



STRATEGIC PLANNING COUNCIL AGENDA

Date: May 4, 2004
Starting Time: 2:00 p.m.
Ending Time: 4:00 p.m.
Place: SU-18

CHAIR: Amador

MEMBERS: Barton, Bishop, Cater, Cuaron, Dolan, Doran, Dowd, Eberhart, Frady, Giese, Halttunen, Jay, Kelber, Madrigal, McCluskey, Miyamoto, Owens, Patton, Roach, Snyder, Soto, Spear, Versaci, Wallenius

RECORDER: Baldrige

	Attachments	Time
A. <u>MINUTES</u>		2 min.
1. Approve Minutes of April 6, 2004		
B. <u>ACTION ITEMS/SECOND READING</u>		20 min.
1. Student Learning Outcomes Task Force Report and Recommendations	Exhibit B1	
2. Recommended Changes to BP 111 – Dealing with Threats or Acts of Violence – and Attendant Procedures		
3. Recommended Procedure 6536 – Equipment Replacement	Exhibit B3	
C. <u>ACTION ITEMS/FIRST READING</u>		
D. <u>DISCUSSION/INFORMATION ITEMS</u>		20 min.
1. 2004-05 Faculty Position Priorities		
2. NCHE Grant		
3. Multi-Year Flexible Budgeting Work Plan	Exhibit D3	
4. Budget	Exhibit D4a, D4b	
E. <u>REPORTS OF PLANNING COUNCILS</u>		60 min.
1. Administrative Services Planning Council – Jerry Patton	Exhibit E1	
2. Human Resource Services Planning Council – Jack Miyamoto	Exhibit E2	
3. Instructional Planning Council – Berta Cuaron	Exhibit E3	
4. Student Services Planning Council – Joe Madrigal	Exhibit E4	
5. Strategic Planning Council – Sherrill Amador	Exhibit E5	
(Each planning council will present its preliminary budget priorities for 2004-05)		
F. <u>REPORTS OF CONSTITUENCIES</u>		20 min.
1. Administrative Association – Ken Jay		
2. Associated Student Government – Amador Soto		
3. Confidential/Supervisory Team - Jo Anne Giese		
4. CCE/AFT – Becky McCluskey		
5. Faculty Senate – Steve Spear		
6. PFF/AFT – Rocco Versaci/Perry Snyder		
G. <u>OTHER ITEMS</u>		



STRATEGIC PLANNING COUNCIL MINUTES

May 4, 2004

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, May 4, 2004, in SU-18. The meeting was called to order at 2:00 p.m. by Dr. Sherrill L. Amador.

Roll Call

Members Present: Amador, Barton, Bishop, Cater, Cuaron, Dolan, Dowd, Halttunen, Jay, Kelber, Madrigal, McCluskey, Miyamoto, Owens, Patton, Soto, Spear, Versaci, Wallenius

Members Absent: Doran, Eberhart, Frady, Giese, Roach, Snyder

Guests Present: Jenny Akins (for Giese), Barbara Baldridge, Kathy Davis (for Frady)

A. Minutes

MSC (Bishop, Soto)

The minutes of the meeting of April 6, 2004, were approved.

B. Action Items/Second Reading

1. Student Learning Outcomes Task Force Report and Recommendations

MSC (Wallenius, Barton)

The Student Learning Outcomes Task Force Report and Recommendations were approved as submitted. (Exhibit B-1)

2. Recommended Changes to BP 111 – Dealing with Threats or Acts of Violence – and Attendant Procedures

This item is still on the agenda at the Faculty Senate. Rocco Versaci has prepared alternate language, which he will present to the Senate. Since the District's counsel seems to be opposed to the changes as previously presented, Steve Spear suggested that the item be considered by SPC again in the fall.

3. Recommended Procedure 6536 – Equipment Replacement

Ken Jay and Jerry Patton presented the following procedure for its second reading:

AP 6536 Equipment Replacement

1. In general, capital equipment replacement will be consistent with the District financial depreciation schedule. Replacement of technology equipment will be on a three-year cycle, and other equipment will be on an eight-year cycle. *Note: This procedure does not apply to equipment donated to the College or purchased with Categorical funds.*

2. Final decisions on equipment replacement under this procedure will be based upon considerations of eligibility, priority, and critical needs.
 - a. Replacement decisions will reflect the critical need for equipment to maintain College operation.
 - b. Eligibility for initial consideration will be given in order of priority to:
 - (1) Equipment that is no longer functional (inventoried);
 - (2) Equipment that is three or eight years old, respectively (inventoried);
 - c. Replacement priority will be given in the following order:
 - (1) Equipment necessary for health/safety or in the management of institutional risk.
 - (2) Equipment used in instruction.
 - (3) Equipment used in administrative and academic support.
3. Process
 - a. There will be a non-prioritized assignment of capital equipment replacement funds as follows:
 - (1) President's Office
 - (2) Instruction
 - (3) Student Services
 - (4) Finance and Administrative Services
 - (5) Human Resource Services
 - b. Administrators, in conjunction with planning councils, will be assigned initial responsibility to identify equipment for replacement based upon the criteria of eligibility, priority, and need as indicated above.
 - c. Recommendations are directed to the Strategic Planning Council through the appropriate planning council and Vice President. The Strategic Planning Council may seek additional information and clarification prior to approvals.
 - d. Strategic Planning Council may determine an appropriate retention of available replacement funds for emergency purposes.

This procedure was approved by consensus. (Exhibit B-3)

C. **First Reading** – There were no items

D. **Discussion/Information Items**

1. **2005-06 Faculty Position Priorities**

Dr. Amador reported that the lists of priorities from the Student Services Planning Council and the Instructional Planning Council have not been merged. She felt that it was not appropriate for SPC to act on this until the two councils have an opportunity to come up with an agreed-to list. A priority list will be prepared before the May 18 SPC meeting. It looks like we will need 10-12 new faculty members to meet our full-time faculty obligation. She recommended preparing a list of 15-18 in the unlikely event funds should become available. It would be nice to be above our obligation, but it would not be a fiscally sound policy at this time. Berta Cuaron and Joe Madrigal will have their councils work with each other to prepare this list.

Barbara Kelber stated that she is happy we will be able to start our search for new faculty members early so that we might have a better chance for the diversity we desire. She asked if timelines could be set up for specific disciplines in order to take advantage of conferences for those disciplines. Dr. Amador responded that our new guidelines will give us a longer period of time to advertise.

2. **NCHEA Grant**

Due to the absence of Judy Eberhart, this item was not discussed and will appear on the agenda for the next meeting. Dr. Amador noted that, because Ms. Eberhart is retiring, a new coordinator for NCHEA has been selected.

3. Multi-Year Flexible Budgeting Work Plan

Jerry Patton provided the plan, which had been devised by the task force consisting of Bonnie Dowd, Martin Good, Becky McCluskey, Rick Kratcoski, and Mr. Patton. (Exhibit D-3) The Revenue Allocation Committee has recommended that this plan be brought to SPC.

Following lengthy discussion, it was MSC (Jay, Soto) to move the plan to action today. It was then MSC (Jay, Wallenius) to approve the plan with one minor change: Page 4, item 5, first sentence will now read, "The reductions made in **any** budget year to meet the state budget crisis are to be restored in reverse order as submitted and accepted by SPC, unless the applicable planning council chooses to re-prioritize."

4. Budget Development – Recommended Plan of Action

Jerry Patton presented the recommended plan of action in developing the budget for the 2004-05 and 2005-06 budget years. (Exhibits D-4a and b) It was Mr. Patton suggestion that the Revenue Allocation Committee be expanded to include two members from each of the planning councils. Steve Spear noted that it would be important to keep the balance of members from the constituent groups if Mr. Patton's suggestion is followed. Bonnie Dowd suggested that SPC create a task force consisting of RAC members and two members from each council to work on this two-year phase. It was agreed that it be called the "Fiscal Stability Task Force." Rocco Versaci stated that the planning councils should start discussing it now. This item will appear on the agenda for the May 18 SPC meeting, which will be the last SPC meeting of this fiscal year. The actions need to be implemented July 1, 2005.

E. Reports of Planning Councils

Each of the councils presented its preliminary budget priorities for 2004-05.

1. Administrative Services Planning Council

Jerry Patton presented the ASPC's FY 2004-05 Budget Priority Requests as indicated on Exhibit E-1.

2. Human Resource Services Planning Council

Jack Miyamoto presented the HRSPC's FY 2004-05 Budget Priority Requests as indicated on Exhibit E-2.

3. Instructional Planning Council

Berta Cuaron presented the IPC's FY 2004-05 Budget Priority Requests as indicated on Exhibit E-3.

4. Student Service Planning Council

Joe Madrigal presented the SSPC's FY 2004-05 Budget Priority Requests as indicated on Exhibit E-4.

5. Strategic Planning Council

Dr. Amador stated that SPC covers her operations and, although large cuts were made last year, she is making no requests for restoration for FY 2004-05 in any of the budget areas under her purview, which include Advancement, Marketing, Public Information Office, Institutional Research and Planning, and the President's Office.

However, because we approved the Learning Outcomes Initiative, Dr. Amador asked the group to review the budget proposal for the Learning Outcomes Initiative, which had been estimated previously at \$85,000 (Exhibit E-5 – white paper). Given the budget situation, Dr. Amador suggested that we consider a slight alternative, which she discussed with the VPs yesterday as something to consider as a proposal. Dr. Amador then distributed a suggested revision to the original budget proposal that was worked out by the task force (Exhibit E-5 – goldenrod). She asked the group to consider reducing the faculty coordination time to .8 and then configure as appropriate. This does not mean taking out the co-chair at .5 as there needs to be some discussion among that group as to how they would like to allocate it. Because it is not only the \$18,000, which is the direct cost, but it is the back-fill cost that makes it

expensive. When you have a full-time person, you are paying them for full time, and then you have to add for back-fill for their job, so it is actually a dual cost. Keeping the research analyst position is important because this will be an entirely new task. Keeping the office support and travel budgets due to the need for people to be trained on learning outcomes and expand that knowledge that needs to be done. She suggested not identifying a new computer but utilizing one already on campus. All of these revisions could reduce the budget down to a possible \$63,000. This is clearly a new initiative. We are going to have to get this money from something else. Dr. Amador reminded the group that this is an accreditation issue. By April, 2005, the Accrediting Commission needs a progress report on all of our five recommendations. The major recommendation was on student learning outcomes. We have been able to address the other administratively. Student learning outcomes is a major institutional undertaking. She suggested that the group get started in the fall. The self-study should be written 1½ years before the next accreditation visit in 2009, which would be January, 2007. You are going to need some performance, which means you are going to need to have planned, set up your benchmarks on learning and have gone through all the processes to set that up. Then, it must be in some kind of an implementation mode so that you can make some adjustments. The Accrediting Commission is going to be looking at more than what you have set up. They will want to see what you have done based on what you have learned about what has gone on with student learning outcomes and institutional effectiveness. Dr. Amador emphasized that this is still a very important issue. Ms. Cuaron's office is picking this up as another function administratively and to seriously consider not having as much reassigned time. Dr. Amador had considered removing the research piece, but she is very concerned about that because that is the main component they will look at to see whether or not you have done it. Michelle Barton's operation is already short one research analyst. Dr. Amador emphasized that this is not a "done deal." She stated that she is talking about reality – you are either going to have to get money from other sources to do this or lower the cost to get it started. We were only going to do it for one year anyway. Maybe the second year it could be increased, depending upon what happens.

Steve Spear asked if, once this gets started in the fall, the five coordinators would get together with PFF and describe their actual work load and work out the details. Dr. Amador responded affirmatively, stating that we are fully cognizant that anything agreed to needs to be in consultation with PFF. This is not a negotiation session, but although she originally put out the proposed budget at 1.3 FTE, she is now suggesting we had better roll it back a little bit in terms of the cost issues involved.

Jerry Patton stated that this is really critical as those who have served on accreditation teams know. If we do the \$63,000, it could be done without increasing the budget. Dr. Amador again reiterated that we must get this started as the worst thing that could happen to this institution would be to say, "we don't have any money" when we've gone through the process of knowing how important it is.

Dr. Amador again reminded the group that she is not asking for restoration of funds for any of the areas under her purview. However, she urged group to consider reducing the FTEs for this student learning outcomes initiative and utilizing an available computer on campus, thus lowering the total cost for the initiative to \$63,000 (Exhibit E-5 – goldenrod paper). Proposing this slight modification would help prevent cuts in other areas. When funds become available, we will have to fund it as a first priority.

Bonnie Dowd expressed concern that the announcement requesting volunteers had gone out to the faculty with the previously stated FTEs. She stated that she felt action needed to be taken today on this matter. There has been a great deal of dialogue on the matter in Faculty Senate. There was concern as to where the money was coming from. There was criticism that there would be so many reassigned positions, which would have a negative effect on the 50% rule. The faculty members are uncomfortable that there are non-faculty members who have or are afraid of losing positions. The Senate also has questioned whether or not this could have been accomplished some other way.

Dr. Amador stated that a lot of time was spent discussing this in the smaller work group as the initial proposal was put together. She stated that in the ideal world, this initiative could be done without reassigned time; however, she is a realist. There was a lot of discussion about how much work. Some of the faculty members wanted it to be higher. By removing the senior office specialist, the group would not have any clerical support. Dr. Amador stated that she could live with any configuration, but we cannot live without the Learning Outcomes Initiative. In the first year, it will take people who feel strongly about this and want to be a part of making that kind of institutional change.

Barb Kelber stated that the faculty is working at this time, hoping for a contract, and that this will be, for some faculty members, quite a bit of work to do. For all faculty members, there will be some work to do

in terms of codifying, creating benchmarks, and talking about what they do. Because their primary job is teaching students, this is critical. She stated we absolutely cannot back away from it, we have to face it head-on, and we have to own it. They are all committed to that.

Dr. Kelber expressed that as co-chair of the task force, she was dismayed about the way this changed budget proposal came to SPC's attention. She pointed out that, at the beginning of the meeting, the Council voted unanimously, with no discussion, to approve the Learning Outcomes Initiative, but they did so with another budget proposal in mind, one in which the 1.3 FTE reassigned time was in place.

Dr. Kelber stated that her name appears with Dr. Amador's on documents relating to the initiative, and they worked together refining some of the ideas. She wondered if she should have been consulted and maybe everybody could scratch out her name from "submitted by," because there had been no discussion about changing this proposal because it seems like it has everything to do with the role of faculty. Dr. Kelber stated that if we are going to reconfigure and it comes down without consultation with the person who was partnered with Dr. Amador on that task force, she suggested it be reconsidered entirely. Perhaps there is another way to approach this, such as looking at reassigned time. PFF has not considered it yet, and she feels very uncomfortable with the way this came down.

Dr. Amador responded that the group had voted on the structure and the governance. They had not voted on the budget. She stated that she is perfectly willing to stick with the \$85,000, but we are going to have to take it from something; and she was trying to mitigate that.

Dr. Kelber stated that the Senate was concerned that \$85,000 is too much. This is an issue they have to address. We do not know at this point who will take the helm as Dr. Amador won't be here next year. Perhaps the faculty will hear an appeal from the Senate that this must be considered from the ground up, because from the top down, it has come down a different way.

Dr. Amador reiterated that SPC had agreed on the structure. The structure of the group and how it fits in governance is a very different issue than budget.

Dr. Kelber stated that implied in that structure is the idea of five faculty members, whose names and letters to be considered for these positions have already been submitted. She said these are real people with real schedules and real concerns. Dr. Kelber reiterated that their concern is that this is too costly. Maybe they can do their work a different way. As far as the faculty is concerned, own it even better than they would this way.

Michelle Barton asked if Dr. Kelber meant by "from the ground up," all the work that the task force went through. Dr. Kelber responded that she had tried diligently to represent the task force. She feels there should be more consultation, because given the budget, she is not sure they can go at this another way.

Bonnie Dowd is concerned that because school will soon be out, do we need to let people know that what they have applied for may be less than they thought. She feels that is a detail that must be finalized today.

Dr. Amador recommended that, at this point, we leave the reassigned time as it is and look at how we accomplish the travel and support outside of that. She stated that she also hears what Dr. Kelber is saying about consultation. The proposed revision was done yesterday afternoon when Dr. Amador saw for the first time what was coming forward regarding the budget and wondering how we are going to come up with something. She stated that she is not married to this, because she does feel that to get this started, it is deserving of the reassigned time to take the leadership. When we put this together, we said for one year, because she did not feel it needed to continue with this much reassigned time in the future. It was the initial structure to get everyone moving forward for a year, and then we would reassess it.

Steve Spear noted that in terms of the money aspect, if you change .8 to .9, that would cover through the first semester. Since it is going to be reevaluated at the end of the year, decisions could be made at that time.

Following lengthy discussion, it was agreed that, for the fall 2004 semester, release time will be as stated in the original proposal (Exhibit E-5 – white paper). The spring semester release time is still under discussion.

F. Reports of Constituencies

1. Administrative Association – There was no report.
2. Associated Student Government

Amador Soto thanked everyone for making this a better college. He stated that he has learned a lot while serving as ASG president.

3. Confidential/Supervisory Team – There was no report.
4. CCE/AFT – There was no report.
5. Faculty Senate

Steve Spear reported that next week, the newly elected Senators will be seated and new officers elected. The new Academic Technology Coordinator is Bonnie Dowd, and the new Professional Development Coordinator is Lori Waite. The Faculty Appreciation Tea will be held Thursday, May 6. Teresa Laughlin will be serving another term as Curriculum Co-Chair. The Senate has completed the administrator evaluations.

6. PFF/AFT – There was no report.

G. Pending Items – There were none.**H. Other Items**

On May 18, members were advised to plan for a long meeting as budget priorities, evaluations, faculty priorities, and the Annual Implementation Plan will be discussed.

I. Adjournment

There being no further business, the meeting was adjourned at 4:20 p.m.



Learning Outcomes Initiative

The Task Force members believe the learning outcomes initiative proposal provides the first year direction for Palomar College's institutional effort to assess student learning outcomes and promote student learning and success.

The proposed governance structure and budget to support the learning outcomes initiative represents the work of the Student Learning Outcomes Task Force. The task force was created by the Strategic Planning Council to address the 2003-2004 Annual Implementation Plan Objective:

Develop processes for measuring student learning outcomes and integrate into a formal method of review of academic programs and certificates the creation and evaluation of student learning outcomes on a course, program, and degree/certificate level (ACC).

This objective was a recommendation by the Accrediting Commission. Palomar must provide to the Commission by April, 2005, a progress report on the recommendation.

Attachments: Governance Structure Group Request
Governance Organizational Charts (2)
Learning Outcomes Initiative Budget Proposal



GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Barbara Kelber/Sherrill Amador					Date 2-25-04, 4-6-04				
Proposed Name of Requested Group Learning Outcomes Council; Coordinating Committee									
x	Council	x	Committee <small>of Council</small>		Subcommittee		Task Force		
Action Requested:			x	Add		Delete		Change	
ROLE, PRODUCTS, REPORTING RELATIONSHIPS: The Learning Outcomes Council, guided by the Coordinating Committee as the core working group, will develop a college-wide system for the assessment of learning, consistent with the Principles of Assessment. The Council's role and function will be refined and modified as the institutional initiative for the assessment of learning develops. The Learning Outcomes Council has the responsibility for performing the following duties as well as identifying additional tasks which will enhance and improve student learning and success. DUTIES: <ol style="list-style-type: none"> 1. Create ongoing dialogue and encourage engagement of faculty and staff in the assessment of student learning. 2. Develop and implement systems for identifying learning outcomes at the course, program, and institutional level. 3. Develop and implement assessment processes. 4. Establish and implement a process for the collection, analysis, and distribution of assessment data. 5. Based on evidence and feedback, implement plans and strategies for improvement in student learning. 6. Based on evidence and feedback, engage in ongoing review and revision of the institutional processes for assessment. 7. Develop and implement institutional celebrations of learning successes. PRODUCTS: Design and provide feedback to: <ul style="list-style-type: none"> • students about their own learning progress • faculty, discipline/departments, and programs • planning councils • the community REPORTING RELATIONSHIPS: In accordance with Palomar's BP 2510, the Governing Board relies primarily upon the advice and judgment of the Faculty Senate on Academic and Professional Matters. Therefore, any action regarding instructional learning outcomes are under the exclusive purview of the department faculty and the Faculty Senate and requires the approval of the Faculty Senate for ratification prior to approval by the Vice President for Instruction and the Superintendent/President to the Governing Board.									
Meeting Schedule: Council: First Thursday, 2-3:30 p.m.; Coordinating Committee: 3 rd , 4 th Thursday, 2-3:30 p.m.									
Co-Chairs: Vice President, Instruction and Faculty Senate Representative									
Members: <ul style="list-style-type: none"> • Seven Faculty Members representing divisions appointed by Faculty Senate • Five Faculty coordinators* to include <ul style="list-style-type: none"> < Faculty Senate Member < Curriculum Committee representative < Co-Chair appointed by Faculty Senate • Two Part-Time Faculty Members, one vocational, one academic • Faculty Professional Development representative 									

- Faculty Institutional Review representative*
- President
- Vice President for Instruction/Co-chair*
- Vice President for Student Services*
- One Instructional Dean
- Student Services Dean
- Director of Institutional Research and Planning*
- One Confidential and Supervisory Team Member appointed by CAST
- One Administrative Association Member appointed by Administrative Association
- One Classified Unit Employee appointed by CCE/AFT
- Supervisor, Evaluations and Records

* Members of the Coordinating Committee

Reviewed by Strategic Planning Council:

Comments:

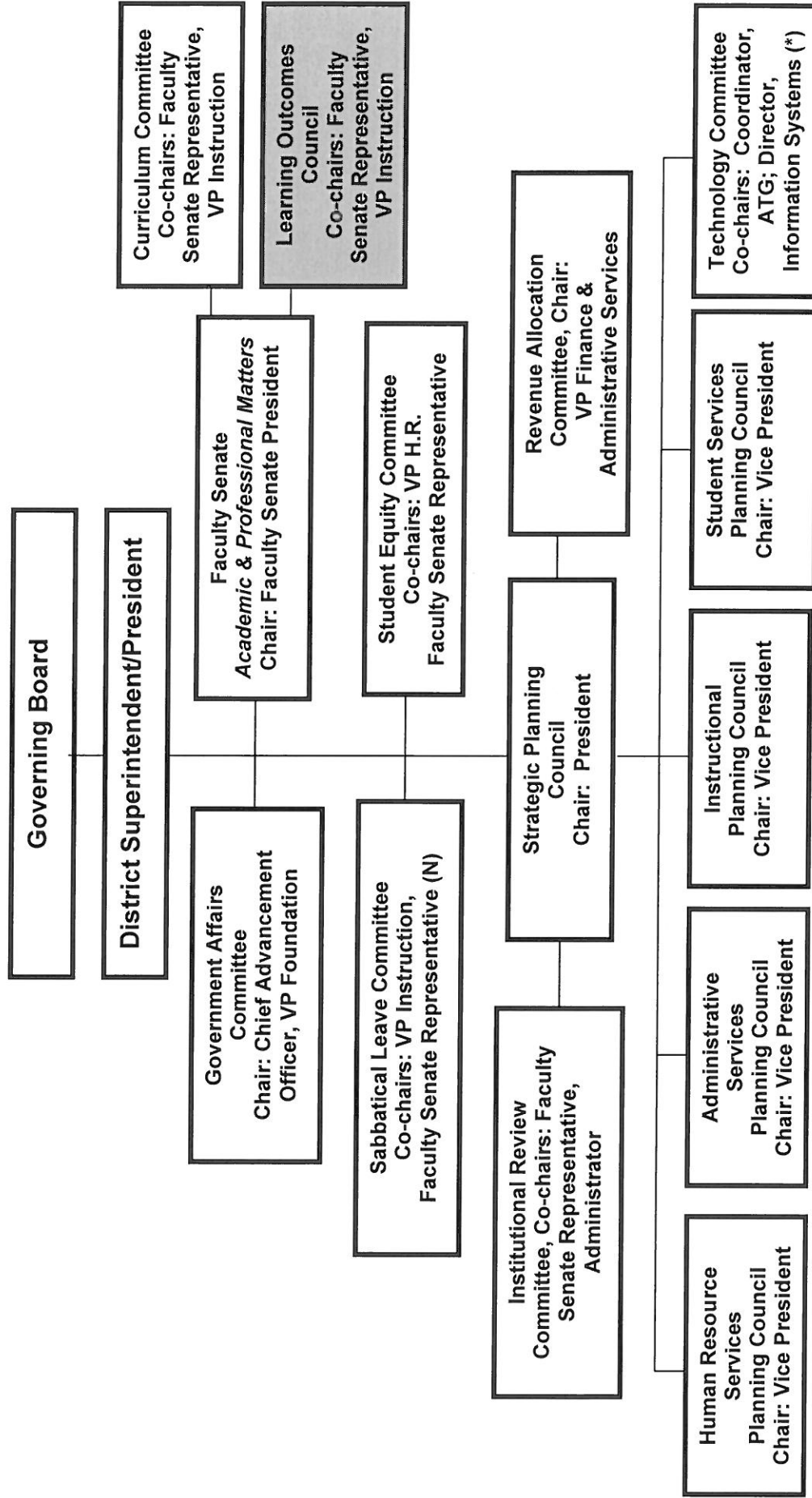
Addition to Reporting Relationship made 4-6-04

4-6-04 First Reading

_____ Approved/Denied

Palomar College Governance Structure 2003-04

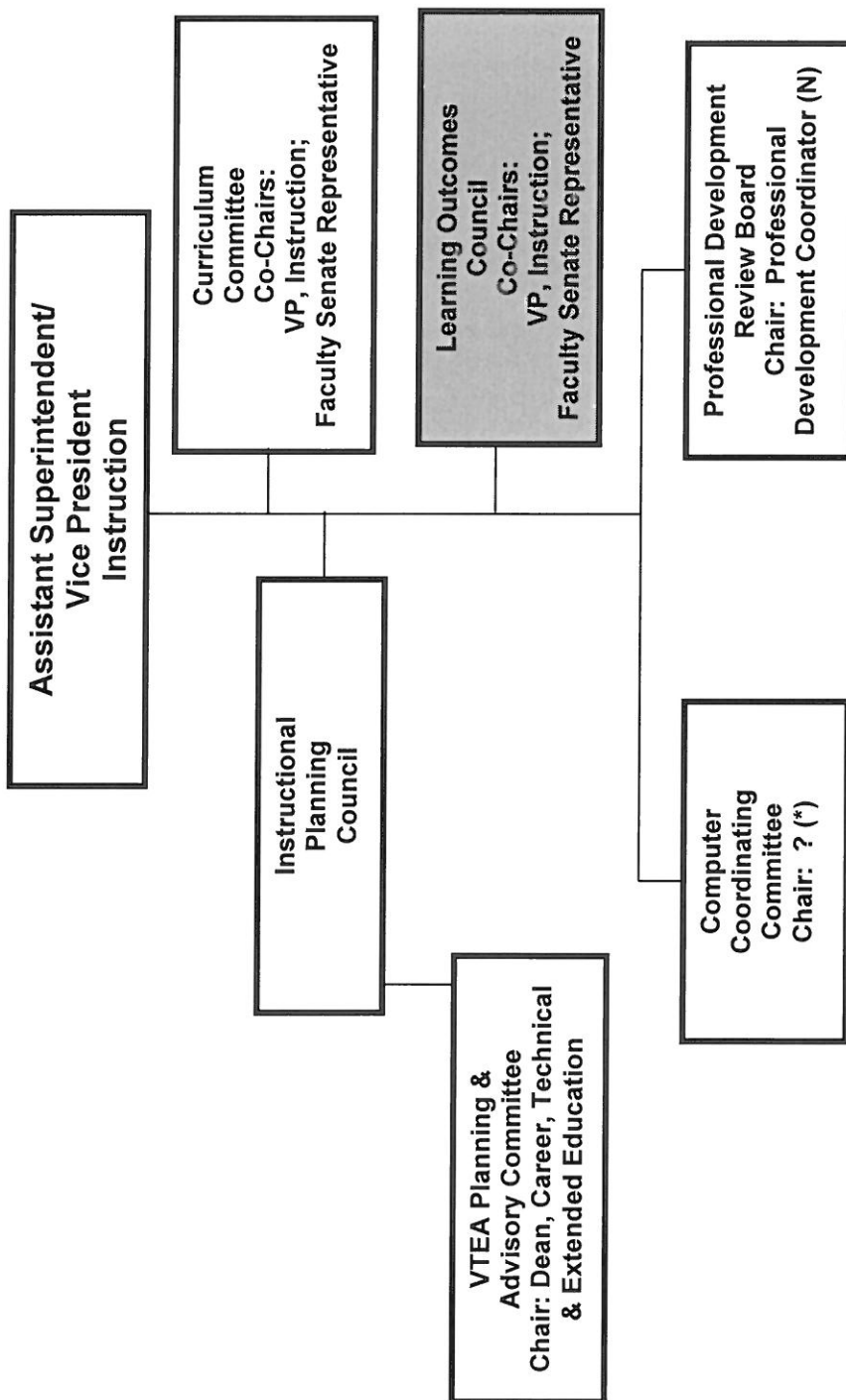
Proposed Change



* = Not reviewed by SPC N = Pending PFF negotiations

Proposed Change

Instruction Governance Structure 2003-04



Committees/Council Chaired by Vice President, unless noted
 * = Not reviewed by SPC
 N = Pending PFF negotiations

**Learning Outcomes Initiative
Budget Proposal
2004-2005**

Faculty Coordinators (5), one year assignment, 1.3 FTE	\$35,000
.50 Co-Chair	
.20 Coordinators (4)	
(Actual cost estimate \$145,000)	
Institutional Research Analyst, 1 FTE, Range 53	30,050
Start date January, 2005	
Sr. Office Specialist, .45 FTE, Range 14	11,450
Start date September, 2004	
Supply/Travel Budget	3,500
Computer set-up	2,500
Office Space to be identified	?
Estimated Cost	\$85,000

AP 6536

Equipment Replacement Procedure – replacing capital equipment at Palomar College

1. In general, capital equipment replacement will be consistent with the District financial depreciation schedule. Replacement of technology equipment will be on a three (3) year cycle and other equipment will be on an eight (8) year cycle. *Note - this procedure does not apply to equipment donated to the College or purchased with Categorical funds.*
2. Final decisions on equipment replacement under this procedure will be based upon considerations of eligibility, priority and critical needs.
 - a. Replacement decisions will reflect the critical need for equipment to maintain College operation.
 - b. Eligibility for initial consideration will be given in order of priority to:
 - i. Equipment that is no longer functional (inventoried);
 - ii. Equipment that is three (3) or eight (8) years old, respectively (inventoried);
 - c. Replacement priority will be given in the following order:
 - i. Equipment necessary for health/safety or in the management of institutional risk.
 - ii. Equipment used in instruction.
 - iii. Equipment used in administrative and academic support.
3. Process
 - a. There will be a non-prioritized assignment of capital equipment replacement funds as follows:
 - i. President's Office
 - ii. Instruction
 - iii. Student Services
 - iv. Finance & Administrative Services
 - v. Human Resources Services
 - b. Administrators in conjunction with Planning Councils will be assigned initial responsibility to identify equipment for replacement based upon the criteria of eligibility, priority and need as indicated above.
 - c. Recommendations are directed to the Strategic Planning Council through the appropriate Planning Council and Vice President. The Strategic Planning Council may seek additional information and clarification prior to approvals.
 - d. Strategic Planning Council may determine an appropriate retention of available replacement funds for emergency purposes.

Multi-Year Flexible Budgeting Work plan

Taskforce members: Bonnie Dowd, Martin Good, Becky McCluskey, Rick Kratcoski, Jerry Patton

Attachment: Annual Implementation Plan (AIP) Progress Report to SPC, November, 2003

Following the format for progress reports for AIPs, the information below outlines the subcommittee's work to-date.

Work plan

Background

As part of 2005 Strategic Plan, the Annual Implementation Plans for FY02-03 and FY03-04 has included a goal under Resource Management of exploring options for multi-year flexible budget planning. The assigned groups were Director of Fiscal Services and Revenue Allocation Committee (RAC). Because of the mid-year budget crisis of FY02-03 and the Governor's proposed budget cuts of \$530 million for FY03-04, the Revenue Allocation Committee postponed any work on this task during the FY02-03 fiscal year. And, considering the budget cuts in the FY03-04 legislative budget, plus the rumored cuts again in mid-year of FY03-04, RAC postponed any work on this Annual Implementation Plan (AIP) until October, 2003.

Definition of Terms in Work Plan

Unrestricted General Fund: that portion of the College's budget that is used to account for the ordinary operations of the College. These funds are available for any legally authorized purpose not specified for payment by other funds.

Budget: a collection of income and expense transactions for any unit, program, departmental, division, vice president or presidential area of operations.

Reserve for Carry-Over: a holding place for carryover funds until disbursed.

Assignments

Due to the nature of this goal, RAC formed a subcommittee to study the AIP. This committee has met several times this fall to develop a recommendation to RAC for consideration and final submittal to SPC.

Goals

The subcommittee developed these goals: 1) maintain and sustain the financial stability and integrity of the college; 2) carry-over process must be simple and easy to implement and maintain; 3) assure roll-over accumulated funds will remain available; 4) borrow from accumulation during a budget crisis with priority on replacement when crisis is resolved; 5) address inequities between departmental budgets.

Tasks

The subcommittee established these tasks: 1) determine what data would be required to develop a multi-year flexible budgeting plan; 2) what simulations, if any, would reveal the financial impact on ending fund balances and 3) develop a recommendation for multi-year flexible budget planning.

Timelines

The Annual Implementation Plan requires RAC to develop a plan by June, 2004. The subcommittee set the end of the semester to develop a draft recommendation to RAC. RAC will refine and submit a final recommendation to SPC in time for consideration for the tentative budget for FY04-05.

Progress

The subcommittee was advised that prior year's data would not produce any meaningful interpretation or results that would indicate whether to consider or not consider budget carry-overs and how much carry-over balances would be appropriate. The three primary areas discussed were:

- Any study of prior year's ending balances would be meaningless due to the express intent of all departments to expend all available funds prior to the purchasing cutoff each year. Prior year's unspent balances in supplies, operations and equipment would not necessarily correlate to future unspent balances.
- Any simulation of unexpended supplies, operations and equipment by either a flat amount or a percentage really was meaningless when trying to compare to prior year's unexpended balances because those prior year's unspent balances occurred under differing circumstances and are an unpredictable indicator.
- The amount of unexpended funds in the object codes for supplies, operations, and equipment is miniscule when compared to salaries and benefits. Unspent funds in prior years that have contributed to the financial health of the institution are primarily from salaries and benefits from unfilled positions.

The subcommittee also considered that departmental supplies, operations and equipment budgets were decreased twice since the early 1990's and were never restored except through augmentations from various sources outside of state appropriations. The FY03-04 budget cuts makes the third time these budget have been reduced since the early 1990s without a subsequent restoration. There is a very serious need to increase the funds available for these types of expenditures.

Recommendation

The subcommittee recommends the following process and procedures for multi-year flexible budgeting:

1. Carry-over recommendation: 75% of unexpended balances in supplies (4000 object code), operating expenses (5000 object code) and equipment (6000 object code) as of June 30 each year. However, each year, RAC will review the state apportionment and local revenue estimates to determine if there is a need to adjust the percentage. For instance in FY03-04 and FY04-05, the statewide budget crisis will preclude any percentage carryover and retention.
2. The release of carryover funds will not occur at least until the Governor's January Budget each year. Carryover funds will be held and identified in a reserve account until liquidated.
3. RAC recognizes that there are significant inequities between departments in the funding amount for supplies, operating expenses and equipment. SPC is requested to consider reallocation where appropriate as each planning council develops their action plans and budgets.
4. Should the budget crisis reach a level of fiscal instability that the District is threatened:
 - RAC will request that accumulated carryover funds be frozen.
 - The College may borrow from any accumulation to restore the fiscal stability of the District.
 - The District will repay any respective budget the amount of borrowed funds in the next fiscal year after recovery.
 - The College will attempt to prevent the reduction of force through the use of accumulated carryover funds.

- any
5. The reductions made in the ~~FY03-04~~ budget year to meet the state budget crisis are to be restored in reverse order as submitted and accepted by SPC, unless the applicable planning council chooses to re-prioritize.
- a. RAC will make recommendations to SPC after review of the estimated state and local revenue as to the total amount to be restored, the timeline of restoration, and the source of funding from which to make the restoration.
 - b. In the interest of financial stability, RAC may wait for any mid-year budget adjustments and for the Governor's May Revise before releasing funds for restoration.

Necessary Adjustments:	
Cuts yet to be Made	\$ 945,346 \$ -
Vacant Positions	\$ 1,658,731
	\$ 1,658,731

\$25M = \$ 642.313

52	3 Equalization (\$60M)	\$ 1,541,552	
53	See Cell M9	\$ 3,826,083	
54			
55	NOTE ON EXPENSE INCREASES		
56	1 Matrix	\$ 720,386	
57	2 PERS (12.10-12.42-1.87%)	\$ 324,955	
58	3 H&M	\$ 3,850	
59	4 Cola - 80%	\$ 989,138	
60	5 Escondido Center	\$ 175,000	
61	6 SERP	\$ 104,752	
62		\$ 2,344,141	

Palomar College

Budget Development – Recommended Plan of Action

FY04-05 and FY05-06

1. The attached budget estimate reflects the best estimate for ending fund balances for FY03-04 through FY05-06, with the Governor's January budget projections for community colleges with the exception of equalization which is projected at \$25M.
 - FY03-04 ending fund balances will end up around \$7.9 - \$8.2M due to cost reductions during the year (primarily vacant faculty/classified positions).
 - FY04-05 ending fund balances will end up around \$3.5M.
 - FY05-06 ending fund balances will end up around a negative \$500-700,000.
 - The problem is spending more than we receive.
2. To prevent a difficult correction in FY05-06, the budget will require a significant increase in revenues or a significant decrease in expenditures for the College over the next two years. A significant increase in revenues is most likely not to happen given the state's economy, leaving the expenditure side of the budget at risk.
3. The college must develop a strategy and plan of action that has its genesis by its employees through the current governance structure. To be successful and have acceptance by all employee groups, employees need to have ownership of such a plan.
4. Recommendation: Add two members from each Planning Council to Resource Allocation Committee and let RAC begin deliberations immediately to develop a plan before October 30, 2004 to recommend to SPC, the President, and the Governing Board for a two-year phase in to be accomplished prior to June 30, 2006.

5-4-04 jp

Palomar College
 Administrative Services Planning Council
 FY04-05 Budget Requests

Department	Description	Length	Type	Supplies	Operating Expenses	Equipment	Other	TOTAL
Info Svcs	Nextel 2-Way Phones	OG	R		\$ 5,600			\$ 5,600
Payroll	Supplies/Check Folding & Stuffing	OG	R	\$ 3,000		\$ 630		\$ 3,630
Payroll	Classified Overtime	OG	R				\$ 3,000	\$ 3,000
Payroll	Student Salaries	OG	R				\$ 10,000	\$ 10,000
TOTAL GENERAL FUND RESTORATION				\$ 3,000	\$ 5,600	\$ 630	\$ 13,000	\$ 22,230
Facilities	Replace 3 Electric Carts	1	A			\$ 24,000		\$ 24,000
Facilities	Replace 10 Emergency Radios	1	A			\$ 9,000		\$ 9,000
Info Svcs	Hardware/software - PS Ver 8	OG	A		\$ 37,580			\$ 37,580
Facilities	Replace 1 Service Dump Truck	1	A			\$ 41,000		\$ 41,000
Info Svcs	Hardware Mtnce - PS Ver 8 Serv	OG	N		\$ 5,000			\$ 5,000
Facilities	Replace 1 Floor Scrubber/Cleaner	1	A			\$ 5,000		\$ 5,000
Facilities	Replace 1 Pickup	1	A			\$ 20,000		\$ 20,000
Facilities	AIP #17 Safety Improvements	OG/1	A				\$ 55,000	\$ 55,000
Facilities	Replace 1 Lawn Riding Mower	1	A			\$ 20,000		\$ 20,000
Facilities	Replace 1 Lawn Sweeper Vacuum	1	A			\$ 30,200		\$ 30,200
Cps Police	Replace 1 Electric Cart	1	A			\$ 4,200		\$ 4,200
Fiscal Svcs	Automated Parking Permits	1	A	\$ 5,000		\$ 10,000		\$ 15,000
Fiscal Svcs	PS8 Financials Upgrade	1	N			\$ 100,000		\$ 100,000
Cps Police	Restore part of \$200K cut	1	R				\$ 94,587	\$ 94,587
Cps Police	Copy Machine	1	A			\$ 4,764		\$ 4,764
Fiscal Svcs	Document Imaging	1	A			\$ 50,000	\$ 5,000	\$ 55,000
Facilities	AIP #16 Parking Improvements	OG/1	A				\$ 250,000	\$ 250,000
Facilities	Replace 2 Fleet Vehicles	1	A			\$ 50,000		\$ 50,000
Info Svcs	Restore TTIP Funds	OG	A	\$ 34,800	\$ 95,950	\$ 6,000		\$ 136,750
Facilities	AIP #15 Facilities Improvements	OG/1	A				\$ 200,000	\$ 200,000
Fiscal Svcs	Folding/Stuff Envelopes	OG	N		\$ 5,000			\$ 5,000
Bus Svcs	No Request			\$ -	\$ -	\$ -	\$ -	\$ -
VP - FAS	No Request			\$ -	\$ -	\$ -	\$ -	\$ -
TOTALS				\$ 45,800	\$ 154,730	\$ 375,424	\$ 630,587	\$ 1,206,541

URGENT REQUESTS FOR STAFF REPLACEMENT

Facilities	Fill Frozen Vacancies (5)	OG	R				\$ 176,111.0	\$ 176,111
Fiscal Svcs	Cashier	OG	R				\$ 42,504	\$ 42,504
Fiscal Svcs	Cashier	OG	R				\$ 42,504	\$ 42,504
Fiscal Svcs	Budget Technician	OG	R				\$ 49,512	\$ 49,512

ASPC Totals/FY05 Bdgt Requests

HUMAN RESOURCE SERVICES PLANNING COUNCIL**2004-05 BUDGET PRIORITIES**

PRIORITY	DESCRIPTION	TOTAL
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1	Restore 2003-04 Budget Reductions (\$7,000 to 400010 Account) (\$15,000 to 500010 Account)	\$ 22,000
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2	Augment Staff Training Budget (Current Budget is \$36,000)	\$ 35,000
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***Vacant Employment Specialist position to remain unfilled.**

INSTRUCTIONAL PLANNING COUNCIL											
2004-05 Budget Priorities											
Approved April 28, 2004											
Priority	Description/Justification	AMB&CS	CT&EE	L&L	MNHS	S&BS	Library	All Instruction	Total		
1	Restore 2003-04 budget reductions in 4, 5, 600000s	\$ 37,405	\$ 41,530	\$ 8,495	\$ 21,500	\$ 43,000			\$ 151,930		
2	Augmentation due to compliance issues with student material fees, on-going expenses not currently budgeted, or new expenses	\$ 25,987	\$ 11,290	\$ -	\$ 3,000	\$ -	\$ 20,000		\$ 60,277		
3	*Classroom remodel (paint, flooring, window coverings) and furniture							\$ 20,000	\$ 20,000		
4	Classroom data projectors and replacement bulbs							\$ 25,000	\$ 25,000		
	Total	\$ 63,392	\$ 52,820	\$ 8,495	\$ 24,500	\$ 43,000	\$ 20,000	\$ 45,000	\$ 257,207		
	*Recommend an on-going budget line item from deferred maintenance to ensure classrooms are well maintained with new paint, flooring, etc., on a rotation basis to provide a clean environment that supports student learning.										
	IPC had an overall recommendation that the above requests only be funded if employee positions are not jeopardized.										

CONSIDERATIONS FOR BUDGET AUGMENTATIONS - FISCAL YEAR 2004 / 05
STUDENT SERVICES
UNRESTRICTED FUNDS

Area		Augmentation	Cost
1	Counseling Services	Career Center Advisor (.45 FTE – vacant)	\$17,507
11		Career Center - Classified Student Hourly	\$ 4,000
10		Reconfigure Counseling Services Supervisor	\$64,577
9		Outreach – PEERS	\$10,000
12		Counseling - Classified Student Hourly	\$32,212
8		PEERS Program	\$13,450
13	Financial Aid & Scholarships	Classified Student Hourly	\$ 2,800
4		Financial Aid Specialist (1.0 FTE -vacant)	\$41,566
5		Financial Aid Systems Module Functional Specialist (1.0 FTE – vacant)	\$58,220
7		4000 – 5000 – 6000 <i>(Has been addressed by BFAP funds)</i>	\$17,546
2	Enrollment Services	Administrative Secretary (1.0 FTE)	\$47,810
3		Staff Assistant (1.0 FTE)	\$55,273
6	Athletics	4000 – 5000 – 6000	<i>total for next yr</i> \$25,000
TOTAL			\$389,961

**Learning Outcomes Initiative
Budget Proposal
2004-2005**

Faculty Coordinators (5), one year assignment, 1.3 FTE .50 Co-Chair .20 Coordinators (4) (Actual cost estimate \$145,000)	\$35,000
Institutional Research Analyst, 1 FTE, Range 53 Start date January, 2005	30,050
Sr. Office Specialist, .45 FTE, Range 14 Start date September, 2004	11,450
Supply/Travel Budget	3,500
Computer set-up	2,500
Office Space to be identified	?
Estimated Cost	\$85,000

Reduced Cost Proposal
Learning Outcomes Initiative
Budget Proposal
2004-2005

Faculty Coordinators (5), one year assignment, 1.3 FTE	\$35,000
.50 Co-Chair	
.20 Coordinators (4) <i>- 8 configured as approp</i>	<i>18,000</i>
(Actual cost estimate \$145,000)	

Institutional Research Analyst, 1 FTE, Range 53	30,050
Start date January, 2005	

Sr. Office Specialist, .45 FTE, Range 14	11,450
Start date September, 2004	

Supply/Travel Budget	3,500
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Computer set-up <i>use avail on campus</i>	2,500
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Office Space to be identified	?
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Estimated Cost	\$85,000
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\$63,000

5/3/04 SA

3/04 SA