

STRATEGIC PLANNING COUNCIL AGENDA

MEETING TYPE:	<input checked="" type="checkbox"/>	Staff	Date:	1/21/03
	<input type="checkbox"/>	Product/Project	Starting Time:	2 p.m.
	<input type="checkbox"/>	Special	Ending Time:	4 p.m.
			Place:	SU-18

CHAIR: Sherrill Amador

MEMBERS: Arguello, Barkley, Barton, Bedford, Bishop, Cater, Champine, Davis, Dimmick, Dolan, Drinan, Engleman, Fukunaga, Galli, Giese, Halttunen, Lutz, Madrigal, Melena, Miyamoto, Owens, Patton, Smith, Wallenius
GUESTS: Darla Wilson

RECORDER: Cheryl Ashour

Order of Agenda Items	Desired Outcome	Resources Used	Time Allotted
A. <u>MINUTES - December 17, 2002</u>	Decision		2 min.
B. <u>ACTION ITEMS/SECOND READING</u>			
1. Revision of Governance Structure	Decision	Draft #2 sent to Council on 12/18/02	5 min.
C. <u>FIRST READING</u>			
1. Bookstore Advisory Committee changes	Discussion	Exhibit C-1	5 min.
D. <u>DISCUSSION ITEMS</u>			
1. Budget Issues – Jerry Patton, Sherrill Amador	Information/Discussion		15 min.
2. Draft Document: Criteria for Budget Cuts and Implementation Plan	Discussion	Attachment A	30 min.
a. Resource Allocation Plan – Planning Guidelines	Information/Discussion	Attachment B	15 min.
3. Report to Legislature on Transfer Goals - Michelle Barton	Discussion		15 min.
E. <u>REPORTS OF PLANNING COUNCILS</u>			20 min.
1. Administrative Services Planning Council – Jerry Patton			
2. Human Resource Services Planning Council – Jack Miyamoto			
3. Instructional Planning Council – Diane Lutz			
4. Student Services Planning Council – Joe Madrigal			
F. <u>REPORTS OF CONSTITUENCIES</u>			20 min.
1. Administrative Association – Mollie Smith			
2. Associated Student Government – Leo Melena			
3. Confidential/Supervisory Team - Jo Anne Giese			
4. CCE/AFT – Mike Dimmick			
5. Faculty Senate - Chris Barkley			
6. PFF/AFT – Mary Ann Drinan			
7. The Faculty – Nancy Galli			

G. PENDING ITEMS

- | | |
|--|------------------------------|
| 1. Proposed BP 1100 – The Palomar Community College District | Will be addressed on 2/18/03 |
| 2. Proposed BP 1200 – District Mission (to replace BP 1.1) | Will be addressed on 2/18/03 |
| 3. Committees with Administrative Association/CAST Representatives | Will be addressed on 2/18/03 |
| 4. Proposed Change – Revenue Allocation Committee | Will be addressed on 2/18/03 |
| 5. Proposed Change – Safety and Security Committee | Will be addressed on 2/18/03 |
| 6. Proposed Change – Facilities Planning Committee | Will be addressed on 2/18/03 |

H. OTHER ITEMS



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
January 21, 2003**

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, January 21, 2003, in SU-18. The meeting was called to order at 2:00 p.m. by Dr. Sherrill L. Amador.

ROLL CALL

Members Present: Amador, Barkley, Barton, Bishop, Cater, Champine, Davis, Dimmick, Dolan, Drinan, Eberhart, Engleman, Fukunaga, Galli, Giese, Halttunen, Lutz, Madrigal, Melena, Miyamoto, Owens, Patton, Smith, Wallenius

Members Absent: Bedford

Guests Present: Cheryl Ashour, Darla Wilson

A. MINUTES

MSC (Cater, Barkley) to approve the minutes of the meeting of December 17, 2002

D. DISCUSSION ITEMS

1. Budget Issues

Jerry Patton gave a summary of the situation regarding the state budget crisis. He distributed a handout showing the Senate and Assembly proposed 02-03 and 03-04 budgets compared to the Governor's proposed reductions to the general fund unrestricted and categorical accounts. He discussed the financial impact to Palomar if no changes were made and the impacts. **(Exhibit D-1)**

The State Assembly sub-committee stated they are committed to the cuts as the Governor proposed. The State Senate is agreeable to only cutting \$158 million. Mr. Patton was asked what dollar amount he based his figures on. He replied \$35 billion, as it is the figure given by the Governor. There is talk that the actual deficit may be \$24 billion, but he based his figures on what the Governor provided. **(Exhibit D-1-b)**

2. Draft Document: Criteria for Budget Cuts and Implementation Plan

Dr. Amador distributed a document on the criteria for budget cuts and plan for the unrestricted general fund for mid year 02-03 and budget year 03-04. She noted that all discussions on this issue would be in terms of positions, not personnel, and would discuss changes and impact. The reductions involve personnel which is then a legal issue. The phrase "adequate student services" was kept vague because cuts may occur depending on the funds and what is necessary to keep programs running. All cuts will be data-driven. SPC was asked not to speculate about departments or people but communicate with facts. **(Exhibit 2a)**

Dr. Amador said many of the decisions that will affect 03-04 have to be made this fiscal year. She announced that the Vice President of Info Tech and Instructional Dean positions will not move forward but the departments may be reorganized to be more efficient. It was asked what will happen to funds that departments may have left over in the general fund. How will it be spent and who will decide where it is spent? Dr. Amador said that cuts will be prioritized and unspent funds will be applied toward the deficit in the same way. Mr. Patton stated that community colleges are trying to get relief in regulations if the proposed cuts are made. **(Exhibit D-2-b)**

Dr. Amador asked that members share the document with their constituent groups. The item will appear for action on the February 4 agenda.

a. Resource Allocation Plan – Planning Guidelines

The guidelines and structure of SPC were reviewed and discussed. SPC will discuss reorganizations but discussions will be made with constituent groups when it affects people. Decisions on cuts will be made within the various planning councils where groups look at their own areas. The avenue for input will be within those councils. It was

suggested that when the planning councils have made decisions on where to cut, they present them to SPC at the same time so that members can see the broad picture.

(Exhibit D-2-c)

Ms. Drinan requested that a PFF representative be added to the Instructional Council since that council will be making the decision on cuts relating to faculty. Dr. Amador asked her to submit a proposal at the next meeting.

3. Report to Legislature on Transfer Goals

Ms. Barton distributed a handout responding to the Chancellor's Office request on Palomar College's transfer goals. The information was the result of a legislative request. A response is due February 14. She compared the results of the report to PFE goals stating that the Chancellor's office gave estimates using past data, which are smaller numbers than PFE goals. She pointed out that transfer ready numbers are increasing faster than transfer prepared number. However, the College is not required to do the research to explain why. (Exhibit D-3)

Ms. Barton stated that she can give numbers and a recommendation but needs input, specifically regarding history. She asked that the report be given to the constituent groups and information given back to her. This item will appear for action on the agenda for the next meeting.

B. ACTION ITEMS/SECOND READING

1. Revision of Governance Structure

Draft #2 of the revised Governance Structure was reviewed. Following discussion, changes were made.

MSC Barkley, Galli as revised. (Exhibit B-1)

C. ACTION ITEMS/FIRST READING

1. Bookstore Advisory Committee changes

The draft of the Bookstore Advisory Committee was reviewed. Following discussion, it was agreed to add the Director of Student Affairs as a member of the committee. This item will appear for action on the agenda for February 18 meeting. (Exhibit C-1)

E. REPORTS OF PLANNING COUNCILS

1. Administrative Services Planning Council

No Report

2. Human Resource Services Planning Council

No Report

3. Instructional Planning Council

No report

4. Student Services Planning Council

No report

F. REPORTS OF CONSTITUENCIES

1. Administrative Association

No report

2. Associated Student Government

ASG is working on a letter writing campaign and strategy to mobilize regarding the budget. There will be a meeting tomorrow.

3. Confidential/Supervisory Team

No report

4. **CCE/AFT**
No report
5. **Faculty Senate**
No report
6. **PFF/AFT**
No report
7. **The Faculty**
No report

The meeting was adjourned at 3:40 p.m.

Palomar College Governance Structure

Introduction

The Palomar College governance structure involves faculty, staff, administration, students, and the community in the planning and operation of the College. The governance structure and practices embrace the Palomar College values of supporting inclusiveness of individual and community viewpoints in collaborative decision-making processes; promoting mutual respect and trust through open communication and actions; and fostering integrity as the foundation for all we do. The Governing Board is the final authority for governance at Palomar College. The Governing Board delegates authority to the Superintendent/President who in turn solicits and receives input through the shared governance decision-making process.

Organization

The Strategic Planning Council, as the principal participatory governance body of the College, creates the processes for recommending College policies and governance committee structures. The Strategic Planning Council reviews actions, recommendations, and requests of planning groups and task forces. The Strategic Planning Council amends and guides the Planning processes and recommends policies and procedures to respond to the changing needs of the student population and the internal and external environments. The Strategic Planning Council develops, implements, evaluates continuously and revises, if necessary, the District's plans and initiatives, both long-term and short-term. A three-year planning cycle is used to implement the Strategic Plan.

An Annual Implementation Plan outlines the tasks and actions to be accomplished during the upcoming year. The Strategic Planning Council will review the Annual Implementation Plan three times during an academic year to evaluate progress toward the Vision and strategic goals of the College.

The Superintendent/President serves as the chair of the Strategic Planning Council. To provide communication within the governance structure, all planning council chairs report progress on their objectives and activities at each Strategic Planning Council meeting.

Representation

The governance structure provides for representation from seven recognized constituencies at Palomar College; students, Faculty Senate, bargaining unit faculty, bargaining unit classified staff, Administrative Association members, Confidential and Supervisory employees, and senior and executive administration.

Appointments from the constituencies, when not specified by position, are made by the following:

- ASG – students
- Faculty Senate – faculty on academic and professional matters
- PFF/AFT – faculty
- CCE/AFT – classified staff
- Confidential and Supervisory Team (CAST) – supervisors and confidential employees
- Administrative Association – directors and managers
- Superintendent/President – senior and executive administrators

The constituent appointees serve the length of term designated by their representative group.

Responsibilities of Representatives

The primary responsibilities of representatives are as follows:

- prepare for and attend meetings
- participate in discussions
- communicate with individual constituencies; and
- contribute to informed decision making.

Recommendation Process

Recommendations shall emerge ideally as a result of group consensus. When consensus cannot be reached, a majority of members shall determine the recommendation.

Each chair is responsible for communicating recommendations through the appropriate administrative and/or governance structure.

All representatives are responsible for keeping their respective constituencies informed of the proceedings and recommendations.

The process for presenting items first for Information, then for Action at a subsequent meeting shall be followed, thus allowing sufficient time for discussion. Allowance will be made for suspending this process when deemed appropriate by a majority.

Definitions of Governance Structures

Council – A group of constituency representatives designated or selected to act in an advisory capacity that meets on a regular basis. The charge of a council entails college-wide issues.

Standing Committee – A permanent committee of constituency representatives intended to consider all matters pertaining to a designated subject that meets on a regular basis. A standing committee is part of the governance structure.

Permanent Sub Committee – A permanent sub group of a standing committee designated to consider specific subjects in detail for recommendations back to the standing committee. The chair must be a member of the committee to which it reports. Other members need not be members of the committee to which it reports.

Ad Hoc Committee – A committee created by a council or standing committee to address and make recommendations on a particular subject as needed and meets until a task is completed. The members need not be from a council or standing committee.

Task Force – A constituency-represented group created to address a special college-wide subject/issue and meets until the subject/issue is resolved.

Open Access

Governance meetings are public. In addition to representation afforded to individuals through constituencies, other individuals and groups may be heard in any governance meeting by requesting and receiving permission from the chair to participate and/or have items added to the agenda. Written minutes will be prepared for all governance meetings. Agendas, minutes, reports, and other work products of all governance committees and other groups involved in governance should be made readily accessible to all interested parties.

Approved S.P.C. 1-21-03



GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Jerry Patton					Date 12/4/02		
Proposed Name of Requested Group Bookstore Advisory Committee							
	Council	X	Committee		Subcommittee		Task Force
Action Requested:			Add		Delete	X	Change
Role, Products, Reporting Relationships: Role: The Advisory Committee works as a liaison between the student government, faculty representatives, Administrative Services, and the bookstore vendor to assist in providing quality services from the vendor, and to make recommendations to the vendor for improvement/changes in services to students, faculty, and the college. Product: Reporting Relationship: Administrative Services Planning Council							
Meeting Schedule: 2 nd Wednesday							
Chair: VP, Finance & Administrative Services							
Members: Two Faculty Members Two Students One Administrative Association rep One Classified rep One Confidential/Supervisory Rep Bookstore vendor rep. <i>Director of Student Affairs</i>							

If change is requested, attach current structure and list proposed changes.

Reviewed by Strategic Planning Council:

Comments:

First Reading

Approved/Denied

BOOKSTORE ADVISORY COMMITTEE

as currently constituted

1/03

Role

The Advisory Committee works as a liaison between the student government and faculty representative and Administrative Services.

Reporting Relationship

- Vice-President, Finance and Administrative Services

Members

- Vice-President, Finance and Administrative Services, Chair
- One Faculty
- Two Students

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Budget Development FY02-03 & FY03-04

ADOPTED BUDGET SEPTEMBER, 2002

	A	B	C		E	F	G	H
1			FY01-02 Actual		FY02-03 Estimate		FY03-04 Estimate	
2	FTES	Credit	15,912.30		16,586.92	674.6	16,931.92	345.0
3		Noncredit	1,626.91		1,695.88	69.0	1,731.16	35.3
4		Growth Rate			6.08%		4.16%	
5		Deficit - Growth Rate			69.73%		50%	
6		Effective Growth Rate			4.2396%		2.0800%	
7								
8								
9	Beg FB		\$ 5,180,663		\$ 6,931,515		\$ 3,539,956	
10	Revenue		\$ 67,141,383		\$ 70,819,771		\$ 72,042,838	
11		TOTAL Revenue & FB	\$ 72,322,046		\$ 77,751,286		\$ 75,582,794	
12								
14	Expenditures				\$ 74,067,913		\$ 73,393,330	
15		Matrix					\$ 733,066	
16		Inflation					\$ -	
17		PERS Increase*					\$ 575,357	
18		Benefit Premiums			\$ 143,417		\$ 308,417	
19		TOTAL	\$ 65,390,531		\$ 74,211,330		\$ 75,010,170	
20		Estimated Reductions			\$ -		\$ -	
21								
22	Ending FB		\$ 6,931,515		\$ 3,539,956		\$ 572,625	
23								
24	Notes for Adopted Bdgt - FY02-03							
25	1	Governor's Budget Cuts:			\$ -		\$ -	
26	2	Growth Deficit Increase to	50%					
27								
28	Notes for Bdgt Development - FY03-04							
29	1	FY02-03 Expenditures reduced by: Parking Lots; Elections; GO Bond; SPC Initiatives						
30	2	Unexpended for FY03-04 is \$1,800,000 minus filling of 14 faculty positions (14 X \$65,000)						
31	3	FY02-03 Deficit in State Appropriations 69.73%						
32	4	FY03-04 Deficit in State Appropriations 50.00%						
33	5	Governor's Budget Cuts:						
34	6	Inflation 4000, 5000, 6000 object code: 3.00%						
35	7	Medical Premiums - FY02-03 25.00%						
36	8	PERS Contribution 9.572%						
37	9	Reductions in FY02-02 continued						
38	10	NO COLA and a 3% System-wide GROWTH (\$1,746,681 for PCCD)						
39	11	FY02-03 Watch List 3% Reserve = \$2,176,643						
40	12	FY02-03 Required 5% Reserve = \$3,627,738						
41								
42	*Calculated on FY03-04 Salaries, adjusted by matrix, COLA							

Governor Budget 1/10/03				Palomar College - REVISED 1/10/03					
Program (alpha order)	As Budgeted	Revised 1/10/03	Change from as Budgeted	% Change	Budgeted	% Change	Change	Proposed Allocation	Unrst General Fund
Academic Senate	\$ 497	\$ 443	\$ (54)	-10.87%	\$ -	-10.87%	\$ -	\$ -	-
Apportionments (General Fund only)	\$ 1,704,396	\$ 1,561,985	\$ (142,411)	-8.36%	\$ 21,819,531	-8.36%	\$ (1,823,133)	\$ 19,996,398	\$ (1,823,133)
Basic Skills/Apprenticeship	\$ 40,552	\$ 36,191	\$ (4,361)	-10.75%	\$ 727,552	-10.75%	\$ (78,242)	\$ 649,310	-
California Virtual University	\$ 2,900	\$ 2,586	\$ (314)	-10.83%	\$ -	-10.83%	\$ -	\$ -	-
CalWORKS	\$ 35,000	\$ 31,210	\$ (3,790)	-10.83%	\$ 261,734	-10.83%	\$ (28,342)	\$ 233,392	-
Concurrent enrollment/Special admit adjustment	\$ -	\$ -	\$ -	0.00%	\$ -	0.00%	\$ (1,277,064)	\$ 1,277,064	\$ (1,277,064)
Disabled Students Program & Services	\$ 83,608	\$ 74,554	\$ (9,054)	-10.83%	\$ 807,002	-10.83%	\$ (87,391)	\$ 719,611	-
Economic Development	\$ 40,322	\$ 35,956	\$ (4,366)	-10.83%	\$ -	-10.83%	\$ -	\$ -	-
Enrollment Growth	\$ 114,308	\$ 110,122	\$ (4,186)	-3.66%	\$ 2,575,570	-3.66%	\$ (94,318)	\$ 2,481,252	\$ (94,318)
Extended Opportunities Program & Services	\$ 96,065	\$ 74,632	\$ (21,433)	-22.31%	\$ 969,990	-22.31%	\$ (216,414)	\$ 753,576	-
Faculty and Staff Diversity	\$ 1,859	\$ 1,658	\$ (201)	-10.81%	\$ -	-10.81%	\$ -	\$ -	-
Financial aid administration	\$ 8,100	\$ 7,222	\$ (878)	-10.84%	\$ 67,445	-10.84%	\$ (7,311)	\$ 60,134	-
Foster Care Education	\$ 1,866	\$ 1,664	\$ (202)	-10.83%	\$ -	-10.83%	\$ -	\$ -	-
Fund for Instructional Improvement	\$ 1,630	\$ 1,453	\$ (177)	-10.86%	\$ -	-10.86%	\$ -	\$ -	-
Fund for Student Success	\$ 6,233	\$ 6,233	\$ -	0.00%	\$ -	0.00%	\$ -	\$ -	-
Hazardous Substances	\$ 8,000	\$ 7,134	\$ (866)	-10.83%	\$ 57,000	-10.83%	\$ (6,170)	\$ 50,830	-
Instructional Equipment	\$ 31,751	\$ 28,312	\$ (3,439)	-10.83%	\$ 752,442	-10.83%	\$ (81,498)	\$ 670,944	-
Mandate - Health Centers	\$ 1,691	\$ 1,508	\$ (183)	-10.82%	\$ 139,000	-10.82%	\$ (15,043)	\$ 123,957	-
Matriculation	\$ 54,307	\$ 48,426	\$ (5,881)	-10.83%	\$ 942,510	-10.83%	\$ (102,066)	\$ 840,444	-
Partnership for Excellence	\$ 300,000	\$ 267,514	\$ (32,486)	-10.83%	\$ 4,771,101	-10.83%	\$ (516,647)	\$ 4,254,454	\$ (516,647)
Part-time Faculty Compensation	\$ 57,000	\$ 50,828	\$ (6,172)	-10.83%	\$ 940,091	-10.83%	\$ (101,794)	\$ 838,297	-
Part-time Faculty Health Insurance	\$ 1,000	\$ 891	\$ (109)	-10.90%	\$ -	-10.90%	\$ -	\$ -	-
Part-time Faculty Office Hours	\$ 7,172	\$ 6,395	\$ (777)	-10.83%	\$ -	-10.83%	\$ -	\$ -	-
Scheduled Maintenance	\$ 31,752	\$ 28,313	\$ (3,439)	-10.83%	\$ 441,494	-10.83%	\$ (47,817)	\$ 393,677	-
Teacher and Reading Development	\$ 5,000	\$ 4,459	\$ (541)	-10.82%	\$ -	-10.82%	\$ -	\$ -	-
Telecommunications and Technology	\$ 24,500	\$ 21,847	\$ (2,653)	-10.83%	\$ 157,483	-10.83%	\$ (17,053)	\$ 140,430	-
Transfer Education and Articulation	\$ 1,974	\$ 1,761	\$ (213)	-10.79%	\$ -	-10.79%	\$ -	\$ -	-
Lease-purchase bond payments	\$ 36,668	\$ 36,668	\$ -	0.00%	\$ -	0.00%	\$ -	\$ -	-
Net General Fund changes	\$ 2,698,151	\$ 2,449,965	\$ (248,186)		\$ 35,429,945		\$ (4,500,303)	\$ 33,483,770	
Property Tax Shortfall (not backfilled)			\$ (33,310)		\$ 36,391,699		\$ (592,015)	\$ 33,483,770	\$ (592,015)
General Fund	\$ 2,698,151	\$ 2,399,022	\$ (299,129)		\$ 71,821,644		\$ (5,092,318)	\$ 66,967,540	\$ (4,303,177)
Local Property Taxes	\$ 2,013,537	\$ 1,980,227	\$ (33,310)				\$ (4,303,177)	84.50%	
Reversion Account Funds	\$ 34,497	\$ 85,440	\$ 50,943				\$ (789,141)	15.50%	
Student Fees	\$ 169,422	\$ 168,925	\$ (497)						
Lottery	\$ 138,089	\$ 141,244	\$ 3,155						
	\$ 5,053,696	\$ 4,774,858	\$ (278,838)						

D:/CCCCO, etCrisis/Proposed Budget Cuts to PCC 1-10-03.xls/% Change, Total

Janu: 1, 2003

Palomar College - REVISED 1/10/03			
Program (alpha order)	As Budgeted	FY03-04 Revised 1/10/03	Unrst General Fund
Academic Senate	\$ 497	\$ 274	\$ -
Apportionments (General Fund only)	\$ 1,704,396	\$ 1,167,413	\$ 19,996,398
Basic Skills/Apprenticeship	\$ 40,552	\$ 36,161	\$ 649,310
California Virtual University	\$ 2,900	\$ 1,597	\$ -
CalWORKS	\$ 35,000	\$ 31,210	\$ 233,392
Concurrent enrollment/Special admit adjustment	\$ -	\$ -	\$ -
Disabled Students Program & Services	\$ 83,608	\$ 46,025	\$ 1,277,064
Economic Development	\$ 40,322	\$ 19,728	\$ 719,611
Enrollment Growth	\$ 114,308	\$ 115,697	\$ -
Extended Opportunities Program & Services	\$ 96,065	\$ 52,883	\$ 2,481,252
Faculty and Staff Diversity	\$ 1,859	\$ 1,658	\$ 753,576
Financial aid administration	\$ 8,100	\$ 8,068	\$ -
Foster Care Education	\$ 1,866	\$ 1,664	\$ 60,134
Fund for Instructional Improvement	\$ 1,630	\$ 897	\$ -
Fund for Student Success	\$ 6,233	\$ 3,116	\$ -
Hazardous Substances	\$ 8,000	\$ 4,404	\$ -
Instructional Equipment	\$ 31,751	\$ 34,727	\$ 50,830
Mandate - Health Centers	\$ 1,691	\$ -	\$ 670,944
Matriculation	\$ 54,307	\$ 43,303	\$ 123,957
Partnership for Excellence	\$ 300,000	\$ 164,472	\$ 840,444
Part-time Faculty Compensation	\$ 57,000	\$ 50,828	\$ 4,254,454
Part-time Faculty Health Insurance	\$ 1,000	\$ 550	\$ 838,297
Part-time Faculty Office Hours	\$ 7,172	\$ 3,948	\$ -
Scheduled Maintenance	\$ 31,752	\$ 34,727	\$ -
Teacher and Reading Development	\$ 5,000	\$ 2,753	\$ 393,677
Telecommunications and Technology	\$ 24,500	\$ 21,847	\$ -
Transfer Education and Articulation	\$ 1,974	\$ 1,761	\$ 140,430
Lease-purchase bond payments	\$ 36,668	\$ 55,948	\$ -
Net General Fund changes	\$ 2,698,151	\$ 1,905,659	\$ 33,483,770
Property Tax Shortfall (not backfilled)		\$ (544,306)	\$ 25,162,720
General Fund	\$ 2,698,151	\$ 1,854,716	\$ 50,325,439
Local Property Taxes	\$ 2,013,537	\$ 1,980,227	\$ 25,162,720
Reversion Account Funds	\$ 34,497	\$ 85,440	\$ (6,564,408)
Student Fees	\$ 169,422	\$ 168,925	\$ (479,579)
Lottery	\$ 138,089	\$ 141,244	\$ 6.81%
Net overall changes (including property tax decline)	\$ 5,053,696	\$ 4,230,552	\$ (6,564,408)

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Budget Development FY02-03 & FY03-04

NO CHANGES MADE IN EXPENDITURE BUDGET

	A	B	C		E	F	G	H
1			FY01-02 Actual		FY02-03 Estimate		FY03-04 Estimate	
2	FTES	Credit	15,912.30		16,586.92	674.6	16,931.92	345.0
3		Noncredit	1,626.91		1,695.88	69.0	1,731.16	35.3
4		Growth Rate			6.08%		4.16%	
5		Deficit - Growth Rate			69.73%		50%	
6		Effective Growth Rate			4.2396%		2.0800%	
7								
8								
9	Beg FB		\$ 5,180,663		\$ 6,931,515		\$ (763,221)	
10	Revenue		\$ 67,141,383	→	\$ 66,516,594	→	\$ 61,698,867	
11		TOTAL Revenue & FB	\$ 72,322,046		\$ 73,448,109		\$ 60,935,646	
12								
14	Expenditures				\$ 74,067,913		\$ 73,393,330	
15		Matrix					\$ 733,066	
16		Inflation					\$ -	
17		PERS Increase*					\$ 575,357	
18		Benefit Premiums			\$ 143,417		\$ 308,417	
19		TOTAL	\$ 65,390,531		\$ 74,211,330		\$ 75,010,170	
20		Estimated Reductions			\$ -		\$ -	
21								
22	Ending FB		\$ 6,931,515		\$ (763,221)		\$ (14,074,523)	
23								
24	Notes for Adopted Bdgt - FY02-03							
25	1	Governor's Budget Cuts:		←	\$ 4,303,177		\$ 6,564,408	
26	2	Growth Deficit Increase to		50%				
27								
28	Notes for Bdgt Development - FY03-04							
29	1	FY02-03 Expenditures reduced by: Parking Lots; Elections; GO Bond; SPC Initiatives						
30	2	Unexpended for FY03-04 is \$1,800,000 minus filling of 14 faculty positions (14 X \$65,000)						
31	3	FY02-03 Deficit in State Appropriations	69.73%					
32	4	FY03-04 Deficit in State Appropriations	50.00%					
33	5	Governor's Budget Cuts:						
34	6	Inflation 4000, 5000, 6000 object code:	3.00%					
35	7	Medical Premiums - FY02-03	25.00%					
36	8	PERS Contribution	9.572%					
37	9	Reductions in FY02-02 continued						
38	10	NO COLA and a 3% System-wide GROWTH (\$1,746,681 for PCCD)						
39	11	FY02-03 Watch List 3% Reserve = \$2,176,643						
40	12	FY02-03 Required 5% Reserve = \$3,627,738						
41								
42	*Calculated on FY03-04 Salaries, adjusted by matrix, COLA							

Palomar College

Budget Development FY02-03 & FY03-04

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INITIAL BUDGET REDUCTIONS/COSTS

	A	B	C		E	F	G	H
1			FY01-02 Actual		FY02-03 Estimate		FY03-04 Estimate	
2	FTES	Credit	15,912.30		16,586.92	674.6	16,931.92	345.0
3		Noncredit	1,626.91		1,695.88	69.0	1,731.16	35.3
4		Growth Rate			6.08%		4.16%	
5		Deficit - Growth Rate			69.73%		50%	
6		Effective Growth Rate			4.2396%		2.0800%	
7								
8								
9	Beg FB		\$ 5,180,663		\$ 6,931,515		\$ 3,539,956	
10	Revenue		\$ 67,141,383	→	\$ 66,516,594	→	\$ 61,698,867	
11		TOTAL Revenue & FB	\$ 72,322,046		\$ 73,448,109		\$ 65,238,823	
12								
14	Expenditures				\$ 74,067,913		\$ 73,393,330	
15		Matrix					\$ 733,066	
16		Inflation					\$ -	
17		PERS Increase*					\$ 575,357	
18		Benefit Premiums			\$ 143,417		\$ 308,417	
19		TOTAL	\$ 65,390,531		\$ 74,211,330		\$ 75,010,170	
20		Estimated Reductions			\$ 4,303,177		\$ 6,564,408	
21								
22	Ending FB		\$ 6,931,515		\$ 3,539,956		\$ (3,206,938)	
23								
24	Notes for Adopted Bdgt - FY02-03							
25	1	Governor's Budget Cuts:		←	\$ 4,303,177		\$ 6,564,408	
26	2	Growth Deficit Increase to		50%				
27								
28	Notes for Bdgt Development - FY03-04							
29	1	FY02-03 Expenditures reduced by: Parking Lots; Elections; GO Bond; SPC Initiatives						
30	2	Unexpended for FY03-04 is \$1,800,000 minus filling of 14 faculty positions (14 X \$65,000)						
31	3	FY02-03 Deficit in State Appropriations	69.73%					
32	4	FY03-04 Deficit in State Appropriations	50.00%					
33	5	Governor's Budget Cuts:						
34	6	Inflation- 4000, 5000, 6000 object code	3.00%					
35	7	Medical Premiums - FY02-03	25.00%					
36	8	PERS Contribution	9.572%					
37	9	Reductions in FY02-02 continued						
38	10	NO COLA and a 3% System-wide GROWTH (\$1,746,681 for PCCD)						
39	11	FY02-03 Watch List 3% Reserve = \$2,176,643						
40	12	FY02-03 Required 5% Reserve = \$3,627,738						
41								
42	*Calculated on FY03-04 Salaries, adjusted by matrix, COLA							

Budget Cut Criteria and Implementation Plan
Unrestricted General Fund
Mid Year 2002-2003
Budget Year 2003-04

Criteria

- Assure the solvency and fiscal integrity of the District.
- Minimize impact on students enrolled in classes.
- Maintain adequate student services.
- Maintain the diversity of the educational programs.
- Minimize expenses for outreach.
- Maintain facilities and continue current facilities projects only to minimize future expensive costs.
- Meet State mandated requirements.
- Meet State growth goals.
- Maintain and support necessary staff.
- Maintain safety and health requirements for students and staff.
- Consider function and program needs using data and information before recommending cuts.
- Evaluate and eliminate redundancies in programs and services
- Other

Mid Year 2002-03 (January – June)

- Enforce consistently and strictly minimum class size guidelines.
- Fill/replace only necessary vacant positions.
- Use reorganization and attrition as much as possible to reduce staff (March 15/30 day notices) to achieve efficiencies.
- Limit expenditures in all budget accounts (vice president approval).
- Limit general fund equipment purchases to emergencies (vice president approval).
- Use designated lottery funds for instructional supply expenditures.
- Review board reserve policy of 5% of previous year's expenditure.
- Begin new projects only if they meet criteria identified above and will result in long term benefit that outweighs short term costs.
- Other

Budget Year 2003-04

- Enforce consistently and strictly minimum class size guidelines.
- Use reorganization and attrition as much as possible to reduce staff (March 15/30 day notices) to achieve efficiencies.
- Fill only those 2001-02 faculty positions approved and considered critical. Do not fill 14 faculty positions on 2003-04 priority list. Do not fill faculty vacancies created through retirements unless considered critical.
- Limit expenditures in all budget accounts (vice president approval).
- Limit general fund equipment purchases to emergencies (vice president approval).
- Use designated lottery funds for instructional supply expenditures.
- Begin new projects only if meets criteria above and will result in long term benefit that outweighs short term costs.
- Other

Instruction Organization 2/10/2003

FALL 2001 Summary of FTE by Department/Division

Division/Department

Instruction Office	# of ADJ	Total FTE ADJ	# of CRC	Total FTE CRC	# of OVL	Total FTE OVL	# of LB	Total FTE LB	# of XTA	Total FTE XTA	# of FR	Total FTE FR	# of Staff	Total Classified Staff	# of Assigned Time	Total FTE Adm
ETV/CCSAT													7	7,000	2	2,000
Library/Media	2	0.200	7	7,000	1	0.100	0	0.000	0	0.000	0	0.000	13	12,050	11	11,000
Academic Technology													23	21,100	2	2,000
Professional Development													6	6,000	2	0.800
Tenure & Evaluation													1	1,000	1	0.800
Instruction Office Total	2	0.2	7	7	1	0.1	0	0	0	0	0	0	51	48,15	19	2.4
Languages and Literature																
English	56	22,366	23	20,333	13	2,600	1	0.067	0	0.000	0	0.000	3	3,000	3	1,230
English as a Second Language	71	33,580	9	5,100	7	1,250	2	0.450	0	0.000	0	0.000	9	7,100	8	3,300
Foreign Languages	25	10,900	11	9,600	5	1,933	2	0.333	0	0.000	0	0.000	4	3,000	1	0.600
Speech Communication/Forensics/ASL	18	7,333	8	7,600	7	2,500	2	0.725	0	0.000	0	0.000	3	3,000	1	0.400
Reading Services Program	3	0.521	4	3,800	3	0.669	0	0.000	0	0.000	0	0.000	5	4,000	1	0.200
Languages and Literature Total	173	74,700	55	46,433	35	8,952	7	1,575	0	0.000	0	0.000	25	21.1	15	5.73
Mathematics and the Natural and Health Sciences																
Chemistry	9	3,800	6	5,800	2	2,667	0	0.000	0	0.000	0	0.000	2	1,200	1	1,000
Dental Assisting	0	0.000	2	1,891	2	0.145	0	0.000	0	0.000	0	0.000	3	2,900	1	0.200
Earth Sciences	17	3,800	9	7,850	4	1,000	1	0.350	0	0.000	0	0.000	2	0.700	1	0.200
Life Sciences	18	7,200	13	12,400	7	1,684	4	1.000	0	0.000	0	0.000	2	1,500	4	1,100
Mathematics	58	22,367	24	20,933	14	2,217	6	0.800	0	0.000	0	0.000	4	3,750	1	0.600
Nursing Education	8	3,578	8	7,382	3	0.167	0	0.000	0	0.000	0	0.000	4	3,210	4	2,000
Physics/Engineering	9	3,267	4	2,700	1	0.400	0	0.000	0	0.000	0	0.000	3	1,910	1	0.200
Mathematics and the Natural and Health Sciences Total	119	44,012	66	58,956	33	8,280	11	2,150	0	0.000	0	0.000	22	15,770	14	4,900
Arts, Media, Business, & Computing Systems																
Business Education	45	14,983	10	9,000	8	1,860	3	0.733	0	0.000	0	0.000	5	4,400	1	0.600
Art	34	13,389	13	11,733	0	0.000	0	0.000	0	0.000	0	0.000	5	4,480	1	0.600
Performing Arts (plus 15 ISP at 1.111%)	33	8,675	9	7,806	9	1,825	1	0.200	1	0.575	0	0.000	5	5,950	2	0.600
Communications	23	7,667	9	8,300	5	1,350	0	0.000	0	0.000	0	0.000	2	2,000	1	0.400
Computer Science and Information Systems	44	18,620	8	7,100	6	1,930	0	0.000	1	0.533	0	0.000	3	2,600	1	0.600
Graphics Communications	20	7,728	5	4,800	5	2,372	0	0.000	1	0.300	0	0.000	2	2,000	1	0.200
Arts, Media, Business, & Computing Systems Total	199	71,062	54	48,739	33	9,337	4	0.933	3	1,408	0	0.000	23	22,430	8	3.67
Career, Technical, & Extended Education																
Community Services and Worksite Education (Self Supporting)																
Community Education	49	13,279	0	0.000	0	0.000	0	0.000	1	0.174	0	0.000	4	2,900	3	3,000
Emergency Medical Education	13	2,983	3	2,662	3	8,593	0	0.000	0	0.000	0	0.000	2	2,000	1	
Cooperative Education	11	3,595	2	1,300	3	0.930	1	0.000	1	0.400	0	0.000	1	1,000	1	0.400
Family and Consumer Sciences	13	3,550	4	3,330	3	0.220	0	0.000	0	0.000	0	0.000	1	1,000	1	0.200
Public Safety Programs	40	4,857	3	3,000	2	0.217	0	0.000	0	0.000	0	0.000	3	1,950	2	2,000

Instruction organization 2/10/2003

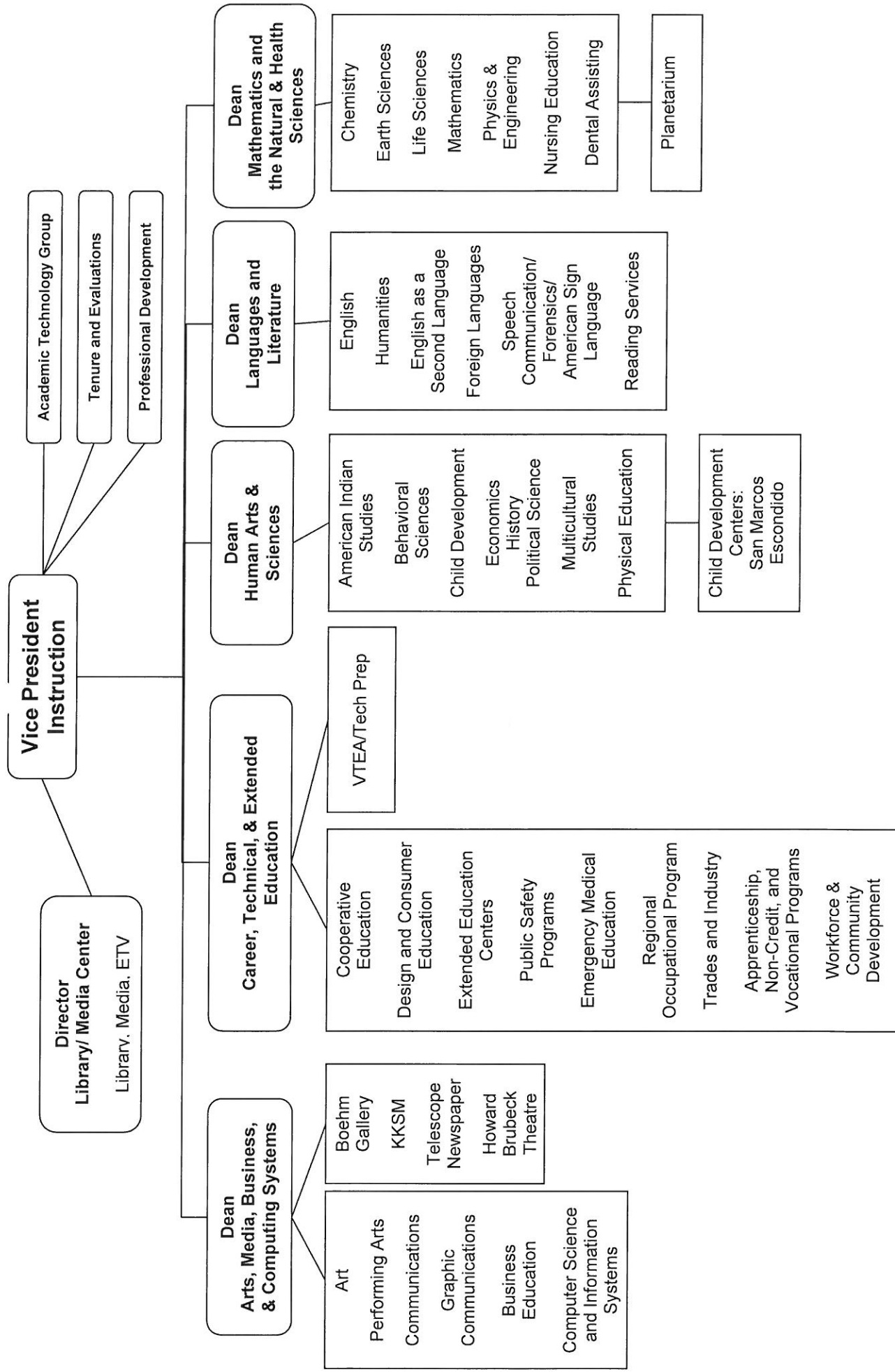
Division/Department

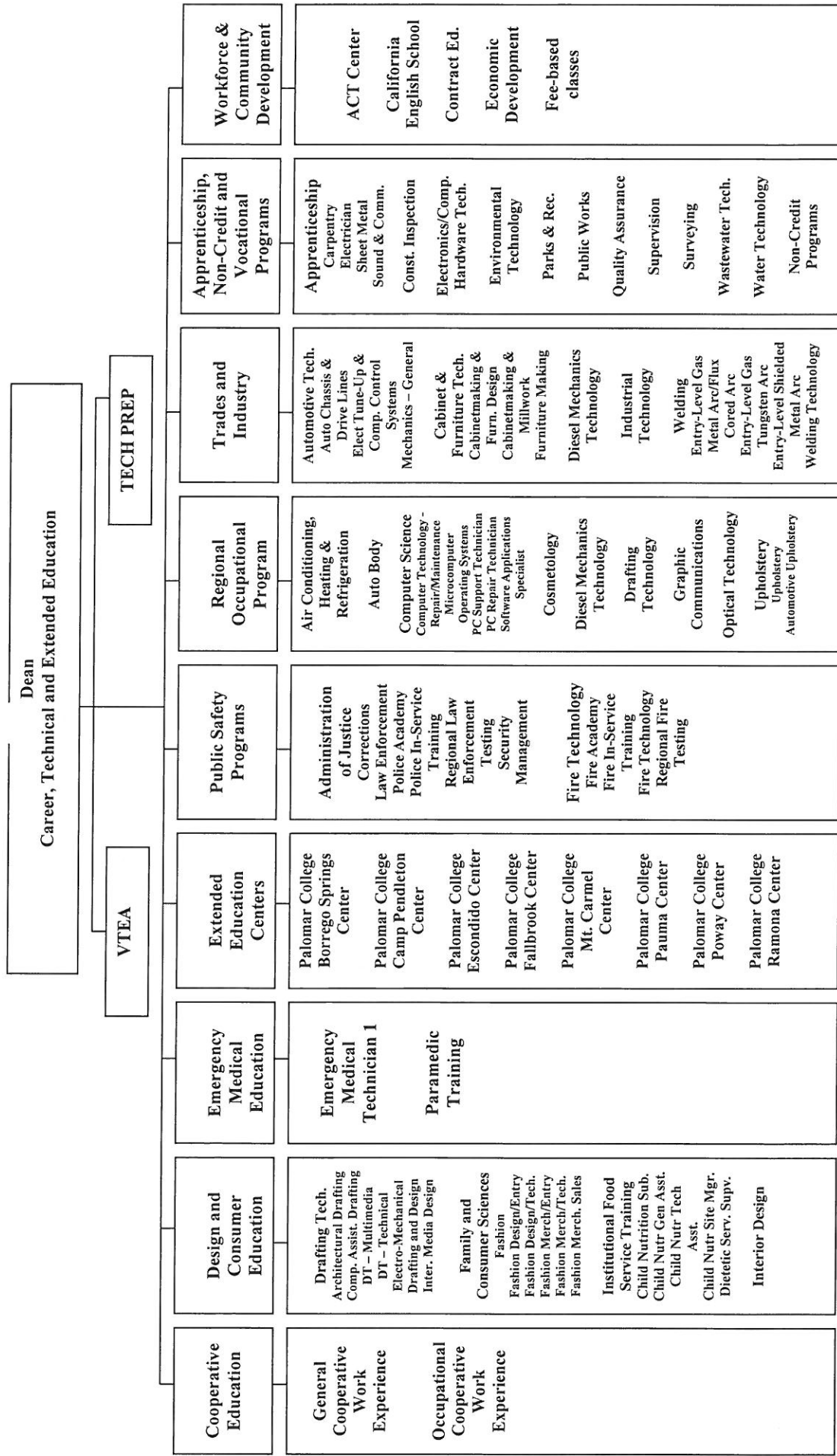
# of ADJ	Total FTE ADJ	# of CRC	Total FTE CRC	# of OVL	Total FTE OVL	# of LB	Total FTE LB	# of XTA	Total FTE XTA	# of FR	Total FTE FR	# of Classified Staff	Total FTE # of Classified Staff	Assigned Time Adm	Total FTE Adm
	17	6,083	7	6,500	5	1,172	0	0,000	0	0,000	0	3	3,000	1	1,000
Regional Occupational Program															
Trades and Industry	11	9,559	29	8,763	10	3,128	2	0,389	0	0,000	0	1	1,000	1	0,600
Vocational Programs	33	7,318	0	0,000	0	0,000	0	0,000	1	0,200	42	2	2,000	1	1,000
Camp Pendleton Center												8	5,700	1	1,000
Escondido Center												9	8,450	2	2,000
Borrego Springs Center												1	0,250		
Fallbrook Center												2	0,950		
Mt. Carmel Center												1	0,500	1	1,000
Poway Center												2	1,500		
Pauma Center												2	1,250		
Ramona Center												1	0,450		
Career, Technical, & Extended Education Total	187	51,224	48	25,555	26	14,26	3	0,389	3	0,774	42	46	36,900	17	3,400
Human Arts & Sciences															
American Indian Studies	10	4,200	4	3,400	3	0,433	0	0,000	0	0,000	0	1	1,000	1	1,000
Behavioral Sciences	39	15,855	19	16,600	8	2,067	2	0,400	0	0,000	0	2	2,200		0,200
Child Development	10	3,233	3	2,600	3	0,867	0	0,000	0	0,000	0	3	2,200		0,600
Child Development Centers	2	1,000	9	9,000	0	0,000	0	0,000	0	0,000	0	1	0,500		0,400
Multicultural Studies	6	1,600	3	1,800	3	0,800	0	0,000	0	0,000	0	2	2,000		1,400
Physical Education	26	8,041	16	12,216	16	4,358	0	0,000	2	0,500	0	1	0,500		0,200
Economics/History/Political Science	34	12,600	13	10,800	2	0,600	0	0,000	0	0,000	0	3	1,750		0,600
Human Arts & Sciences Total	127	46,529	67	56,416	35	9,125	2	0,400	2	0,500	0	14	9,95	1	4

DIVISIONS	Faculty Assigned Time		
	FTEF	FTEC	FTEA

Languages and Literature	131.660	21.100	5.730
Mathematics and the Natural & Health Sciences	113.398	15.770	4.900
Arts, Media, Business, & Computing Systems	130.071	22.430	3.670
Career, Technical, & Extended Education	104.838	36.900	3.400
Human Arts & Sciences	112.470	9.950	4.000

Notes:
 FTEF: Full-Time Equivalent Faculty
 FTEC: Full-Time Equivalent Classified
 FTEA: Full-Time Equivalent Administration (Deans, Managers)





Resource Allocation Plan - Planning Guidelines

Program based funding is based on formulas that determine the amount of state apportionment from changes in workload measures such as credit and non-credit FTES, headcount and facilities square footage. Revenues will fluctuate primarily due to changes in these workload measures, and will allow or require changes in the budgeted expenditures accordingly.

In those years where there are increases in state apportionment, the unit master plans shall be used to allocate additional resources according to the priorities in the Planning Allocation Priorities Section and to fund salary plans. Institutional Review reports will be used to assist in any reallocation.

In those years where there are no increases in state apportionment, the unit master plans shall be used in reallocating resources when necessary to fund inflationary increases, salary plans, and areas identified in the master plans as necessary. Institutional Review reports will be used to assist in any reallocation.

In those years where there are reductions in state apportionment, the unit master plans shall be used to make reductions to match expenditures with revenues. Institutional Review reports will be used to assist in any reductions. In order to match expenditures with revenues, the following may be considered (not in priority order):

- Rent space in cafeteria to vendors-charge rent
- Better use of technology to reduce costs
- Departments/Deans discussion/input on reduction
- Postpone filling positions
- Departmental percentage decrease
- Energy Conservation
- Check supply costs-what is really needed
- Travel expenses-may not be needed
- Maintain 3%-3.2% Reserve only
- Voluntary job sharing
- Reduced salary for sabbatical
- Replace overtime with comp time
- Use volunteers more as well as programs such as work study for part-time staffing
- Limit Student Services night hours to 2 nights a week
- Use the Community Services workers to assist custodial staff
- Continue to plant draught tolerant plants-xeroscaping
- Don't cancel classes (don't turn any students away) that break-even
- Expand recycling program
- Withhold/cut COLA
- Voluntary reduced contract
- Matrix freeze
- Reduction in force

Emergency Situations Impacting the Budget

In the event of an emergency, the President will convene an Emergency Response Team consisting of the President, Vice Presidents, and Presidents of each employee organization. In response to the emergency, this group will be empowered to make short-term fiscal decisions, responding to the emergency, in the best interests of the District. The President will make subsequent recommendations to the Governing Board.

This approach acknowledges the need to take swift action in response to an emergency situation, which could include, but not be limited to, a natural disaster or an unforeseen and severe budget shortfall requiring a commitment of resources to protect the college, its students and staff. The Emergency Response Team will make every effort to involve and inform the entire college community while responding to the situation and to return the District to normal operating procedures as soon as possible.

Review

Annually, the Resource Allocation Committee will communicate with the Educational Master Planning Committee about the allocation of resources, and will forward the recommendations for resource allocation to President's Advisory Council and the President.

Report to Legislature on Transfer Policies and Goals

What is the request/report?

The legislature has directed the Chancellor's office (CCCCO) to report on two areas related to transfer: student transfer expenditures and student transfer goals and policies. The CCCCCO has asked each district to provide data and information related to our transfer goals and policies.

What information is the Chancellor's office requesting?

The CCCCCO is requesting the following information:

1. Numeric goals for annual change in *transfer prepared* students through 2005-06.
2. Numeric goals for annual change in *transfer ready* students through 2005-06.
3. The rationale (in narrative form) for selecting the goals.
4. Action steps (in narrative form) for achieving the goals.

The reporting deadline is February 14th 2003.

What are the definitions for Transfer Prepared and Transfer Ready?

Transfer Prepared: 56+ transferable units earned with a minimum G.P.A. of 2.0.

Transfer Ready: Successful completion of transferable Math and a transferable English course, 56+ transferable units earned with a minimum G.P.A. of 2.0.

How is the information we are being asked to provide different from our Partnership for Excellence (PFE) Transfer Prepared subgoal?

The PFE Transfer Goal has a Transfer Prepared subgoal. Currently, Palomar has accepted the numeric number of 2,459 as the goal to reach by 2005-06. This represents an overall increase from our base of 27% and is commensurate with the System goal of a 27% increase.

However, Palomar (and all other Districts) have not provided numeric goals for Transfer Ready. Further, we have not provided a rationale or action steps regarding our Transfer Ready and Transfer Prepared goals. Finally, the PFE goals were established based on certain assumptions such as: PFE funding, enrollment growth and funding, COLA.

What should we set as our numeric goals?

The CCCCCO has provided a very crude straight line estimate of Palomar's Transfer Prepared and Transfer Ready numbers through 2005-06. Using this estimate, the Transfer Prepared numbers are smaller than our current PFE goals. However, without funded detailed research on factors that would affect our numbers, the crude projection seems acceptable at this time.

Attachment 2A: Form for Completion by College Representative

1. College: Palomar Community College District

2. Goals for Transfer Prepared

Academic Year	Number of Students
2003/04	1,997
2004/05	2,025
2005/06	2,054

3. Briefly describe the rationale for selecting the above goals.

Palomar has recently experienced growth in the number of our students designated as transfer prepared. Potential reasons for this increase include but are not limited to enrollment growth during the 1995-96 and 1996-97 academic years and a modest increase in the number of students successfully completing our basic skills courses and moving forward into our transfer level math and transfer level English courses.

However, Palomar has not had sufficient funding to adequately research the measures defined in this data request. Further, we have not completely determined the impact of the proposed community college budget cuts and increased fees on student enrollment and student success. Therefore, at this time, we believe that a straight-line extrapolation through the 2005-06 academic year is acceptable.

4. Briefly describe your action plans for achieving the above goals.

Budget permitting, Palomar College will continue to provide an adequate level of transfer services for our students. Further, our current strategic plan includes many objectives/activities designed to impact and promote student success in the area of transfer. One objective involves offering class scheduling options to improve accessibility and timely program completion. To help accomplish this objective, we have recently established scheduling parameters to help formulate a more efficient class schedule and course offerings. The strategic plan also calls for developing and implementing programs and services to increase persistence, transfer, and completion.

5. Name of the college or district representative submitting this data:

_____ Date:_____

Attachment 2B: Form for Completion by College Representative

1. College: Palomar Community College District

2. Goals for Transfer Ready

Academic Year	Number of Students
2003/04	865
2004/05	909
2005/06	954

3. Briefly describe the rationale for selecting the above goals.

Palomar has recently experienced growth in the number of our students designated as transfer ready. Potential reasons for this increase include but are not limited to enrollment growth during the 1995-96 and 1996-97 academic years and a modest increase in the number of students successfully completing our basic skills course and moving forward into transfer level math and transfer level English.

However, Palomar has not had sufficient funding to adequately research the measures defined in this data request. Further, we have not completely determined the impact of the proposed community college budget cuts and increased fees on student enrollment and student success. Therefore, at this time, we believe that a straight-line extrapolation through the 2005-06 academic year is acceptable.

5. Briefly describe your action plans for achieving the above goals.

Budget permitting, Palomar College will continue to provide an adequate level of transfer services for our students. Further, our current strategic plan includes many objectives/activities designed to impact and promote student success in the area of transfer. One objective involves offering class scheduling options to improve accessibility and timely program completion. To help accomplish this objective, we have recently established scheduling parameters to help formulate a more efficient class schedule and course offerings. The strategic plan also calls for developing and implementing programs and services to increase persistence, transfer, and completion.

6. Name of the college or district representative submitting this data:

_____ Date: _____