm – A218
July 25 from 3:00pm to 4:00pm - A 218

Santa Barbara City College
College Planning Council
Tuesday, May 17, 2011
3:00 p.m. – 5:00 p.m.
A218C
Minutes

PRESENT:

A. Serban (Chair), Superintendent/President;
I. Alarcon, President, Academic Senate;
O. Arellano, Vice President, Continuing Education;
L. Auchincloss, President, CSEA;
P. Bishop, VP Information Technology;
S. Ehrlich, VP HR &LA
R. Else, Sr. Dir. Institutional Advancement, Research & Planning

J. Friedlander, Executive VP Ed Programs;
T. Garey, Academic Senate Representative;
M. Guillen, Classified Staff Representative;
K. Monda, Academic Senate Representative, Chair Planning and Resources Committee;
K. Neufeld, VP, Academic Senate;
D. Nevins, President Elect Academic Senate;
C. Salazar, Classified Staff Representative;
J. Sullivan, VP Business Service

ABSENT:

R. Limon, President Student Senate

GUESTS:

M. Croninger, Board of Trustee Member;
K. O'Connor, Interim Director, PE;
A. Scharper, Dean Educational Programs;

L. Stark, President/Treasurer, Instructors' Association;
L. Vasquez, Information Technology Committee Chair

Superintendent/President Serban called the meeting to order.

1. Approval of the minutes of the following CPC meetings: December 16, 2010 (attached); February 8, 2011 (attached); February 15, 2011 (attached); March 1, 2011 (attached); March 18, 2011 (attached); March 22, 2011 (attached);

March 25, 2011; April 5, 8, 19, 22, 2011; May 3, 2011 (will be sent later in the evening on May 16, 2011)

Dr. Serban said the minutes were not sent due to the late time of the previous evening's meeting and that she will send them tomorrow. She wants the votes for approval by Wednesday, June 1, 2011.

Information/Announcements

2. Update on State Budget - Governor's May Revised Budget (if information available by the time of the meeting) - Dr. Serban

Dr. Serban stated that essentially this revise is not much different than the January version. The governor is still trying to get the tax-extension vote and it is clear it is not going to happen since there is no support for it. The College is still looking at the \$6.8 reductions, even though it could still be \$10.5, and even though it looks less likely because of the

additional revenue that the State received making it harder to justify the full suspension of Proposition 98. This is the good news.

Assuming that this proposal holds the deferral amount is being reduced for SBCC from \$13.2M to \$8.4M. That helps in terms of cash flow. Dr. Serban stated that at this point she is quite certain that we will not have a budget until October or November.

Even though we will receive the \$11.3M in July, that is owed from last year, in terms of apportionment owed in the next fiscal year, the College will probably not get anything until October or November 2011. This means that the college will need to rely on the cash balance reserves.

Discussion

3. Handout provided by Trustee Macker at the May 12, 2011 Board study session (attached)

Dr. Serban stated that at the Board Study Session, the ultimate conclusion, as it relates to the 2011 – 12 tentative budget, is that we will proceed with the tentative budget that you have in front of you with the exception of taking the \$6M for Drama/Music building that we were planning on taking from the Construction Fund to pay for its additional costs. It will be done next year and this project needs to be funded, but for now, the desire was to use Measure V Funds. Of course that has impact in terms of what is left in Measure V funds, but this discussion will occur in several iterations between Board and Facilities Committee Meetings as we move into fall. We already know that we are overspent by about \$6M without the Drama/Music building project, so by adding this \$6M, we are now overspent by over \$12M. At some point, unless we use the Construction Fund to pay for this project, it means that some projects will not get done. There is time available to discuss this funding matter.

President, CSEA, Auchincloss asked if there was a plan to sell the second part of the bond. Dr. Serban replied that we need to have spent almost all of our first issuance; there is no point to go for a second issuance if there is still money from the first one. Second of all, when we plan for the second issuance, we have to have a clear understanding what projects are going to be done and when. If we still hope to do the Schott and Administration buildings, we need the state to pass a capital bond for us to get some money. So we may even actually split the second issuance and a second and third issuance rather than just go for a second bond. Also, we do not need to take all the money in one lump sum, which the taxpayers appreciate. Interim Athletic Director O'Connor asked what the impact will be on the remodel for the Humanities building and the Campus Center. Dr. Serban replied that further discussion needs to occur because as we go through the tentative budget there is a section there on where we stand on the Measure V money.

Dr. Serban pointed to the Bond Construction Fund section of the 2011-12 Tentative Budget, and explained that if we proceeded as we were planning to proceed we would have ended 2011-12 with about \$12M left from the first issuance of the bond money and you may recall that humanities right now is estimated at about \$14M.

The \$12M ending fund balance from Bond Construction Fund 2011-12 will change to an

ending fund balance of \$6M since we will use the \$6M to complete Drama Music and it means that there will not be enough to start Humanities. It would be at that point we would have to go for a second issuance. In the end, we are still left with a lot that cannot be done anymore, so that is the discussion that needs to take place.

There was further discussion regarding the list of projects that we were proposing to do, possibly out of the second take down, and left us still with a deficit of about \$6M but it had Campus Center - \$14M; Schott - \$7M; Administration Building - \$9.9M and the Program Management which we have to pay \$1.6M. It was agreed that this all will be discussed in more detail in further meetings

Dr. Serban said that in terms of this handout, the agreement was that we will look at the proposals (they are not policies, which is a broader legal term) and respond in time for the development of the adopted budget. The adopted budget needs to be approved before September 15, 2011. There was discussion about the timing and it was agreed that CPC will meet Friday, June 17, 2011 from 1p.m. – 3p.m. to discuss this and come up with a response prior to the June 23rd Study Session.

Dr. Serban stated that she and the VPs have looked briefly at the proposals and see that in some areas we actually need some clarifications and what some of these things are really intended to mean. The concern from a few of the Board Members was that we are not cutting enough in 2011-12 and that we need to cut more in 2011-12 to make sure that we have a higher level of reserves by year 2013-14, than is currently predicted based on this current pattern of spending. If we know by August, if the proposed reduction in the amount of the deferrals holds, it will help with cash flow.

Dr. Serban stated that what we are talking about internally from her perspective is participatory governance, per Title V, AB 1725 and our own Board Policy #2510. Board Policy 2510, Participation in Local Decision Making, has a clear definition of what the consultation process is. Dr. Serban stated that it is important to make sure that everybody understands what we are talking about. Dr. Serban gave an example that if a classified staff position becomes vacant; it is actually management's responsibility to decide if that position needs to be filled or not. It is not a participatory governance process. It is a discussion in CSEA as the bargaining unit, but it is not a discussion that goes back to participatory governance. We need to be clear what is subject to consultation, to participatory governance, by whom, and what is not. Otherwise it is truly unmanageable.

Dr. Serban pointed out that some of the issues need to be discussed now. For example: *II. Financial Aspects, 9. Under current economic circumstances and recognizing the need for clarity in discussing and understanding the budget, the 2011/12 and following budgets, will use a baseline of actual average expenditures in each major object and account for 08/09 and 09/10. This baseline will be adjusted by projected changes in enrollment and/or reasonably anticipated cost increases or decreases.*

- a. Dr. Serban said that to set a baseline related to the average of the expenditures in 2008-09 and 2009-10 does not recognize that those were the years where we spent the least in a long time comparatively speaking to the growth enrollment and everything else. That was a concerted effort to reduce our spending. We now realize that in certain areas, the amounts cut from the budget did not work and we

restored certain amounts for readers. She further explained that these years are not a good baseline to use because they are over where we asked everyone to limit spending.

- b. VP Business Services Sullivan said that we need to propose an alternative baseline because we have to reduce from actual expenditures. Dr. Serban thinks we should use 2010-11 as the new base because it was an important year. It was the first year where we fully implemented the program review allocation model. Before we did not allocate resources based on program review. We cannot go backwards; it took too much effort and work to get where we are. I think that is what we need to discuss. Dr. Serban would like a reasonable alternative that makes sense that does not undermine the efforts that we have made to both not spend and implement program review. Dr. Serban stated that there is some agreement on some of the recommendations; they are what we have proposed initially anyway.
- c. Academic Senate President Alarcón mentioned to the Board yesterday that one of the items that he thought needed further discussion for him was: *II. Number 11. A hiring chill is imposed as of May 16, 2011.*
 - a) *Faculty positions already approved by the Academic Senate as of that date for rehire based on retirement or resignations are exempted.*
 - b) *All other proposed replacement or new hire positions not hired as of May 16, 2011 will be re-evaluated and new or replacement hires proposed will be brought to the Board with a memo addressing the proposed hire in terms of the target, and other relevant factors including recommendations of stakeholder shared governance groups and affected departments.*

Mr. Alarcón stated that under Scenario 5, we will look at all vacant positions carefully. The process that is being described in the memo is against Board Policy 2510 where we have made clear that hiring processes for faculty members are the purview of the Academic Senate.

There was further discussion regarding the budget suggestions that were emailed from the campus community to the budget email address, budget@sbcc.edu. Dr. Serban said she would share these suggestions without the names attached. Some of the suggestions were: (1) charge employees for parking on the Main Campus and also charge parking at the Schott and Wake centers; and (2) use La Playa Stadium for large concerts. Even though the proposals are good ideas, the College cannot build operational ongoing expenses on this kind of money. This kind of money would help us fund initiatives. There were no ideas regarding significant expenditure reductions. VP Sullivan announced that there would be a Farmers' Market this summer on the West Campus.

There was a suggestion that CPC could discuss this with the Board Member who wrote the proposals and Dr. Serban clarified that we don't have conversations with individual Board members, it is not appropriate. We have to use the Board Meetings for discussion. The Board is supposed to conduct its business in public. To constantly do Board work outside meetings is not appropriate.

4. Discussion and outcomes of the May 12 & 16, 2011 Board study sessions on budget that Andreea Serban, VPs, Ignacio Alarcon, Liz Auchincloss, and other CPC members attended all or part of these meetings.
5. Budget Assumptions Tentative Budget 2011-12 as of May 9 2011. (attached)
6. Draft of tentative budget 2011-12 as of May 5, 2011 (attached)

VP Business Services Sullivan went through the of the SBCC District Tentative Budget for July 1, 2011 – June 30, 2012 which includes restricted and unrestricted funds starting on page 1. The details are in the Assumptions which is a separate document.

Dr. Serban explained from page 10 of the Tentative Budget Draft and from the handout, Equipment Fund Expenditure Balances, why we need to expend \$1.5M on the program review resource requests. She pointed out that we need to end the year with a balance of the \$1.6M in the Equipment Fund for a cushion and unexpected expenditures that come up during the year.

5. Program review resource requests for 2011-12; and routine and non-routine Equipment requests for 2011-12 (handout)
 - a. Dr. Serban opened the discussion for the Program review Resource Requests 2011-12 handout. These are the totals that were submitted at the Priority 1 level. Dr. Serban noticed some discrepancies, then enumerated them. There was detailed discussion, then Dr. Serban stated her proposal:
 - a. The final allocation that the college will fund is \$1.5 M. Each area will prorate this amount. For example General Equipment requests totaled \$815,000, which represents 38% of the total \$2,161,191. Of the \$1.5M to be funded, \$565,000 will go to General Equipment and \$565,000 will be decided between the VPs within their own areas.
 - b. In terms of the P&R and ITC requests, Executive VP Friedlander will go back to those rankings and take the ones that were ranked number 1 by ITC and P&R off the top, meaning those would get funded first and if there is any money left over, then other things will get funded.
 - c. Dr. Serban explained that she is proposing the following: \$565,846 for General Equipment; \$665,924 for Hardware; \$268,231 for Software. Based on the proration of those amounts, we need from the areas other than Ed Programs a concept of whether we wait for them to figure out their amount needed to find their highest priority.
 - d. Further discussion ensued about the necessity to have better feedback directly into the online system since the spreadsheet situation does not work. The additional review is needed on the items entitled “other” that were on the former Program review Resource Request list, which were not included on this list, and the role of DTC.

6. Next steps

Dr. Serban reminded everyone that our next meeting will take place Friday, June 17, 2011 from 1 p.m. – 3 p.m. in room A218C to discuss the Macker/Croninger proposals for the budget, then adjourned the meeting.

Next CPC meetings:

Friday, June 17, 2011, 1 p.m. – 3 p.m.-A218C

Summer CPC meetings for development of college plan 2011-14: Friday, July 22, 2011, 9:30 a.m. -12:30 p.m., A218C and Monday, July 25, 2011, 9:30 a.m. -12:30 p.m. in A 218C.

Santa Barbara City College
College Planning Council
Tuesday, May 3, 2011
3:00 pm – 5:00 pm
A218C
Minutes

PRESENT:

A. Serban (Chair), Superintendent/President;
I. Alarcón, President, Academic Senate;
O. Arellano, VP, Continuing Education;
L. Auchincloss, President, CSEA;
S. Ehrlich, VP HR &LA
R. Else, Sr. Dir. Inst. Assessment, Research
and Planning

J. Friedlander, Executive VP Ed Programs;
T. Garey, Academic Senate Representative;
M. Guillen, Classified Staff Representative;
R. Limon, President Student Senate
K. Monda, Academic Senate Representative,
Chair Planning and Resources Committee;
C. Salazar, Classified Staff Representative;
J. Sullivan, VP Business Services

ABSENT:

P. Bishop, VP Information Technology;
K. Neufeld, VP, Academic Senate Rep;
D. Nevins, Academic Senate President-elect

GUESTS:

C. Alsheimer, Instructors' Association Chief
Negotiator;
M. Croninger, Board of Trustee Member;
L. Griffin, SBCC Controller
J. Meyer, Member Planning and Resources
Committee;

K. O'Connor, Vice Chair Curriculum
Committee, Member Academic Senate;
L. Stark, President, Instructors' Association;
L. Vasquez, IT Committee Chair

Superintendent /President Serban called the meeting to order and passed around two reports. .

Information/Announcements

1. P2 CC320 Apportionment Report submitted to the state (Attachment 1) - Andreea Serban
Dr. Serban stated that this copy of what we submitted for our annual apportionment report, P2 is still a projection. The numbers are the FTES from positive attendance for Spring 2011 credit and for Spring 2011 Continuing Education. The rest of the numbers are actual numbers. There was a 21% growth funded for the system that translates to a dollar amount which translates to \$1.7M for SBCC.

Dr. Serban continued to report that the college submitted 436 FTES Difference at P2; which is not funded by the State. Non-credit was down in both areas of enhanced and non-enhanced. Dr. Serban said that the various categories of FTES that we can no longer claim funding for and that is partially the reason for the decline. The Parent Education Courses totaled did not include the Parent Child Workshops because we thought they were not State approved. They were eventually state approved so this number will pick up in the non-enhanced FTES about 30 FTES for Spring 11 and then for 2011-12 obviously we will be able to claim the FTES for the three terms: Fall, Winter and Spring. But for 2010-11 we will capture Spring 2011. Spring 2011 is not in this number because when we did the report we did not know that these courses were approved.

Dr. Serban said that what matters is that given these numbers, the actual growth we produced is 2.5M. The funded growth is \$1.7M, so we are left with about \$850,000 of unfunded growth this year, which is better than last year when we had \$5.2M of unfunded growth. We are getting there.

Discussion

2. Updated scenarios for implementing reductions in budgets and expenditures (Attachment 2)
 - a. Supporting information (Attachments 3, 4, 5, 6)

Controller Griffin reported from The Revenue and Expense - the unrestricted General Fund Draft handout. Ms. Griffin started out explaining the general way the report is divided up and then explained that there are two reference years of actuals from the audit and a projection for this year, where we think we will end up in June regarding our revenue and expenditures and then a tentative budget for next year and an increase and decrease column.

She started with the revenue. For our projection, that is pretty firm. We have nine months of actuals and we are projecting three months to get us to June. We know how much the State revenue, our major source of revenue, is going to be. We expect to end up with \$90M revenue.

Ms. Griffin explained how the expenditures were captured stating that we looked at every individual account, at what we expended in the nine months that ended in March and for the projection of the last three months of our fiscal year, we looked back last year and added those in to get us 12 months of expenditures. For the benefits we went thru and analyzed what the benefit rates were and forecasted the benefits for the 12 months. So the expenditures we are expecting through June are totaling \$81M. That leaves us with net revenue of \$8M before we do any of our transfers.

She stated that the transfers are set. The biggest transfer is going out to the equipment and construction funds. Over \$8.5 M will be going out for transfers which would leave us closer to a break even budget than what we had budgeted and we are in the red \$.5M. Added to our beginning fund balance of \$22M we are going to end up with \$22.4 in fund balance at the end of the year.

We are significantly under spent. Our projection is under what we had budgeted and it is mainly because of vacancies that have not been filled or the gap between when you have a vacancy and when you get that person in and you start spending on salary and wages again. Also we are significantly under spent in some of our supply areas and operating budgets.

Ms. Griffin explained how the tentative budget was devised.

On the Revenue side to the best of our ability we forecasted the revenue. We have some significant assumptions about the revenue. First of all, in the State General apportionment, we know there will be a workload reduction and right now our assumption is at \$6.8M revenue reduction from the state. We are netting that against

a deficit factor that will not reoccur.

Ms. Griffin explained the deficit factor. This year there was not enough state revenue to pay out all of the Community Colleges exactly what they earned according to formula. When that happens, they spread the gap across everyone and our share of that gap was \$.6M. We are not anticipating a deficit factor for next year, so when you net that against the work load reduction, we are looking at a \$6.2M reduction in revenues for next year from our major state source.

The other significant decline is a onetime only mandate reimbursement we received this year that will not reoccur next year. Then in other revenue, some minor changes there. The other significant assumption we have is for our international and non-resident student fees. We had increased the rates, but we don't know what impact that might have on the students who come to us whether or not because the rates are higher and any other factor if we might have a decline in enrollment there it is hard to forecast that. We should have a better grip on that once we have a start on the enrollment for Fall. At this point, we have a status quo budget for that revenue source until we know better if we can rely on an increase on those two revenue categories.

Overall for revenues, we are looking at our tentative budget to be about \$6.5M less than what we have this year in our projection.

Ms. Griffin explained the expenses. For the expenditures we took what the budget is for this current year and rolled it forward. We know we are not going to spend out the budgets this year, but we did not cut anyone back because they did not utilize the budget, so we rolled those forward and then according to our assumptions, we are going to target some specific reductions and expense. So I reduced the rolled forward budget by the amount of those reductions and those are defined in our budget assumptions. For example, for hourly staff, it will be reduced by a targeted \$.5M and I have incorporated that into the tentative budget.

When you look at the tentative budget in relation to the projection and look at the increase, you are seeing that as an increase because again we are assuming that we are going to be spending out those budget line items that if we have budgeted a position it is going to be occupied for the full twelve months or 11 months. All of our supply budgets will be fully utilized and all of our operational will be fully utilized. On the benefit side, we do have significant increases in our benefit rates. The PERS rate is going up, unemployment rate is going up and we have negotiated increases in the health and welfare allowance for our employees. All of those things are built into next year's tentative budget.

Transfers. As you look at the transfers, those are the assumed transfers that we have in our budget assumptions, the amount that we want to transfer out to our equipment and construction funds and our Children's Center Fund. The Children's Center had to be up a bit to cover the increase in benefits for the people who work there.

When we look at the tentative budget, after we have the revenue less our expenses

and less our transfers out; it is almost an \$8M deficit budget which will then will be what is not covered by revenue will be covered by our fund balance in the cash reserves, reducing it from a \$22M fund balance to a \$14 M fund balance.

When you get down to that amount, it becomes a concern because of cash flow. The cash flow concerns are: 1) part of the way the State has been balancing their budget is to not pay us right away and they give them the next fiscal year. In this fiscal year it is an \$11M deferral into next year and for next year it is a \$13M deferral. We need to be able to handle the delay in getting money and 2) when the State legislature does not approve a budget by June 30; our state controller has no authority to pay us. We will get no money from the state until the legislature does approve a budget. If we look back to last year it was not until October that we had any cash flow coming from Sacramento. We have to be prepared to handle that kind of cash flow need as well.

There were points questioned that Ms. Griffin clarified. Ms. Griffin stated that the next step would be to incorporate a cash flow and our planning for how we will handle this. To make sure that if we have the opportunity to delay some purchasing until those months where we think we are going to have the cash, we will. Any cash out to our other funds, equipment and construction funds, which is at our discretion, so we would delay those until we are confident that we still are retaining enough cash in the general fund to make our monthly payroll and any other significant expenditure. Also wherever we can, we will try to get our money upfront from the restricted fund revenues. When you have a restricted fund you try to get money up front when you can, but so many of our restricted funds are what I call reimbursement and arrears, we spend the money and asked to be reimbursed.

Dr. Serban stressed that the \$14M would be accrued and is not real cash. The real cash in hand at the end of the year is \$1.2M. I think it is important to note that. Ms. Griffin stated that it will be critical to monitor our cash flow.

The money appropriated in a prior year we will definitely receive this July, except for \$2M of it which is deferred until October.

There was further clarification of the ending fund balances.

- b. Dr. Serban pointed everyone to Attachment 2, Scenario 5 – Reduction in revenue through cutting \$6M in revenue from credit FTES and \$800,000 from non-credit non-enhanced FTES. Dr. Serban explained from this attachment what she did. This Scenario is what was used to build the tentative budget and what was voted on by CPC at the last meeting.

There was discussion about trying to refine and get more clarity on the Continuing Ed part of this report. In Scenario 5, the target FTES in non-credit non-enhance FTES to be reduced is 291.44. This was discussed before, but what we did not have an estimation of how this translates into sections and what this translates into the direct instructional expenditure reduction.

Dr. Serban stated that as we said last time for non-credit, it is not as precise as in credit for a variety of reasons. Assuming that for the purpose of coming up with an estimation, Dr. Serban explained that because the actual number of class sections will be different depending on the length in terms of hours, but assuming the same as credit, they used a 3 unit class as our average concept and we used on the non-credit side the 10 week long section that meets for 3 hours per week. It is 30 hour of instruction and assuming for each section about 20 students. Then the 291.44 non-credit non-enhanced FTES translates to converting two-hundred fifty-two class sections from free to fee based over a 3-year period.

Similar to credit, starting with the slower pace of conversion, 60 sections in 2011-12 about 13 winter and about 13 spring and then increasing to 96 sections in 2012-13 and then an additional 96 sections in 2013-14, I used an average pay per hour of \$50 which is actually a little low; it is probably around 54, but in the end we will not have this conversion for 252 sections because there are not that many sections that will be possible from the 10 week three hour. Some will be one day classes; they vary. This is the best estimate that we can have at this time.

Then using that estimate, Dr. Serban directed the members to the page entitled Plan for ongoing reduction in expenditures 2011-12 which show just that. She walked the members through this pointing out the Continuing Education direct instructional expenditure reductions from transforming those sections: 16 sections in 2011-12, 96 in 2012-13 and about 96 in 2013-14, and that would be the estimated reduction in the instructional expenditures. Then we the subtotal (these are the expenditure reductions), I am going to be very deliberate using expenditure versus budget. These are real expenditure reductions versus budget reductions. Dr. Serban said that as you can see by using this model we are barely cutting \$450,000 real expenditure reductions in 2011-12. The rest shown on this sheet for 2011-12 is really a reduction in operational budgets and the \$500,000 for hourlies remain the same but because the amount for Continuing Education above is much smaller now; the reduction of 4000s- 5000s needs to go up (\$1.053M). These reductions, everything you see here, is included in the tentative budget that the Controller just presented.

Dr. Serban explained the rest of the Plan for ongoing reduction in expenditures and budgets which bottom line is \$2M for the year which is the target that was talked about before in Scenario 5.

- c. Dr. Serban went to the spreadsheet 2011-12 Budget Reductions of \$500,000 in Hourlies and \$1,053,000 in 4000s and 5000s Accounts. Dr. Serban referred back to the tentative budget that SBCC Controller Griffin went through earlier saying that basically, what this page does, in terms of real expenditures, we are only cutting \$450,000. Those 1.5M between hourlies and 4000s and 5000s are not expenditure reductions; they are budget adjustments because we know from 2010-11 that that is an amount that we would not have spent and that is an amount that would have fallen to ending balances. Come 2011-12, we have \$1.5M less that is definitely not falling to the ending balances. Meaning that this is the wiggle room, this is the amount that would fall to ending balances. Important to remember because come 2012-13, that amount will not fall to ending balances anymore. Please remember

that. We will have for the CPC and for Study Session on May 12, this tentative budget that you see here we will have a projection out for 2012-13 and 2013-14. Bottom line is that it is imperative to start these reductions. This is a very small reduction, but a necessary beginning reduction that needs to start in 2011-12.

The impact on reserves is immediate and significant.

Dr. Serban said that she will also make a case that we need to transfer more to construction and equipment and that is in this tentative budget.

There were further questions and clarifications.

Dr. Serban pointed out that we are not going to see a significant decline in enrollment in 2011-12; therefore cutting for real significantly hourlies in 2011-12 when we have not affected a significant cut in sections is like putting the cart before the horse. If we cut hourlies in admissions and records right now, it will create chaos for the students. We know that Summer and Fall will be equal and Spring will be smaller, so we should have the real cuts in operational at the pace that matches to some degree the actual real reduction in enrollments because otherwise the students who are here. We need to parallel the pace of cuts as we decline in enrollments so that the decline in services will not be felt as badly for those students who are here.

Dr. Serban stated that she wants to clarify another thing because it was asked and it is important. These reductions, if indeed this tentative budget is the tentative budget, the 4000s 5000s, the hourlies and \$1M in the budgets as is prorated by major areas, will be put as a minus place holder at the VP level. Then over the Summer and early August, the actual cost center reductions will be worked on. You will not see in the cost centers per se any reduction. It will be placed at each VP level as a big minus amount to be worked on; this is on the last page. The point is that when you come back August 20, if you went into your budgets, you will see no difference yet because that will be worked out with the VPs and the Deans and Dept. Mgrs and so on and so and by the time of the adopted budget they will actually be in the right places.

3. Updated assumptions for budget development 2011-12 (Attachment 7) – Joe Sullivan

VP Sullivan stated that CPC had gone over these assumptions before and the only difference was the \$1,053,000 in the 5000s fund that was allocated.

4. Draft tentative budget 2011-12 unrestricted general fund (handout)

5. Program review resource requests for 2011-12; and routine and non-routine equipment requests for 2011-12

Superintendent/President Serban stated that the actual resource requests were a lot more than expected, so what you see on this handout, Program Review Resource Requests for 2011-12, are only the totals for those items ranked priority #1. Dr. Serban explained how this report was put together like what was eliminated and the fact that this is an estimate.

The P&R had the ranking, and then it was reviewed by the Deans who agreed with P&R and for items that were not the purview of P & R to rank is the rank of the originator which was reviewed by the VPs.

Dr. Serban stated that the bottom line is that the amount of these Priority 1 Equipment Requests total \$4.5M and that is all we have in the equipment fund. A separate request that is not included in this is replacement of servers and computers and that we need about \$1.4M in 2011-12, according to what we reviewed on March 18th (p21). These replacements are not up for debate because we have passed the five year cycle.

Assuming we transfer \$1.5M which we have in our tentative budget, that \$1.5M goes to do the replacement of computers etc. We need to cut the \$4.5M. Further discussion took place on all the new equipment requests, starting with hardware. VP Friedlander said that we have to prioritize all of this to look at what is critical. Mr. Garey pointed out that there could be some duplication in these requests of replacements and new hardware. VP Business Services stated that any of these requests we approved will reduce our ending balances because that is exactly where it comes from. Dr. Serban said that we have to look at what the threshold amount is and we need to get a clear reconciliation as to what is really needed. Further discussion took place to clarify the program resource requests.

The discussion then took place regarding the Facilities requests for 2011-12 that were ranked priority #1. Dr. Serban stated that she took out all the projects that were to be funded by Measure V. The Grant total of \$1,343,976 is minus the Measure V projects. The totals include brand new needs that areas want to have addressed. Office Space requests were also taken out. The process of looking at all the requests was discussed and how they were prioritized.

Dr. Serban said that realistically we may actually need to transfer more that goes to Facilities. Dr. Serban stated that the goal here is to get to the point of what it costs realistically to run our operations. It is important to recheck all items in the Equipment and Facilities requests. There was further discussion and questions regarding the details.

Dr. Serban adjourned the meeting.

Next CPC meetings:

Tuesday, May 17, 2011, 3:00-5:00 pm, A218C

Summer CPC meetings for development of college plan 2011-14: Friday, July 22, 2011, 9:30 am -12:30 pm, A218C and Monday, July 25, 2011, 9:30 am -12:30 pm

Santa Barbara City College
College Planning Council
Friday, April 22, 2011
9:00 am – 11:00 am
A218
Minutes

**Special meeting preparation for developing
the 2011-12 Tentative Budget and the 2011-14 college plan**

PRESENT:

A. Serban (Chair), Superintendent/President;
I. Alarcón, President, Academic Senate;
O. Arellano, VP, Continuing Education;
L. Auchincloss, President, CSEA;
P. Bishop, VP Information Technology;
S. Ehrlich, VP HR &LA
R. Else, Sr. Dir. Inst. Assessment, Research
and Planning
J. Friedlander, Executive VP Ed Programs;
T. Garey, Academic Senate Representative;
K. Monda, Academic Senate Representative,
Chair Planning and Resources Committee;
K. Neufeld, VP, Academic Senate Rep;

D. Nevins, Academic Senate President-elect;
J. Sullivan, VP Business Services

ABSENT:

M. Guillen, Classified Staff Representative;
R. Limon, President Student Senate; C.
Salazar, Classified Staff Representative;

GUESTS:

M. Croninger, Board of Trustee Member;
L. Stark, President, Instructors' Association;
L. Vasquez, IT Committee Chair

Dr. Serban called the meeting to order.

Discussion

1. Updated scenarios for planning reductions in ongoing expenditure reductions starting in 2011-12 through 2013-14 to match cuts in revenues (attachment)

The initial discussion took place concerning the understanding of the expenditures of the 4000/5000 accounts and the hourly budgets in answer to Academic Senate Representative Garey's question: why are we cutting from the hourly budget when it is unspent budget? .

Dr. Serban stated that cutting from the budget an unspent amount is not really reducing the expenditure. It is a proposal that we discussed. We have one side that says let's reduce the expenditures and cut to the point that we have actual reductions in expenditures and on the other side there is a "use it or lose it" mentality that will become then immediately in play if you actually cut \$1.2M from the hourly budget. This gets us some real true expenditure reduction versus budget reduction. In answer to VP, Academic Senate Rep, Neufeld's question: Are you saying that our hourly budget is not being spent completely anyway?" , Dr. Serban said that in it was not spent last year or this year. Dr. Friedlander restated Mr. Garey's question, "Can we cut more in those accounts so that we then may not have to cut as many sections or other areas where it hurts? Mr. Garey said: " I am not proposing where we not cut at this point. I am saying here is an area where we can actually reduce the budget by a larger amount of money without hurting anybody based on the last two years expenditures. And we are going to be serving fewer students anyway. So I suggest we

start looking for places where we can reduce cut and reduce budget amounts and expenditures where it is not going to hurt as much. Dr. Friedlander stated that the 70 sections that will be cut next spring will be reducing students, but not dramatically. This will buy us a little time to get a sense of what we will need to do for next year, where it may or may not be more serious. Dr. Serban stated the need to have at least \$2M-million,000 fall to ending balances from these accounts. You have to pay attention to that. That is key. If that \$2M disappears, we are in the assumption 1 mode. And if you go back and look at the impact of ending balances in the assumption 1 mode, we are in big trouble. Assumption 1, we need to make some severe real expenditure cuts starting in 2011-12 otherwise we are going to burn the reserves at a much higher pace because it is a significant difference between ending balances assumption 1 model and assumption 2. And Assumption 2 is so much better because we absolutely have to have the minimum of \$2M from the 4000 5000 in hourlies falling into the ending balances.

Dr. Serban reiterated that the \$2M is JUST from 4000 5000s account. We also need to have \$2M to transfer to the construction fund \$1.5M to transfer to the equipment fund. The \$3.5 M is needed to maintain this model of Assumption 1.

Mr. Garey asked How much should we be counting on having beyond the \$3.5M. After discussing this question Mr. Garey asked if he understand this correctly then we need to have about \$4.5 M per year in carry-over in ending balances, and if that is right I think we should budget that. Dr. Serban agrees that was a good question, but we also have the other \$19 M General Fund balance that we need to maintain for the other things that we talked about.

VP Business Services Sullivan explained that if we budget but we assume we are going to under spend \$2M, but reduce the amount you spend by \$1M, that means you are counting on people to not spend \$1M even though it is in their budget line, they have no way of tracking that so they know they need to stop spending at that rate. How do they know where to stop? Dr. Serban said that we have had very successful operational behaviors for years, that has ensured the trust of the people in various departments and we have never had to be in a policing mode of behavior. If we budget to the dollar, we will have to be policing . All budget managers will need to police every week. Dr. Serban said we need to have a more flexible budget in order to meet the emergency needs of the college. There was further clarification on the various needs of the college.

Discussion took place regarding the mix of students coming to the college in that more students will be attending who plan to transfer in order to reduce costs of their college education. There was further discussion regarding the fact that the college has a culture that works; however we may have to evaluate as time goes on. There was further discussion on the Measure V projects. Dr. Serban reminded everyone that the \$92M that was to come from the state did not come anyway. Everything was shrunk to about 30% of the original amount. Only the money for Drama/Music is what we received from the State. It could be many years before the state is able to pass the bond or not.

Dr. Serban brought up another issue related to Measure V and the reserves. The college needs to maintain its rating with Moody's and Standard & Poors because at some point the college will need/want to sell the second issuance of this bond. The reason SBCC did so

well with the first one is because of the college's exceptional ratings, due to our exceptional reserves and exceptional fiscal management. If we borrow money to run the college, that rating will be low and we will not be able to sell the second issuance of the bond.

Dr. Serban stated that these next two years will test us in order to maintain not only reserves and be able to deal with the cash flow. We have the ability to avoid that. It is in our power to do, but it takes a commitment to make some hard decisions.

Dr. Serban summed it up: we need to build a draft budget for 2011-12 .

2. Assumptions for development of 2011-12 Tentative Budget (attached – also provided at April 19, 2011 CPC meeting)

Dr. Serban stated that this is based on using the \$6.8M and the \$2M target; if it ends up being \$10.5M we are still in the model that we are trying to follow. In order to get a draft of the tentative budget for us to look at the next CPC, which is the target, this will be the same thing that will go to the Board at the Study Session on May 12.

VP Business Services walked through the Assumptions starting with the overall major assumption for building the 2011-12 tentative budget, based on Scenario 5 which he went also presented. There was further discussion about the details of some of the reductions in the unrestricted general fund expenditures/budget of \$2 million mostly focusing on Continuing Education where they need to reduce expenditures of \$150,000. There was concern and sensitivity regarding communicating this information to the community as well as a huge effort to reach out to faculty and staff to inform them of what is going on with the budget.

Mr. Sullivan started going through the 10 Revenue Assumptions and asked if anyone needed clarification on any of the assumptions. There were discussions around the different aspects of the assumptions. In asking when the budget will be passed, Dr. Serban stated that In 2010-11, the budget was not passed until September 2010 which caused the state not providing any payments to community colleges until October. This will most likely happen again. The impact on SBCC was \$10,163,025. We were able to withstand the lack of state payments due to the strong existing cash reserves, which we need to maintain. It is highly likely that this situation will repeat for the 2011-12 budget.

Dr. Serban said the next step will be that we will have a draft of the tentative budget for next CPC which will actually build these assumptions in and we will look at that.

3. Updated timeline for development of college plan 2011-14 (attached – also provided at April 19, 2011 CPC meeting)

- a. Summer special CPC meetings to finalize first draft of College Plan 2011-14 – proposed dates Thursday July 21 9am-12pm **and** Friday July 22 9am-12pm

Dr. Serban proposed the dates above. The dates were set as Friday July 22nd from 9:30am – 12:30pm and Monday, July 25 from 9:30am – 12:30pm.

Dr. Serban went through the rest of the timeline with a deadline of October 4th CPC Meeting, where the College Plan will be finalized before going to the Board Study Session.

4. Review of recommendations of the Distance Education Taskforce (attached)

Dr. Serban opened this item saying that the Distance Ed Taskforce was convened a year ago, a lot of good work and this is the subset of the overall report, then she asked Dr. Friedlander to talk about it.

VP Friedlander stated that the main focus of this group was to meet our accreditation standards as they pertain to distance education. We had to make sure that we offer the equivalent services, instructional support for students taking Distance Ed classes. The task force looked at this to see what we need to strengthen our Distance Ed programs now going forward. They came up with 27 recommendations The Team came up with 14 actionable items. All of them require staff time. The ones we will go forward with do not have any budgetary implications, and are more manageable. Some require additional study to inquire about how to do it and the associated costs. They would be included for next year's budget development cycle.

Dr. Friedlander stated what he and Dr. Serban are recommending. We develop the college plan that we have an objective in there saying that implement the actual recommendations that are feasible and achieve them within a three year period within the 3 year college plan. They are all achievable within that period for the ones that we determine are feasible meaning the budget and logistic.

Dr. Serban acknowledged the work done on this, the time and the research.

5. Continued discussion of the evaluation of the College Plan 2011-14 and begin drafting goals and objectives of the College Plan 2011-14 (attached)

Dr. Serban wants to confirm the current goals and objectives. The updated version which is in the attachment shows the comments made and whether they should be carried forward or not.

Dr. Serban asked if we want to change the language of the goals which should be broad and objectives are supposed to be more specific. The members looked at the wording of the first goal and discussed the different words and what they meant and does it express what we want our goals and targets to be and are they realistic. Goal 1 will remain the same. Goal 2 needs to be refined to include enhanced and non-enhanced non-credit. This is a good discussion for the Continuing Ed Consultation Council which Dr. Arellano said has already started. There was further discussion regarding having a goal that is about dealing with the challenges for non-enhanced classes. Goal 3 will be changed to reflect what is happening with our budget and this goal will be revisited. Goal 4 needs work and VP Ehrlich will bring a rewording for this Goal. Goal 5. We need to include participatory governance. Goal 6. It was decided that this goal needs to be re-worded. The successful Program Review cycle was completed in 2008-09 which Dr. Serban stated that she is very proud of, so the college has met that objective. This goal needs to be revisited. Goal 7. It was decided that this goal needs to be update and revise to reflect the college's current situation. Goal 8 does not need to be revised. There was further discussion about needing

a goal that deals with the fiscal stability and viability and the plan to have a balanced budget by 2014 – 15.

6. Review of College Mission and Core Principles (attached, also attached mission of California Community Colleges established by the California Education Code Section 66010.4)

Dr. Serban stated that the California Community Colleges' Mission is set in the Ed Code and then every college develops a more individualized statement that is more reflective of that community and its college environment, but bottom line whatever mission statement we develop really cannot supersede what the Ed Code says in terms of what the mission of the Community Colleges is.

Dr. Serban said that maybe for this iteration we include what our primary mission is. Over the last 3 years there has been a lot of discussion about what our mission is, particularly as it relates to Continuing Ed, and there are several groups of people on and off campus who do not understand that our mission has been legislated.

Dr. Serban pointed out that the Ed Code is very clear that it relates to the credit side of the colleges: "(a) 1. The **primary** mission relates to the academic and vocational instruction...." And that (2) In addition to the *primary* mission ..." The other points are part of the primary mission but are not the actual primary mission. Dr. Serban stated that this is not commonly understood by the public at large. Even people who have been at the college for a long time, did not realize that our mission is defined in the Ed Code and whatever we have locally cannot supersede the Ed Code. All sorts of assumptions are made and all sorts of debates are created because of not knowing this. Dr. Serban suggested that maybe we want to have a beginning sentence to clarify this and have it in our own mission statement to be more reflective of what the Ed Code is.

There were suggestions and discussions around how we can change our mission to include the Ed Code wording of "our primary mission". The suggestions were written down and the plan was to email them to Dr. Serban. Mr. Garey will email his suggestion which was that at the end of the first paragraph "In pursuit of these goals SBCC is part of the state-wide system and is committed to fulfilling state-wide educational goals and mandates." Dr. Serban said that what Mr. Garey said will be a revision in this that will be sent through the regular consultation process. There will be time for the changes to go through the consultation process.

The meeting was adjourned.

Next CPC meetings:

Tuesday, May 3, 2011, 3:00-5:00pm, A218C

Tuesday, May 17, 2011, 3:00-5:00pm, A218C

Special summer CPC meetings proposed: to finalize first draft of College Plan 2011-14 – Thursday July 21 9am-12pm and Friday July 22 9am-12pm



Legislature approves 2012-13 state budget

Scott Lay <scottlay@cleague.org>
 Reply-To: Scott Lay <scottlay@cleague.org>
 To: lgaskin@sbcc.edu

Wed, Jun 27, 2012 at 2:32 PM



June 27, 2012

Dear Lori,

Both houses of the Legislature are working through twenty-one budget-related bills that codifies the deal reached between legislative Democrats and Governor Jerry Brown. While a few more bills still need to make it through the two houses, it is clear the votes are present for the most difficult issues.

For community colleges, the plan remains the same as we announced last Thursday, although there has been a small reduction in the amount of deferral buy-down that would happen if the tax measure passes. The full plan is described below.

I have little good to say about this spending plan. It is awful. It is unfathomable that school districts would be given authority to reduce the school year to 160 days (from the 180 days before 2010 and which is customary across the U.S.). Over two years, we have eliminated community redevelopment and, now, Healthy Families program for working class poor kids.

The choice will be clear for voters in November, although I can't say that I am confident that the tax measure will be approved. It will be an extraordinarily difficult year of planning for community college districts, faced with either 1% growth or 7.3% decline in funded enrollment, which will be decided on November 6.

Now that the budget is final, we will be providing scenarios and talking points so you can explain the challenges faced by the continued cuts to your district, as well as the benefit received for your college over the next several years by the tax measure.

Thank you for your advocacy through this very difficult year!

Current year (2011-2012)

- **Student Fee Revenue Shortfall:** The budget does not backfill the estimated student fee revenue shortfall of \$100 million in the current year.
- **Redevelopment:** The budget reduces \$116.1 million General Fund for assumed redevelopment revenues, but only with language that no more General Funds will be taken than are actually received by community colleges from redirected redevelopment property tax revenues. The "truing up" for moneys withheld in May is expected in July.

Budget year (2012-2013)

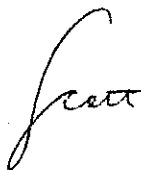
- **Overall:** If the governor's tax measure passes, the plan provides \$209 million for community colleges, including **\$159 million for deferral buy-down and \$50 million for enrollment restoration/growth.**
- **Redevelopment:** The budget adopts the governor's reduction of \$341 million General Fund for assumed redevelopment revenues (\$140.5 million tax increment, \$200.5 million liquid assets), but **with language** that no more General Funds will be taken than are actually received by community colleges from redirected redevelopment property tax revenues.
- **Apportionment flexibility:** The budget **rejects** language to repeal the SB 361 per-student funding formula.
- **Categorical flexibility:** The budget **rejects** language to provide increased flexibility among categorical programs.
- **Mandates:** The budget **adopts** a compromise mandates block grant, under which districts could choose to either 1) receive \$28/FTES and opt out of claims going forward or 2) use the existing claims process. This addresses only new claims beginning July 1, 2012 and does not address the accrued backlog of reimbursements owed community colleges.
- **Cal Grants:** The budget **rejects** the proposal to increase GPA requirements for Cal Grants, but **accepted** the governor's proposal to repeal the recent Student Aid Commission decision to allow community college transfer entitlements to students who don't transfer immediately from a community college to a four-year institution.

The Bottom Line

- If the November tax measure passes, the community college budget **increases \$209 million.** Of the \$209 million, \$159 million would be used to buy down deferrals and \$50 million would be available for enrollment restoration/growth.
- If the November tax measure fails, the community college budget will be cut the \$209 million added, **plus** an additional \$338 million workload reduction cut, **for a total of a \$551 million trigger cut.**
- Under both scenarios, **a large amount of cash will be deferred** from July-November until later in the year as the state manages a significant cash flow problem. In 2011-12, community colleges received \$1.7 billion from July through January. In 2012-13, community colleges will receive either \$1.0 or \$1.1 billion in the same time frame, depending respectively on whether the tax measure does not pass or does pass.

Additionally, some of our districts have been closely following an action by the Legislature to "grab" redevelopment pass-through funds for \$250 million in budget solutions. This was **rejected** in the final package.

Sincerely,



Scott Lay
President and Chief Executive Officer, The League
Orange Coast College '94

Community College League of California
2017 O Street, Sacramento, California 95811
916.444.8641 . www.ccleague.org

Budget Update: 2012-13 Enacted Budget

For the second year in a row, the state enacted an on-time budget. For the second year in a row, the approved budget relies on midyear trigger cuts to make the plan financeable if revenues fail to meet estimates. While the 2011-12 budget approved trigger cuts as a check against overly optimistic revenue assumptions, the 2012-13 budget relies on voter approval of a November ballot initiative to fund essentially a stay-the-course budget for public education. If the ballot initiative fails, the axe will primarily fall on education to keep expenditures aligned with revenues.

The approved budget (AB 1464) solves what was identified by the Administration as a \$15.7 billion problem, as scored at the May Revision. To close the gap, the Budget Act enacts spending reductions totaling \$8.1 billion, assumes approximately \$6 billion in new revenues through voter approval of the ballot initiative, and \$2.5 billion in other solutions (e.g., fund transfers, loan repayment delays, etc.). These solutions close the identified gap and provide for a reserve of \$948 million. Assuming successful passage of the ballot initiative, state General Fund expenditures are estimated at \$91.3 billion, which is about \$4 billion more than the 11-12 fiscal year but \$11 billion lower than the 2017-08 fiscal year.

Taxes and Trigger Cuts

Once again, the Legislature and the Administration have returned to the trigger cut well. In order to avoid nearly \$6 billion in painful midyear reductions (the vast majority in education), voters will have to approve the Governor's proposed tax increases at the November ballot. If approved, the Schools and Local Public Safety Protection Act would raise income taxes on high-income taxpayers for seven years and would raise the state sales tax by one-quarter percent for four years. It's estimated that the measure would raise about \$8.5 billion in revenues for the 12-13 fiscal year.

If voters reject the initiative, the following reductions will be implemented as of January 1, 2013:

- \$5.4 billion from Proposition 98 (more detail below).
- \$250 million from UC.
- \$250 million from CSU.
- \$50 million from Developmental Services.
- \$20 million from grants to Local Police Departments.
- \$10 million from the Department of Forestry and Fire Protection.
- \$17.6 million from various other programs, including flood protection, state parks, and the Department of Justice.

Education Highlights

Proposition 98 – For the 2012-13 fiscal year, K-14 Proposition 98 is funded at a total of \$53.6 billion (\$36.8 billion in General Fund). Successful passage of the November ballot initiative leads to an overall Prop 98 increase of \$2.9 billion. This provides sufficient finding to keep levels of school funding relatively flat, pay down approximately \$2.2 billion in deferrals, and fund the Quality Education

Investment Act (QEIA) program within the minimum guarantee. The Department of Finance notes that successful passage of the ballot initiative would lead to a projected total growth of \$17.2 billion over the next four years. While this would not represent dramatic growth, at least the K-14 would slowly begin to reverse years of harmful reductions.

K-12 – By and large, this is a stay the course budget for K-12. The new funding provided if the ballot initiative passes will primarily go toward paying down deferrals (approximately \$2.1 billion). The budget also augments categorical funding for charter schools (\$53.7 million) to reflect the growth in that population. The budget also assumes the K-12 General Fund obligations will be offset by \$1.3 billion in assets previously held by Redevelopment Agencies. A new mandates block grant would provide districts with \$28 per unit of average daily attendance (ADA) in lieu of submitting reimbursement claims to the State Controller. If the ballot initiative fails, K-12 would experience programmatic reductions totaling approximately \$4.8 billion. This would involve loss of the deferral buy down funding and an additional cut to general purpose funding. Districts would be authorized to negotiate a reduction of up to 15 days from the calendar in the 2012-13 and 2013-14 fiscal years to achieve savings.

UC/CSU – The Budget provides some new flexibility for both UC and CSU by eliminating some traditional set-asides and restrictions and by not identifying enrollment targets. A trailer bill agreement would also provide \$125 million to each segment in the 2013-14 fiscal year if student fees are not raised in 2012-13. This deal is contingent upon successful passage of the ballot initiative. If the initiative fails, the UC and CSU would experience midyear reductions of \$250 million each, and would not receive the \$125 million payments in 2013-14 even if fees were held steady.

Cal Grants – The budget achieves savings in the Cal Grants program by restricting eligibility to institutions that 1) have a graduation rate of at least 30 percent and 2) have a cohort default rate no worse than 15.5 percent (these requirements will not apply to institutions – such as community colleges – in which fewer than 40 percent of students avail themselves of federal loans). Through a line-item veto, the Governor also imposed a 5 percent across-the-board reduction on maximum awards, so, for example, Cal Grant B access awards have been reduced from \$1,551 to \$1,473. Various additional restrictions and award reductions for students attending private, for-profit schools were approved that will begin to phase in the 2013-14 fiscal year.

California Community Colleges

The major components of the 12-13 CCC budget are:

- No new reductions unless the November ballot fails.
- \$50 million in growth funding to help restore some of the FTES lost in recent years.
- \$159.9 million to buy down system deferrals.
- No change to categorical programs, as the Governor's consolidation proposal was rejected.
- No repeal of SB 361, as the Legislature also rejected the Governor's proposal to revise our general apportionment system.

- Approval of a new mandates block grant. Districts opting in to the block grant will receive \$28 per FTEs to cover compliance costs incurred during the 2012-13 fiscal year. Otherwise, districts may go through the normal claiming process for reimbursement at a later date. Districts must make their selection known to the Chancellor's Office by September 30.
- Full hold harmless protection from any shortages in RDA-related revenues, both in the current year and budget year. This alleviates a major risk to CCC budgets, as shortages in these funds (\$116M in 11-12 and \$341M in 12-13) could otherwise have resulted in massive deficits.

As noted above, if the November initiative fails, K-14 education is slated for a trigger cut of nearly \$5.4 billion. The CCCs would lose the \$209.9 million in new funding approved in the budget (\$50 million for growth/restoration and \$159.9 million for deferral repayments) and would take an additional base cut of \$338.6M (nearly 7.5%). Similar to language included for base cuts made in the 2009 and 2011 Budget Acts, this base cut will be allocated as a workload reduction with legislative intent that community college districts will prioritize courses relating to transfer, career technical education, and basic skills.

Clearly, this trigger cut would be a devastating hit to our colleges, and districts need to budget carefully to account for this potential midyear reduction.

Conclusion: A Year of Risk

The state's economic recovery is slow and that fact is reflected in the 2012 Budget Act. All hope for avoiding funding reductions is reliant upon the will of the voters in November. The risk of midyear trigger cuts is certainly the system's most dire risk, but it is by no means the only one.

While we have statutory protection from RDA-related property tax shortages, any significant shortage would create a budget problem for the state that could result in additional CCC reductions. Troublingly, the state is pushing a major cash crunch onto the CCCs. CCCs will receive only about 40 percent of the General Fund cash through the first 5 months of the 12-13 fiscal year as was received during the first 5 months of the 11-12 fiscal year. Even if the ballot initiative passes, districts will receive about 40 percent of their annual General Fund money in June. This makes managing cash flow a difficult juggling act even under the best of circumstances. Of course, districts should be prepared for midyear trigger cuts, but they will also need to have sufficient reserves available to ride out the slow flow of state General Fund allocations and handle other risks and emergencies that may arise at either the state or local level.



Unit Distribution Report Summer 2012

Missing values for the previous year indicate that no data was collected on that date.

Total Enrollment By Unit Group

Units	6/25/2012		6/20/2011		Percent Change 2012 to 2011
	N	%	N	%	
<2.00	686	9.34%	746	9.82%	-8.04%
2.00 - 5.99	5,008	68.17%	5,041	66.36%	-.65%
6.00 - 8.99	1,526	20.77%	1,693	22.29%	-9.86%
9.00 +	126	1.72%	117	1.54%	7.69%
Total Headcount	7,346	100%	7,597	100%	-3.3%
Cumulative Units	30,125		31,086		-3.09%

CA Resident Enrollment By Unit Group

Units	6/25/2012		6/20/2011		Percent Change 2012 to 2011
	N	%	N	%	
<2.00	645	9.75%	700	10.14%	-7.86%
2.00 - 5.99	4,569	69.05%	4,595	66.56%	-.57%
6.00 - 8.99	1,290	19.5%	1,510	21.87%	-14.57%
9.00 +	113	1.71%	99	1.43%	14.14%
Total Headcount	6,617	100%	6,904	100%	-4.16%
Cumulative Units	26,603		27,906		-4.67%

Non-CA Resident Enrollment By Unit Group

Units	6/25/2012		6/20/2011		Percent Change 2012 to 2011
	N	%	N	%	
<2.00	41	5.62%	46	6.64%	-10.87%
2.00 - 5.99	439	60.22%	446	64.36%	-1.57%
6.00 - 8.99	236	32.37%	183	26.41%	28.96%
9.00 +	13	1.78%	18	2.6%	-27.78%
Total Headcount	729	100%	693	100%	5.19%
Cumulative Units	3,521.6		3,180		10.74%

Details of Non-CA Residents

Units	Out of State		International F1 Visas		International Other Visas		International Total		Total Non-CA Residents N
	N	%	N	%	N	%	N	%	
<2.00	24	11.48%	16	3.14%	1	9.09%	17	3.27%	41
2.00 - 5.99	131	62.68%	301	59.14%	7	63.64%	308	59.23%	439
6.00 - 8.99	52	24.88%	181	35.56%	3	27.27%	184	35.38%	236
9.00 +	2	0.96%	11	2.16%			11	2.12%	13
Total Headcount	209	100%	509	100%	11	100%	520	100%	729
Cumulative Units	864.9		2,614.7		42		2,656.7		3,521.6



Unit Distribution Report Fall 2012

Missing values for the previous year indicate that no data was collected on that date.

Total Enrollment By Unit Group

Units	7/11/2012		7/10/2011		Percent Change 2012 to 2011
	N	%	N	%	
<2.00	158	1.22%	176	1.37%	-10.23%
2.00 - 5.99	2,113	16.31%	2,240	17.43%	-5.67%
6.00 - 11.99	4,282	33.05%	4,200	32.68%	1.95%
12.00 +	6,403	49.42%	6,236	48.52%	2.68%
Total Headcount	12,956	100%	12,852	100%	.81%
Cumulative Units	133,570		120,770		10.6%

CA Resident Enrollment By Unit Group

Units	7/11/2012		7/10/2011		Percent Change 2012 to 2011
	N	%	N	%	
<2.00	148	1.32%	164	1.44%	-9.76%
2.00 - 5.99	1,983	17.72%	2,124	18.68%	-6.64%
6.00 - 11.99	3,892	34.78%	3,848	33.85%	1.14%
12.00 +	5,167	46.18%	5,233	46.03%	-1.26%
Total Headcount	11,190	100%	11,369	100%	-1.57%
Cumulative Units	112,086		103,974		7.8%

Non-CA Resident Enrollment By Unit Group

Units	7/11/2012		7/10/2011		Percent Change 2012 to 2011
	N	%	N	%	
<2.00	10	0.57%	12	0.81%	-16.67%
2.00 - 5.99	130	7.36%	116	7.82%	12.07%
6.00 - 11.99	390	22.08%	352	23.74%	10.8%
12.00 +	1,236	69.99%	1,003	67.63%	23.23%
Total Headcount	1,766	100%	1,483	100%	19.08%
Cumulative Units	21,484.5		16,796		27.91%

Details of Non-CA Residents

Units	Out of State		International F1 Visas		International Other Visas		International Total		Total Non-CA Residents
	N	%	N	%	N	%	N	%	N
<2.00	9	1.37%	1	0.09%			1	0.09%	10
2.00 - 5.99	86	13.07%	43	3.89%	1	25%	44	3.97%	130
6.00 - 11.99	211	32.07%	177	16.03%	2	50%	179	16.16%	390
12.00 +	352	53.5%	883	79.98%	1	25%	884	79.78%	1236
Total Headcount	658	100%	1,104	100%	4	100%	1,108	100%	1,766
Cumulative Units	7,079.9		14,370.6		34		14,404.6		21,484.5

2012-13 FTES Projection - 6/20/2012

	Funding per FTES	Direct Instruction Cost per FTES
Credit	\$ 4,565	\$ 1,900
Noncredit Enhanced	\$ 3,232	\$ 1,425
Noncredit Nonenhanced	\$ 2,745	\$ 1,425

Assumptions:

- 1 Credit: Reduce Summer/Fall 2012 by 101 sections at 3 FTES each = 303 FTES
- 2 Ventura Jail Program discontinued as of Winter 2013 (i.e. eliminate 2/3 of 90 FTES, split enhanced/nonenhanced)
- 3 Retain 110 Parent Child Workshop Noncredit nonenhanced FTES

NCNE Conversion Rate	Fall 2012	Winter 2013	Spring 2013
	40%	60%	80%

	Credit CA Resident	Noncredit Enhanced	Noncredit Nonenhanced	Totals	Equivalent Credit FTES
10 Projected 2012-2013 FTES (based on 2011-12 P2)	13,133.26	717	1,095.60		
11 - 2012-13 FTES reductions from above assumptions	-303.00	-24.00	-569.8		
12 = Projected 2012-13 FTES after assumed reductions	12,830.26	693.00	525.84	\$ 62,251,116	
Tax Package Fails; Workload Reduction Pct:	-7.3%				
13 Projected 2012-13 Cap	12,724.17	749.84	1,044.89	\$ 63,375,324	
14 - Workload Reduction FTES	-928.86	-54.74	-76.28	\$ (4,626,399)	
15 = Projected 2012-13 Cap after Workload Reduction	11,795.31	695.10	968.61	\$ 58,748,925	
16 Projected 2012-13 FTES (Line 12)	12,830.26	693.00	525.84	\$ 62,251,116	
17 2012-13 Over (Under) workload-reduced cap	1,034.95	(2.10)	(442.77)	\$ 3,502,191	767
Tax Package Passes; No Workload Reduction					
21 Projected 2012-13 Cap (Line 13)	12,724.17	749.84	1,044.89	\$ 63,375,358	
22 Projected 2012-13 FTES (Line 12)	12,830.26	693.00	525.84	\$ 62,251,116	
23 2012-13 Over (Under) Cap	106.09	-56.84	(519.05)	\$ (1,124,242)	-246

DETAIL: Ventura Jail FTES

	2011-12 FTES	Fall 2012	Winter 2013	Spring 2013	Total Reduction
31 Enhanced - 40%	36	12	0	0	-24
32 Non-Enhanced - 60%	54	18	0	0	-36
33 TOTAL	90	30	0	0	-60

DETAIL: NCNE Reduction Schedule

	Fall 2012	Winter 2013	Spring 2013	TOTAL
41 NCNE FTES				1,095.60
42 Preserve PCW				-110
43 Remaining FTES	328.53	328.53	328.53	985.6
44 - Ventura Jail	-12.00	-12.00	-12.00	-36
45 Convertable FTES	316.53	316.53	316.53	949.60
46 Reduction %	-40%	-60%	-80%	
47 Reduction in FTES	-126.61	-189.92	-253.23	-569.76
48 Remaining Convertable	189.92	126.61	63.31	379.84

51 Remaining NCNE FTES to Convert	379.84	Possible Over Cap Credit FTES	767
52 Instructional Cost per FTES \$	1,425	Instructional Cost per FTES \$	1,900.00
53 Cost of Teaching the remaining convertible FTES \$	541,272	Cost of over cap FTES \$	1,457,704

61 Possible Credit Sections to reinstate	25	Possible Under Cap FTES	-246
62 FTES per section	3	Instructional Cost per FTES	1,900
63 Possible FTES to reinstate	75	Cost of under cap FTES \$	467,939
64 Instructional Cost per FTES \$	1,900		
65 Instructional cost of reinstating Credit sections \$	142,500		

**Proposed Process
to
Address ACCJC Warning Status
July 9, 2012**

Action Required

- Correct the ACCJC Standards violations noted in the January 31, 2012 Commission letter

- Address the following three recommendations:
 - Commission Recommendation 1*
In order to meet Standards, the Board of Trustees should receive additional and topic-specific training from “outside experts” on the appropriate role so the Board and Superintendent/President, and the requirements of Standard IV. This training should be agendized and occur at a public meeting. The Board should further demonstrate compliance with these roles and responsibilities in its processes for Board evaluation and the Superintendent/President’s evaluation. (Standard IV.B.1.d, g, and j)

 - Commission Recommendation 2*
In order to meet Standards, the Board should revise its code of ethics policy to align with Accreditation Standards and policies (and the legal requirements of the board), identify a procedure, and the person(s) responsible for enforcement of the policy. The Board should also rectify its own behavior to comply. (Standard IV.B.1.h)

 - Commission Recommendation 3*
In order to meet Eligibility Requirements and Accreditation Standards, the Board of Trustees should re-direct its focus to creating an environment for empowerment, innovation, and institutional excellence. Through established governance structures, process, and practices, the Board should work with administrators, faculty, staff, and students for the good of the institution. The Board should focus its work toward ensuring that it works in a collegial manner to support the accomplishment of the college mission and improvement of student learning programs and services. (Eligibility Requirements 3, 4, and 21; Standards IV.A.1; IV.A.2.a and b; IV.A.3; IV.A. 4; IV.A.5; IV.B.1; IV.B.1.a, b, e, and j; and IV.B.2.a through e)

- Prepare a Special Report to be submitted to ACCJC by March 15, 2013. The report will “amount to a complete institutional evaluation using Eligibility Requirements 3, 4, and 21, and Standards IV.A. all; IV.B.1.a, b, d, e, f, h, j; and IV.B.2.all.”

- Prepare for a Commission team visit following submittal of the Special Report.

Proposed Process

1. Convene an Accreditation Task Force (ATF) immediately to conduct a focused self evaluation on *Standard IV: Leadership and Governance* and Eligibility Requirements 3, 4, and 21.

Composition of the ATF:

Accreditation Liaison Officer	Robert Else
Academic Senate President	Dean Nevins
Classified Consultation Group Lead	Liz Auchincloss
Student Senate Representative	TBD
Board of Trustee Representative	TBD
Superintendent/President	Lori Gaskin

Chair/Co-Chairs of ATF will be determined at the first meeting.

2. Work on the focused self evaluation will commence immediately and will conclude with a written report in alignment with the requirements of the Special Report set forth in the March 26, 2012 ACCJC letter to SBCC.
3. Regular updates will be provided to CPC and the Board of Trustees by the ATF chair/co-chairs during the fall 2012 semester.
4. The timeline for this process is as follows:

December 4, 2012:

Draft of Special Report to CPC and Campus Community

February 2013:

First and second readings of Special Report by Board of Trustees

March 10, 2013:

Special Report mailed to ACCJC

Standard IV: Leadership and Governance - All

The institution recognizes and utilizes the contributions of leadership throughout the organization for continuous improvement of the institution. Governance roles are designed to facilitate decisions that support student learning programs and services and improve institutional effectiveness, while acknowledging the designated responsibilities of the governing board and the chief administrator.

A. Decision-Making Roles and Processes

The institution recognizes that ethical and effective leadership throughout the organization enables the institution to identify institutional values, set and achieve goals, learn, and improve.

1. Institutional leaders create an environment for empowerment, innovation, and institutional excellence. They encourage staff, faculty, administrators, and students, no matter what their official titles, to take initiative in improving the practices, programs, and services in which they are involved. When ideas for improvement have policy or significant institution-wide implications, systematic participative processes are used to assure effective discussion, planning, and implementation.
2. The institution establishes and implements a written policy providing for faculty, staff, administrator, and student participation in decision-making processes. The policy specifies the manner in which individuals bring forward ideas from their constituencies and work together on appropriate policy, planning, and special-purpose bodies.
 - a. Faculty and administrators have a substantive and clearly defined role in institutional governance and exercise a substantial voice in institutional policies, planning, and budget that relate to their areas of responsibility and expertise. Students and staff also have established mechanisms or organizations for providing input into institutional decisions.
 - b. The institution relies on faculty, its academic senate or other appropriate faculty structures, the curriculum committee, and academic administrators for recommendations about student learning programs and services.
3. Through established governance structures, processes, and practices, the governing board, administrators, faculty, staff, and students work together for the good of the institution. These processes facilitate discussion of ideas and effective communication among the institution's constituencies.
4. The institution advocates and demonstrates honesty and integrity in its relationships with external agencies. It agrees to comply with Accrediting Commission Standards, policies, and guidelines, and Commission requirements for public disclosure, self study and other reports, team visits, and prior approval of substantive changes. The institution moves expeditiously to respond to recommendations made by the Commission.
5. The role of leadership and the institution's governance and decision-making structures and processes are regularly evaluated to assure their integrity and effectiveness. The institution widely communicates the results of these evaluations and uses them as the basis for improvement.

B. Board and Administrative Organization

In addition to the leadership of individuals and constituencies, institutions recognize the designated responsibilities of the governing board for setting policies and of the chief administrator for the effective operation of the institution. Multi-college districts/systems clearly define the organizational roles of the district/system and the colleges.⁷

1. The institution has a governing board that is responsible for establishing policies to assure the quality, integrity, and effectiveness of the student learning programs and services and the financial stability of the institution. The governing board adheres to a clearly defined policy for selecting and evaluating the chief administrator for the college or the district/system.
 - a. The governing board is an independent policy-making body that reflects the public interest in board activities and decisions. Once the board reaches a decision, it acts as a whole. It advocates for and defends the institution and protects it from undue influence or pressure.
 - b. The governing board establishes policies consistent with the mission statement to ensure the quality, integrity, and improvement of student learning programs and services and the resources necessary to support them.
 - c. The governing board has ultimate responsibility for educational quality, legal matters, and financial integrity.
 - d. The institution or the governing board publishes the board bylaws and policies specifying the board's size, duties, responsibilities, structure, and operating procedures.
 - e. The governing board acts in a manner consistent with its policies and bylaws. The board regularly evaluates its policies and practices and revises them as necessary.
 - f. The governing board has a program for board development and new member orientation. It has a mechanism for providing for continuity of board membership and staggered terms of office.
 - g. The governing board's self-evaluation processes for assessing board performance are clearly defined, implemented, and published in its policies or bylaws.
 - h. The governing board has a code of ethics that includes a clearly defined policy for dealing with behavior that violates its code.
 - i. The governing board is informed about and involved in the accreditation process.
 - j. The governing board has the responsibility for selecting and evaluating the district/system chief administrator (most often known as the chancellor) in a multi-college district/system or the college chief administrator (most often known as the president) in the case of a single college. The governing board delegates full responsibility and authority to him/her to implement and administer board policies without board interference and holds him/her accountable for the operation of the district/system or college, respectively.

In multi-college districts/systems, the governing board establishes a clearly defined policy for selecting and evaluating the presidents of the colleges.

2. The president has primary responsibility for the quality of the institution he/she leads. He/she provides effective leadership in planning, organizing, budgeting, selecting and developing personnel, and assessing institutional effectiveness.

- All
- a. The president plans, oversees, and evaluates an administrative structure organized and staffed to reflect the institution's purposes, size, and complexity. He/she delegates authority to administrators and others consistent with their responsibilities, as appropriate.
 - b. The president guides institutional improvement of the teaching and learning environment by the following:
 - establishing a collegial process that sets values, goals, and priorities;
 - ensuring that evaluation and planning rely on high quality research and analysis on external and internal conditions;
 - ensuring that educational planning is integrated with resource planning and distribution to achieve student learning outcomes; and
 - establishing procedures to evaluate overall institutional planning and implementation efforts.
 - c. The president assures the implementation of statutes, regulations, and governing board policies and assures that institutional practices are consistent with institutional mission and policies.
 - d. The president effectively controls budget and expenditures.
 - e. The president works and communicates effectively with the communities served by the institution.

3. In multi-college districts or systems, the district/system provides primary leadership in setting and communicating expectations of educational excellence and integrity throughout the district/system and assures support for the effective operation of the colleges. It establishes clearly defined roles of authority and responsibility between the colleges and the district/system and acts as the liaison between the colleges and the governing board.⁷

- a. The district/system clearly delineates and communicates the operational responsibilities and functions of the district/system from those of the colleges and consistently adheres to this delineation in practice.
- b. The district/system provides effective services that support the colleges in their missions and functions.
- c. The district/system provides fair distribution of resources that are adequate to support the effective operations of the colleges.
- d. The district/system effectively controls its expenditures.
- e. The chancellor gives full responsibility and authority to the presidents of the colleges to implement and administer delegated district/system policies without his/her interference and holds them accountable for the operation of the colleges.

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- f. ~~The district/system acts as the liaison between the colleges and the governing board. The district/system and the colleges use effective methods of communication, and they exchange information in a timely manner.~~
 - g. ~~The district/system regularly evaluates district/system role delineation and governance and decision-making structures and processes to assure their integrity and effectiveness in assisting the colleges in meeting educational goals. The district/system widely communicates the results of these evaluations and uses them as the basis for improvement.~~

1. Authority

The institution is authorized or licensed to operate as an educational institution and to award Associate Degrees by an appropriate governmental organization or agency as required by each of the jurisdictions or regions in which it operates.

Private institutions, if required by the appropriate statutory regulatory body, must submit evidence of authorization, licensure, or approval by that body. If incorporated, the institution shall submit a copy of its articles of incorporation.

Documentation

- Degree-granting approval statement, authorization to operate, or certificates from appropriate bodies.
- Articles of incorporation (private institutions).

2. Mission

The institution's educational mission must be clearly defined, adopted, and published by its governing board consistent with its legal authorization, and be appropriate to an Associate Degree-granting institution of higher education and the constituency it seeks to serve. The mission statement defines institutional commitment to achieving student learning.

Documentation

- Copy of the mission statement as it appears in a published catalog or other public document.
- Minutes of governing board meeting where the mission statement was adopted.
- Any recent revisions to the mission statement.

✦ 3. Governing Board

The institution has a functioning governing board responsible for the quality, integrity, and financial stability of the institution and for ensuring that the institution's mission is being accomplished. This board is ultimately responsible for ensuring that the financial resources of the institution are used to provide a sound educational program. Its membership should be sufficient in size and composition to fulfill all board responsibilities.

The governing board is an independent policy-making body capable of reflecting constituent and public interest in board activities and decisions. A majority of the board members have no employment, family, ownership, or other personal financial interest in the institution. The board adheres to a conflict of interest policy which assures

that those interests are disclosed and that they do not interfere with the impartiality of governing body members or outweigh the greater duty to secure and ensure the academic and fiscal integrity of the institution.

Documentation

- Biographical information about governing board members.
- Copy of governing board bylaws.
- Copy of conflict of interest policy.
- Certification that there is no board majority of persons with employment, family, ownership, or personal interest in the institution; this must be signed by the chief executive officer and governing board chair.

*** 4. Chief Executive Officer**

The institution has a chief executive officer appointed by the governing board, whose full-time responsibility is to the institution, and who possesses the requisite authority to administer board policies. Neither the district/system chief administrator nor the college chief administrator may serve as the chair of the governing board.

Documentation

- Name, address, and biographical information about chief executive officer.
- Certification of CEO's full-time responsibility to the institution signed by chief executive officer and governing board chair.

5. Administrative Capacity

The institution has sufficient staff, with appropriate preparation and experience, to provide the administrative services necessary to support its mission and purpose.

Documentation

- Organizational chart, including names of those in the identified positions.
- Names and biographical information about administrative staff.

*** 21. Relations with the Accrediting Commission***

The institution provides assurance that it adheres to the Eligibility Requirements and Accreditation Standards and policies of the Commission, describes itself in identical terms to all its accrediting agencies, communicates any changes in its accredited status, and agrees to disclose information required by the Commission to carry out its accrediting responsibilities. The institution will comply with Commission requests, directives, decisions and policies, and will make complete, accurate, and honest disclosure. Failure to do so is sufficient reason, in and of itself, for the Commission to impose a sanction, or to deny or revoke candidacy or accreditation.

* This Eligibility Requirement may not be fully realized until Candidacy or Initial Accreditation has been achieved.

Documentation

- Copy of the policy adopted and published by governing board assuring compliance with this criterion.
- List of other accreditations held by institution and information regarding standing with those organizations.
- Copy of directory pages or website which describe the institution's representation by those accrediting bodies.

Steps to Establish Candidacy Status

1. Once eligibility is granted, ACCJC staff develops a time frame for the institution's self study in preparation for the Candidacy review. The institution's president communicates the acceptance of or suggests modifications to the time frame to the ACCJC office. The Commission responds with a formal letter identifying a visit date. The Commission also invites college staff to attend training for institutions undertaking the self study.

2. In preparation for Candidacy, the institution completes and submits a Self Study Report using the Standards of Accreditation, the Self Study Manual, the Guide to Evaluating Institutions, the Accreditation Reference Handbook, and other Commission policies and resources. This Self Study Report is supported by evidence that is retained at the college for review by the Candidacy visiting team. The Report is submitted to the Commission and the visiting team members.

3. The Commission sends a team to visit the college to review the institution's readiness for Candidacy status and verify the evidence submitted in order to determine quality