



## STRATEGIC PLANNING COUNCIL AGENDA

Date: May 17, 2005  
Starting Time: 2:00 p.m.  
Ending Time: 4:00 p.m.  
Place: SU-18

**CHAIR:** Deegan

**MEMBERS:** Akins, Barton, Bishop, Charas, Cuaron, Dimmick, Dowd, Frady, Gordon, Grasso, Halttunen, Ivey, Jay, Kelber, Kovrig, Laughlin, Madrigal, McCluskey, Miyamoto, Newmyer, Owens, Snow, Townsend-Merino, Versaci, Waite

**RECORDER:** Ashour

	Attachments	Time
<b>A. <u>MINUTES</u></b>		2 min.
1. Approve Minutes of May 3, 2005		
<b>B. <u>ACTION ITEMS/SECOND READING</u></b>		15 min.
1. Entrepreneurial Activities	Exhibit B1	
2. ASG Resolution	Exhibit B2	
3. Extend Completion of Strategic Plan 2005		
4. Learning Outcomes Council Governance Structure	Exhibit B4	
5. FSTF Final Report & Two Year Fiscal Plan	Exhibit B5	
<b>C. <u>ACTION ITEMS/FIRST READING</u></b>		5 min.
1. Team Life Governance Structure Form (Miyamoto)	Exhibit C1	
<b>D. <u>DISCUSSION/INFORMATION ITEMS</u></b>		60 min.
1. Budget Development		
2. May Revise Update		
3. Review Annual Implementation Plans	Exhibit D3	
4. Review Planning Councils Prioritized Lists		
<b>E. <u>REPORTS OF PLANNING COUNCILS</u></b>		20 min.
1. Administrative Services Planning Council – Joe Newmyer		
2. Human Resource Services Planning Council – Jack Miyamoto		
3. Instructional Planning Council – Berta Cuaron		
4. Student Services Planning Council – Joe Madrigal		
5. Resource Allocation Council – Bonnie Dowd		
<b>F. <u>REPORTS OF CONSTITUENCIES</u></b>		20 min.
1. Administrative Association – Ken Jay		
2. Associated Student Government – Paul Charas		
3. Confidential/Supervisory Team – Jenny Akins		
4. CCE/AFT – Becky McCluskey		
5. Faculty Senate – Katie Townsend-Merino		
6. PFF/AFT – Rocco Versaci/Julie Ivey		
<b>G. <u>OTHER ITEMS</u></b>		



**STRATEGIC PLANNING COUNCIL  
MEETING MINUTES  
May 17, 2005**

The regular meeting of the Palomar College Strategic Planning Council was held on Tuesday, May 17, 2005, in SU-18. The meeting was called to order at 2:00 p.m. by Mr. Robert P. Deegan.

**ROLL CALL**

Members Present: Akins, Barton, Bishop, Cuaron, Deegan, Dimmick, Dowd, Frady, Halttunen, Ivey, Jay, Kelber, Madrigal, McCluskey, Miyamoto, Newmyer, Stanley, Townsend-Merino, Versaci, Doran, Davis, Thompson  
Members Absent: Charas, Kovrig, Owens, Waite  
Recorder: Josie Silva

**A. MINUTES**

**1. Approve Minutes of May 3, 2005**

MSC (Dowd/Madrigal ) to approve the minutes of May 3, 2005

**B. ACTION ITEMS/SECOND READING**

**1. Entrepreneurial Activities** – MSC (Cuaron/Townsend-Merino)

At the request of the SPC, Mr. Joe Newmyer reported that the committee (consisting of Becky McCluskey, Ken Jay, and Joe Newmyer) attempted to refine the document, *Entrepreneurial Activities*. **(Exhibit B1)** Discussion ensued. Many of the committee members felt that the language in the document was very ambiguous. After a lengthy discussion, it was decided to study this issue further.

Action postponed until the Fall semester.

**2. ASG Resolution**

Mr. Bruce Bishop gave an update of the circumstances surrounding the requested changes of BP 470. **(Exhibit B2)**

After a lengthy discussion, it was decided to set aside \$35,000.00 for co-curricular activities to be monitored by Instructional Services. Mr. Bishop suggested the establishment of another procedure referring to student activity funding and co-curricular activities.

MSC (Bonnie Dowd/Newmyer) to revise B.P. 470 as follows:

***B.P. 470***

***Athletic Funding***

***The District assumes financial responsibility for the athletic program.***

As part of Dr. Dowd's motion, she stipulated that in accepting this board policy, it comes with the provision that there be a procedure that corresponds to this board policy to make sure the appropriate funding is maintained. Dr. Dowd also suggested that SPC identify the appropriate group to look at the procedure and bring it back to SPC in the fall.

The Vote was unanimous to approve BP 470 as suggested above with the stipulation.

**3. Extend Completion of Strategic Plan 2005**

MSC (Barton/Dowd) to extend the completion date of Strategic Plan 2005 to December 31, 2005. The vote was unanimous.

**4. Learning Outcomes Council Governance Structure Group Request Revision**

MSC (Cuaron/Newmyer) to approve the Learning Outcomes Council Governance Structure Group Request revision as submitted (**Exhibit B4**)

**5. FSTF Final Report & Two Year Fiscal Plan**

MSC (Dowd/Newmyer)

FSTF Final Report/Two Year Fiscal Plan was approved as submitted (**Exhibit B-5**), with the following change:

page 4, #2, ...to ensure attainment of strategic goals identified in the College's strategic plan.

**C. ACTION ITEMS/FIRST READING****1. Team Life Governance Structure Form(Miyamoto)**

A governance group request form was submitted at the request of Jo Anne Giese and Kelley Hudson Mac-Isaac replacing the Wellness Committee with the TEAM LIFE Committee. (**Exhibit C1**) Members were asked to take this request to their constituent group for discussion. It was suggested to keep the reporting relationship with the Planning Council that would fund this group. One change: Members: PE/Athletics is incorrect, it should be noted as PE only. This item will return for second reading in the fall.

**D. DISCUSSION/INFORMATION ITEMS****1. May Revise Update**

Mr. Joe Newmyer distributed the preliminary May revise that was sent out by the Community College League of California. He summarized the data in each budget line. A brief discussion followed.

**2. Budget Development**

Mr. Joe Newmyer presented the 2005-06 Preliminary Budget report. He made projections regarding equalization, salary increases, shortfall in property tax, funding for additional faculty, etc. The issue of the one million dollar deficit was discussed with possible recommended solutions being discussed for the following year. Mr. Newmyer distributed a spreadsheet detailing General Fund Unrestricted and Designated Fund Balance, projected end balance, and 05-06 capital outlay requests. A lengthy discussion ensued with many of the members expressing their concerns.

MSC: Dowd/Bean to approve the preliminary budget as presented for the 05-06 Instructional Services, set at 3.5 million other than the 4.3 million requested. Any changes to the budget other than salary related, will require a special meeting of SPC to deal with the budget changes. The vote was unanimous.

**3. Review Annual Implementation Plans**

Copies of the Annual Implementation Plan were distributed (Exhibit D-3). Ms. Michelle Barton reminded everyone of the definition of the terms for evaluating the AIP: "completed" means the objective is done; "in progress" means we didn't quite finish it; "continuous process" means that the work has been done to structure it – the objective is organized, but more work needs to be done to complete it. Discussion ensued on each goal and progress was notated. (**Exhibit D-3**)

Ms. Barton asked that each planning council set aside one full meeting to Strategic Planning to aid in updating the Strategic Plan by the end of the year.

**4. Review Planning Councils Prioritized Lists**

Agenda item postponed.

**E. REPORTS OF PLANNING COUNCILS****1. Administrative Services Planning Council**

Mr. Newmyer summarized the General Fund Unrestricted and Designated Fund Balances for year ending June 30, 2004. Mr. Newmyer also briefed the committee on 05-06 Capital Outlay Requests that are being funded.

**2. Human Resource Services Planning Council**

Dr. Jack Miyamoto reported that HRSPC met with the Wellness Team representatives to discuss their request. HRSPC also prioritized their budget items.

**3. Instructional Planning Council**

IPC met to prioritize their budget augmentation.

**4. Student Services Planning Council – no report****5. Resource Allocation Council – no report****F. REPORTS OF CONSTITUENCIES****1. Administrative Association**

Norma Bean reported that new officers will be seated July 1. Tom Plotts, President; Calvin One Deer Gavin, Vice President; Nancy Horio, Secretary/Treasurer; John Woods, Educational Administrator Rep; Kelley Hudson MacIsaac, Classified rep. The Administrative Retreat will be held on June 4.

**2. Associated Student Government – Absent****3. Confidential/Supervisory Team**

Jenny Akins reported that the CAST Retreat will be held on May 25.

**4. CCE/AFT**

Becky McCluskey reported that CCE election results will be forthcoming.

**5. Faculty Senate**

Katie Townsend-Merino reported that Marilee Nebelsick-Tagg was elected Vice President of the Faculty Senate, and Bonnie Dowd remains the Secretary to the Faculty Senate. The new past-president designee is Brent Gowen. The new TERB Coordinator is Mary Ann Drinan.

**6. PFF/AFT – no report****G. ADJOURNMENT**

There being no remaining items the meeting was adjourned at 4:00 p.m.



## Entrepreneurial Activities

In October a request was made to the Strategic Planning Council (SPC) that cell towers be installed on campus and that the Facilities Department be provided the revenue from this installation. It was stated that this request was similar to some in the past that had resulted in the establishment of designated accounts and that the College should not be adding to that problem. The request was approved but SPC asked that a committee be established to study and make a recommendation involving special revenue that may be generated in entrepreneurial activities.

An ad hoc committee composed of Becky McCluskey, Martin Good, Ken Jay, and Joe Newmyer met to discuss this topic. The committee decided to distinguish between additional revenue that resulted from a staff member operating within the scope of the normal duties and additional revenue that resulted from some activity that is outside of the employees normal duties. For example, if the Wellness Center suddenly found a way to significantly increase the usage and the revenue collected, then a decision might be made to allow the purchase of additional equipment or to cover other costs. However beyond a certain point the increased revenue would become part of the General Fund.

"Entrepreneurial Revenues" are externally generated funds resulting from activities not normally associated with departmental or District functions. This would include funds generated by innovative use of facilities by external parties without impairing District use or detracting from the value of such facilities. Such externally generated funds shall not include contract/grant monies associated with instructional or student activities, activities in support of students, or traditional College fundraising.

Examples would include:

- Facilities department coordinating placement of Cell Phone towers at appropriate sites.
- ABC department coordinating a monthly "swap-meet" on campus.

The committee has attempted to design a procedure that would encourage but not provide excessive rewards for entrepreneurial activities. The following proposal attempts to incorporate that concept.

### The Proposal

- **One-time revenue – the initiating department would be allowed to keep all one-time revenue up to \$5,000 and 25% of any amount over \$5,000.**
- **On-going revenue – the initiating department would be allowed to keep all the on-going revenue up to \$5,000 per year and 10% of any amount in excess of \$5,000.**
- **Departments generating additional "entrepreneurial revenue" should not have their budget allocations reduced as a consequence.**

It is proposed that this be used on a trial basis for one or two years and that it be reviewed at that time to see if the dollar amount and percentages seem to be providing the intended incentive.

David  
- 07. 11 BP...

B-2

**BP 470**  
**Associated Student Government Budget (70-3084)**  
**Athletic Funding**

The following items were adopted for incorporation in the District Associated Student Government budget policies:

- A. ~~The District shall assume financial responsibility for the athletic program. Income received from athletic events shall be placed in a trust fund. These monies may be used to provide for those related athletic expenses which cannot legally be financed by the District. All surplus funds in the trust shall carry over to the following year.~~
- B. ~~Funding of publications (Telescope, Bravura), forensics, theatre arts, music, art, and dance, shall be from the Bookstore net profit. Such monies shall be specifically designated to the activities listed above and, thus, assure their continuing to function as a part of the total program of the Associated Student Government and the College. If the Bookstore income is greater than the budgeted activities, surplus monies shall go to the general fund of the Associated Student Government.~~
- C. ~~All other Associated Student Government expenses shall be funded by the profit from the Student Activity card and any other sources of income.~~
- D. ~~Where admission charges are made for activities such as dances and plays, those students holding a Student Activity Card shall be given a reduced price or admitted free. All athletic events shall be free to Palomar students. GB 4-13-71.~~

1 (i) - Mr L PCF-

by me 1 2 3 4 5 6

6th line





B-4

## GOVERNANCE STRUCTURE GROUP REQUEST

<b>Request submitted by</b> Barbara Kelber/Berta Cuaron				<b>Date</b> 2-25-04, 4-6-04, 5-4-04, <span style="color: red;">4-7-05</span> , <span style="color: blue;">5-17-05</span>			
<b>Proposed Name of Requested Group</b> Learning Outcomes Council; Coordinating Committee							
x	Council	x	Committee of Council		Subcommittee		Task Force
<b>Action Requested:</b>				Add	Delete	Change	

**ROLE, PRODUCTS, REPORTING RELATIONSHIPS:**

The Learning Outcomes Council, guided by the Coordinating Committee as the core working group, will ~~develop~~ facilitate the development of a college-wide ~~system for discussion of~~ the assessment of learning at Palomar College and will support departments and work areas as they develop their specific approaches to learning outcomes assessment cycles, 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:**

1. Create ongoing dialogue and encourage engagement of faculty and staff in the assessment of student learning.
2. ~~Develop and implement~~ Identify systems for ~~identifying/assessing~~ learning outcomes developed at the course, program, and institutional level.
3. ~~Develop and implement assessment processes.~~
4. ~~Establish and implement a process~~ Encourage and provide support for the collection, analysis, and distribution of assessment data.
5. ~~Based on evidence and feedback,~~ implements support 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~~ Increased awareness and involvement.
- ~~Conversation supported by reports to students about their own learning progress~~
- faculty, discipline/departments, and programs planning councils the campus community, Forums, the Council newsletter, website, and programs such as "Campus Explorations."
- Information gathered from departments and work groups, describing their approaches to the assessment of learning outcomes developed at the course, program, and institutional level.
- Preservation of a culture of support for teaching.

**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<sup>rd</sup>, 4<sup>th</sup> Thursday, 2-3:30 p.m.

**Co-Chairs:** Vice President, Instruction and Faculty Senate Representative

**Members:**

- Seven Faculty Members representing divisions appointed by Faculty Senate
- Five Faculty coordinators\* to include
  - < 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

5-4-04 Approved

5-4-5 Change Requested

## DRAFT

### *Final Report and Two-year Fiscal Plan for FY2004-05 and FY2005-06*

#### **Executive Summary**

Inherent to ensuring the fiscal stability of any organization is a need to reflect, anticipate, and address the expected and unexpected. To that end, the Strategic Planning Council requested that a Two-year Fiscal Plan be written with as its primary task the “right-sizing” of the District’s budgets such that expenditures equal revenues by June 30, 2006 while providing for a minimum of a 3% reserve on ending fund balances in the unrestricted general fund budget.

This plan represents a collaborative effort on the part of all campus constituencies and a culmination of the work conducted from May 2004 through April 2005 by the Fiscal Stability Task Force, co-chaired by Interim Vice President, Finance and Administrative Services, Joe Newmyer and Faculty Senate member, Dr. Bonnie Ann Dowd. It provides the internal background information and external forces, such as the new Accreditation Standards, and considers limited State funding that continues to impact the Palomar College District and its ability to maintain and sustain fiscal stability while ensuring that it effectively and efficiently utilizes resources. Resources are defined in this plan to include: human, physical, technological, and fiscal. Therefore, while compensation issues are negotiable and cannot be specifically addressed in this plan the concept of fair and equitable compensation for all faculty and staff could not be ignored in the analysis process and development of this plan.

The two-years addressed in the plan are FY2004-05 and FY2005-06. Due to the pressing needs at the time the task force was convened several immediate actions were taken to reduce deficit spending and make adjustments to the previously approved FY2004-05 budget. This plan identifies those actions, which were approved through the District’s normal governance process. The second year of the plan, FY2005-06, reflects a departure from the District’s long history of “rolling” budgets over from previous years. The plan includes a budgeting model worksheet that was developed during this year long effort to “build” budgets based upon an analysis and justification for requests as result of a comparison of actual expenditures versus budgeting practices.

There are many uncertainties such as: economic factors at the local and state level, State legislation, enrollment increases or decreases, successful passage of a district bond initiative or changes to community college funding formulas and other unforeseen events that cannot be determined in the preparation of this fiscal plan. However, every effort has been made to anticipate through analysis and self-examination, in a collaborative manner, with an interest in ensuring that Palomar College maintains fiscal stability regardless of those events beyond our control. It is recommended that the Revenue Allocation Council continues the efforts begun in this process and that an update of this

plan be developed in FY2005-06 that considers the financial condition of the District and the State of California to coincide with the conclusion of Strategic Plan 2008.

### **Introduction – Background Information**

Palomar College's Strategic Plan 2005 (SP2005) established five primary goals based upon specific planning assumptions derived from an internal and external scanning process. These five goals are driven by the vision, mission and values of the college as "a learning community committed to achieving student success and cultivating a love of learning."

Palomar College's strategic decision-making process is driven by SP2005 through a campus-wide constituency represented group on the Strategic Planning Council (SPC) and its four governance planning councils: Instructional Planning Council (IPC), Student Services Planning Council (SSPC), Administrative Services Planning Council (ASPC) and Human Resources Services Planning Council (HRSPC). In addition to these five councils, the Revenue Allocation Committee (RAC), also consisting of campus-wide constituency representatives, is responsible for overseeing budget and fiscal processes as well as, identifying, reviewing, and recommending resources available for allocation through the governance process. RAC reports directly to SPC.

In anticipation of the projected deficits for FY2004-05 and FY2005-06, SPC formed the Fiscal Stability Task Force (FSTF) in May 2004 consisting of RAC members plus members of the four governance planning councils. FSTF was tasked with "*right-sizing*" the budget and developing "*a two-year plan to balance the budget where expenditures equal revenues by the end of FY2005-06 and fund balances equal a minimum of a 3% reserve on June 30, 2006.*" In addition to addressing the above stated issues this Fiscal Plan attempts to address recent changes to the Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges (WASC) in particular with regard to the new *Standard III: Resources – "Human resource planning is integrated with institutional planning. The institution systematically assesses the effective use of human resources and uses the results of the evaluation as the basis for improvement."* Also, the plan attempts to address the many pressing needs of the college in addition to instructional and student services support by also addressing facilities, technology and administrative support service needs in particular.

One of SP2005's five goals is "*Resource Management: Utilize existing human, physical, technological, and fiscal resources efficiently and effectively and increase external funding.*" To that end, this plan recommends that RAC and SPC oversee a process of inclusive examination such that allocation decisions are made based upon the work of the FSTF that has been incorporated into this Two-year Fiscal Plan in conjunction with SP2005. In accordance with SPC's initial directive, FSTF and RAC have developed this Two-year Fiscal Plan beginning with FY2004-05 and ending with FY2005-06. However, it is recommended that RAC re-visit the plan in FY2005-06 such that another two year plan that considers the financial condition of the District and State of California at that



point in time is developed to coincide with the conclusion of Strategic Plan 2008, which will end June 30, 2008.

### **The role of the Revenue Allocation Committee (RAC) in the fiscal planning process**

RAC's role is to identify available resources whether continuation or one-time funds. It is also responsible for reviewing annual budgets to determine the fiscal stability of the district based upon available resources. RAC makes recommendations to SPC based upon its review of budget proposals. In accordance with the governance structure, the responsibility for developing a fiscal plan falls to RAC but it is approved by SPC. This fiscal plan is not intended to address ongoing routine operations, but rather to provide direction for reaching the stated goals and objectives identified in SP2005 with regard to resource management. The responsibility for ensuring that allocations are guided by the goals and objectives of SP2005 rests with SPC, which will oversee and access RAC's functions to ensure that there is a process of inclusive examination, with the College President, and the Governing Board ultimately responsible for fiscal and budget decision-making.

### **Fiscal Plan Vision/Mission Statement**

To ensure that fiscal resources are identified and appropriately allocated to utilize existing human, physical and technological resources efficiently and effectively while increasing external funding and maintaining the fiscal stability of the Palomar College District.

### **Fiscal Plan Values Statement**

The "*Ten Guiding Principles*" developed by FSTF represented the foundational framework used by its constituency representative members during their year-long work to achieve fiscal stability as directed by SPC. Because the underlying concepts of these guiding principles were developed collaboratively and demonstrate the committed efforts of all to the assigned tasks, they frame the following six axioms identified as the values for this Two-Year Fiscal Plan, which was developed by FSTF in collaboration with RAC and SPC.

The six axioms identified as the core values for this fiscal plan are listed without consideration to any priority order as follows:

1. Decisions which impact fiscal resources will be made based upon consideration of the comparable Gooder Colleges in relationship to each budget activity code. If other benchmark indicators have been determined as being more appropriate for use in a decision-making process that impacts fiscal resources, the use of such benchmark indicators must be justified to and approved by majority vote of RAC. RAC has the final authority for determining the appropriateness of using other benchmark indicators instead of the Gooder comparable colleges for any financial decision-making.

2. Explicit consideration of the vision, mission and values of the college will be reflected in the budget development process with resources identified and earmarked within appropriate budgets to ensure attainment of the strategic goals identified in SP2005. *conf SP*
3. The annual budgeting process will remain flexible while facilitating the setting of strategic priorities and providing for allocations of funds that are driven by student demand and other high priority areas identified in the strategic planning process such that benefits outweigh the associated costs.
4. Budgets and financial information will remain transparent and ensure trustworthiness by providing an objective 3rd party review process. For example, in the Instructional area, budget and financial information will come through the unit level to the Vice President for Instruction. It will then be brought to the Instructional Planning Council (IPC) for consideration and approval. IPC will then submit to Strategic Planning Council (SPC), with the final review which includes objective consideration of any budget reductions or increases completed by RAC. RAC will then make all recommendations to SPC for further action as the primary decision-maker.
5. By May 19, 2006, the Planning Councils will develop three year plans for an “ideal organizational structure” that strives to avoid layoffs and is achieved when opportunities present themselves through attrition and other vacancy opportunities. In addition, each of the Planning Councils will develop and report to SPC the processes they will use for addressing vacancy replacements or new position hiring. The processes developed will be used before proceeding with hiring of replacement or new positions.
6. SPC and the Governing Board will determine the appropriate level of service to be provided by the district by Planning Council area and determine an appropriate funding split between academic and support services in order to provide the level of service.

#### **Budgeting and Fiscal Forecasts' Assumptions:**

For purposes of this plan the meaning of the terms *forecast*, *fiscal* and *budget* should not be confused. *Forecast* is being used to mean an attempt to predict an outcome based upon available data and assumptions of events that might occur. The term *fiscal* is used to identify the financial reporting of actual revenue and expenditures in a given academic year. A *budget*, on the other hand, is a plan that calls for a series of actions that are expected to produce certain outcomes. Budgets are annual operating plans designed to control expenditures rather than an attempt to plan over a longer period of time. The emphasis is on controlling expenditures rather than planning.



In addition, because the college budget and its fiscal stability continues to be a primary concern of the institution particularly in light of the challenges facing the State of California that has resulted in inadequate, and in some cases, reductions in funding. The following internal (I) and external (E) budgeting assumptions have been identified in the development of this Fiscal Plan:

- This fiscal plan conforms to all currently accepted accounting and budgeting standards and regulations as defined by GASB (Governmental Accounting Standards Board) and by the District's external auditing firm. (E)
- The District will maintain a minimum of a 5% reserve in the unrestricted general fund budget to be calculated based upon an average budget projection of the annual fiscal year revenue and expenses for each of the FY2004-05 and FY2005-06. (I & E)
- The FSTF mid-year (December 2004) and final actions taken during the spring 2005 semester have been considered and incorporated into this two-year fiscal plan as a foundational framework in its development. (I)
- The Multi-year Flexible Budgeting Work Plan approved by Governing Board action in 2003 has been included in the budgeting model development process for FY2005-06. (Appendix I) (I)
- The budgeting model developed by FSTF, which represents a modified zero-based budgeting model, will be used to develop and allocate the FY2005-06 budget. This model incorporates a three-year variance analysis between actuals and budgets along with justification and prioritization of increases. (Appendix III) (I)
- Efforts will be made to maximize funding based upon capacity load ratio, ideal WSCH projections and other efficiency methods to achieve maximum growth funding. (I & E)
- FY2005-06 projected budget has been balanced without consideration of growth funds because of their associated uncertainty. This projection will be reviewed and updated in September for the Final Adopted Budget. Except for decisions resulting from the collective bargaining process, any growth funds received will be distributed by SPC based upon the recommendations of RAC upon attainment and identification of growth funding. (I & E)
- After the year-end closing the ending balance will be determined and all needs for one-time funds will be reviewed including an allocation to the Retiree Medical Fund. After consideration of all one-time needs and after a 5% reserve has been established and after considering the Multi-year Flexible Budgeting Work Plan, then the distribution of any remaining one-time funds will be made based upon the procedure accepted and approved by SPC in March 2005 to distribute the

funds proportionally as adjusted among the various planning councils with special consideration given to those activity codes that fall into a quartile with regard to the Gooder Colleges, or other agreed upon benchmark indicators, that are significantly below other activity code areas. (Appendix II) (I & E)

### **Definition/Explanation of Terms used in this Fiscal Plan**

FSTF has agreed upon fiscal and budget definitions/explanations of terms which helped to organize the process for writing this plan as follows:

**Apportionment:** Funds that are received for FTES that are generated at Palomar College. The funds are comprised of a combination of property tax, enrollment fees, and a State allocation. The total apportionment is computed by the State assuming a certain level of growth and including a projection for the property tax and enrollment fees that will be collected. If on a statewide basis the property tax and/or the enrollment fees do not meet the projection made by the Department of Finance, then a deficit will be applied to the apportionment for each district.

**Capacity load ratio:** This number is computed by comparing the total number of students that a classroom or laboratory could accommodate during the primary hours of a week with the number of students that actually use the classroom or laboratory during that same time frame. For example: If a classroom could hold 40 students for 50 hours per week then its capacity would be 40 times 50 which equals 2000. If the actual number of students utilizing that room for any given week was 1000 then the capacity load ratio would be 2000/1000 or exactly 2.00. As a percentage that would be 200%. That says that the capacity is 200% of the usage or load. A high percentage shows low usage while a low percentage shows a high usage. The percentage is computed separately for classrooms, laboratories, offices, and other miscellaneous types of rooms. If the ratio is too high then the State will indicate that the district will not qualify for capital outlay funding for that type of facility. In addition the operating costs for the District will be high if the ratio is too high.

**Continuation funds:** This term is used to distinguish between the expenditure for items that recur on an annual basis as compared to items that are strictly a one-time outlay of funds. Items that are identified as one-time outlay of funds can be used from identified ending balance funds and do not need to be limited to continuation funds. However, items that require an on-going commitment of funds cannot be paid for with ending fund balance unless continuation funds in subsequent budget years have been identified prior to making the expenditure. (Note: See One-time funds.)

**Deficit Financing:** This term is used in different ways but for our purposes it is defined as a budget that projects expenditures that exceed the revenue. This type of projection assumes the reserves will be reduced. The Palomar College budget for FY2005-06 will probably reflect deficit financing. However it is hoped that savings, especially through unanticipated vacancies, will reduce and perhaps eliminate any projected deficit.

**District-wide Reserve:** This is an amount of funds that are set aside to accommodate unexpected situations such as an unanticipated reduction in revenue or an emergency situation that requires extra expenditures. In this document it is proposed that the reserve be set at 5% of the average of the projected unrestricted General Fund revenue and expenditures.

**GASB (Governmental Accounting Standards Board):** GASB was organized in 1984 to establish standards of financial accounting and reporting for state and local government entities. The standards act as a guide for the generally accepted accounting procedure for preparation of financial reports and demonstrate financial accountability of publicly funded organizations to the general public and are the basis for investment, credit and many legislative and regulatory decisions (cited from <http://www.gasb.org/facts>).

**Gooder Colleges:** More than a dozen years ago, Palomar College established a list of comparable colleges that would be used for comparison purposes for items involving budgets, salaries, and other issues. This comparable colleges' list was compiled based upon a statewide study conducted and identified as the *Gooder Report*. Palomar College refers to these comparable colleges as the Gooder Colleges.

**Growth funds:** For each fiscal year a base number of credit and noncredit FTES is established. If the college exceeds those base numbers, then the college will qualify for additional funds which are called growth funds. The State Chancellor's Office determines the amount of growth funds for each district in California. If a district does not grow to the level determined by the Chancellor's Office, then those unused growth funds are distributed to districts that have excess growth.

**Multi-year Flexible Budgeting Work Plan:** Strategic Plan 2005 identified as one of its goals under Resource Management the exploration and development of a multi-year flexible budget plan that would provide for a carry-over process from one fiscal year to another while maintaining and sustaining the fiscal stability of the district. This work plan was adopted by the Board of Trustees in December 2003 (Appendix I) and has been incorporated into the budgeting model for building FY2005-06 budgets.

**One-time funds:** Unspent funds that remain after a fiscal year has ended are generally referred to as one-time funds. These are funds that would not be replicated in subsequent years. Districts would usually try not to use one-time funds for ongoing costs such as salaries of permanent staff. Ideally one-time funds would be used for one-time purposes such as capital outlay projects. (Note: See Continuation Funds.)

**Variance analysis:** During the FY2004-05 Palomar College reviewed the expenditure pattern over the last three years and compared it with the FY2004-05 budget. This comparison was done for several discretionary accounts on a department by department basis. This comparison was done because it was discovered that several individual accounts had significant unexpected ending balances. The variance analysis involved a proposal to reduce the individual budgets to the lower of the FY2004-05 budget or the maximum expenditure level of the last three years.

**WSCH (Weekly Student Contact Hours):** This term refers to a computation used for reporting purposes to the Chancellor's Office. For an individual instructor it would be computed by counting the number of students in the instructor's classes each hour for one week and adding all the numbers together. Thus if an instructor had an average class size of 35 for 15 hours in one week, then that instructor's WSCH would be 35 times 15 which equals 525. In the apportionment process WSCH always refers to the computation that takes place each semester during the census week. The census week is the week that occurs closest to 20% of the way through the semester. During the census week the WSCH for all instructors are combined and the total WSCH determines the amount of apportionment that will be received for courses that operate for the full semester.

### **Year One: FY2004-05 Deficit Reductions**

#### **Deficit reductions taken:**

1. Retiree Medical fund/restricted funds – the intent was to have all current categorical programs allocating for retiree health benefits by FY2005-06 and to ensure that all future grants be submitted with the costs listed in the grant application. It was further agreed that current categorical programs might require time to phase in the costs over the next two years but that every attempt would be made by each of the Vice Presidents to accomplish the intent of this action (July 13, 2004, FSTF motion).
2. Child Development Subsidy – because there was a sufficient ending balance, a recommendation was accepted to have the Child Development Fund provide a contribution to the District's General Fund equal to the FY2004-05 matching subsidy (July 13, 2004, FSTF motion).
3. Capital Outlay Budgets – it was agreed that 600010 accounts were to be reduced to bare essentials for Fund 11 Unrestricted and Designated budgets to reduce the overall deficits. Department/unit equipment or capital outlay purchases were requested to be made by transferring from 400010 and 500010 accounts (July 13, 2004, FSTF motion). \$100K in funds was identified for Instructional Equipment Emergencies in addition to \$211K to replace out of warranty servers and switches such that a total of only \$311K would remain in the Capital Outlay account with approximately \$528K going toward the current deficit reduction (July 27, 2004, FSTF motion). As a result of additional Block Grant funds, the \$100K identified for Instructional Equipment Emergencies was not required and went toward the current deficit reduction (August 12, 2004, FSTF motion). On August 24, 2004 a motion was passed that approved \$211,394 from Capital Outlay Budgets for the purchase of the out of warranty servers and switches with remaining balance used to off-set budget deficit.
4. Apprenticeship Program – it was reported that this designated fund projected a \$91,584 balance after revenues and expenses. It was recommended that this

ending fund balance be used to assist in offsetting the 2004-05 deficit (August 12, 2004, FSTF motion).

5. Other Designated Accounts – a recommendation was brought forward that three areas under the Administrative Services Division’s ending balances be used to off-set FY2004-05 deficit as follows: Follet Minimum Guarantee balance of \$135,000; BFAP (Board Financial Aid Program) which was over-funded by \$40,000 and Indirect Overhead which had a surplus after expenses of \$250,000 (August 12, 2004 FSTF) were shifted to reduce the budget deficit.

### **Over-Budgeting Exercise:**

After having taken immediate action with regard to the FY2004-05 deficit, it was determined that further steps were required. The district was surprised when the ending balance for FY2003-04 was significantly higher than had been projected. To make sure that a similar situation did not occur when the books were closed for FY2004-05, it was determined that a two-step process of reviewing budgets would be undertaken. The processing for “over-budgeting” that occurred in FY2003-04 and carried over into FY2004-05 when the budgets were rolled over was conducted in two phases.

Phase I included all levels identified and Phase II was done at the FSTF level.

**Phase I:** The amount of ‘over-budgeting’ must be identified.

First of all it is important to note that the budgets for permanent staff are established by computing the salaries and benefits and allocating the funds accordingly. The only ‘over-budgeting’ that occurs in these budgets is usually caused by vacancies which are hard to predict. However, the discretionary budgets usually follow a pattern and in most cases are easy to predict. FSTF had been provided a package that showed the actual expenditures for the prior three years and the current budget for each account in each department. If the 04-05 budget is higher than the actual expenditures of any of the three prior years, then it was likely that this account is ‘over-budgeted’. To address this, FSTF proposed the following:

A) We identified discretionary budgets as those in Object Codes: 1400, 2300, 2400, 4000, & 5000, Fund 11 Unrestricted.

B) We compared the 04-05 discretionary budgets with the actual expenditures in each of the last three years and determined that the 04-05 budgets should be reduced to the level of the maximum expenditure for any of the last three years.

C) We allowed each area to provide justification why special circumstances existed that indicated the budget established in B) was not feasible. This justification was reviewed and a final budget amount established.



**Phase II – How the funds identified in Phase I are allocated was and continued to be addressed by FSTF with the “Ten Guiding Principles” as the foundational basis for any re-allocation of budgets considered by FSTF.**

The allocation of funds identified in Phase I must be made either to:

- Reduce the current deficit financing
- Provide compensation increases through the collective bargaining process or
- Meet high priority needs throughout the campus as determined by FSTF/RAC.

It is also important to mention that Phase 2 is expected to continue well beyond the spring 2005 semester and may be partly out of the hands of FSTF. After the budgets in every department have been compared with the prior three years of actual expenditures, then the re-allocation process can begin at the VP, Dean, & Director level and based upon input from the Planning Councils utilizing last year’s prioritized list.

## **Year Two: FY2005-06**

### **FY2005-06 Budget Development process:**

This year’s budget development process is a departure from the “roll over” budget practice used in the past. Budgets are built based on spreadsheets provided by Fiscal Services that include FY2004-05 budget information and three years of actual expenditure information. The “actuals” are compared to determine the highest year of actual expenditures incurred over the three-year period. This amount is then compared to the adjusted FY2004-05 budget information (that is after completion of Phase I) to determine any variances between the two amounts. Variances are then explained and identified as one-time or permanent with justifications given for any budget increases.

### **Organizational structure, vacancy replacements and workload issues:**

By May 19, 2006, each Planning Council will have reviewed and developed processes for creating their three-year plan of an “ideal organizational” structure. The review is to include examination of workload issues including vacancy replacement and procedures for requesting filling of vacancy positions or new hiring before proceeding with either. The *ideal* organizational structure should include an examination of the current structure and what would be ideal based upon current and future trends such that layoffs are avoided but accommodations are made to attain the ideal structure when opportunities present themselves through attrition or other vacancies. As a learning organization, every attempt is to be made to re-train individuals if their current position is found to be obsolete or no longer necessary in the best interest of the college in its attainment of its defined mission and goals.

### **Enterprise Operations:**

RAC has identified this category as operations that are considered self-sustaining operations that must generate revenues sufficient to meet their required expenditures.

Examples are: Continuing Education courses through Worksite Development programs that are promoted in the *Venture* publication. It has been determined that Comet Copy is not an enterprise organization but an integral support operation for instructional and non-instructional programs. In addition, during the fall 2005 semester, RAC is to review the 27% indirect costs currently charged to Enterprise operations to determine whether or not this amount is accurate or if it can be reduced. Upon completion of this process, RAC is to make a recommendation to SPC as to the amount that should be used for indirect costs.

### **Education Centers:**

Instructional Planning Council (IPC) is being directed to begin a comprehensive review during the fall 2005 semester of the Education Centers such that they are effectively used to serve the student population and meet the mission and goals of the college. The review should also include an examination of the operational costs associated with each center and the development of an “ideal organizational structure” to ensure that costs are minimized and positions eliminated as opportunities present themselves that are no longer determined to be necessary or effective to the mission and goals of the college.

### **Contracts:**

RAC has been directed to develop by the end of the fall 2005 semester a procedure for reviewing consulting contracts. The procedure developed must be tied to compliance with outsourcing guidelines addressed in Ed Code. The developed procedure is then to be used prior to extending or entering into any consulting contracts regardless of the amount or time commitment of the contract.

### **Grants:**

This plan recommends that by the end of the fall 2005 semester RAC establish a procedure whereby all existing and proposed grants are brought to SPC and RAC for approval if they meet one of the two following criteria:

1. The provisions of the grant limit the college’s recovery of indirect costs to a percentage less than full cost recovery. Currently, it is estimated that full cost recovery would require indirect cost recovery of at least 27%. Or
2. The provisions of the grant require matching funds from the college.

Grants which meet either or both of the criteria above will be examined by RAC and SPC in terms of how they meet the mission and purpose of the college.

### **Risks to the Fiscal Plan:**

As with all plans, it is not possible to predict the future. However, it is possible to reflect upon what has been and what might come to pass as well as ensure that processes exist for decision-making. To that end, RAC has written this fiscal plan based upon its collective wisdom regarding the most critical issues facing the District in the near future.

Of the various revenue sources, situations may come to pass that are beyond the control of the District. Examples of such situations are: Economic fluctuations, State legislation or budget shortfalls, enrollment declines or increases without appropriate increases in funding and other unforeseen or determined events.

#### **FY2004-05 and FY2005-06 Budgets:**

The budgets for the two fiscal years covering this plan have been predicated on the following:

- The apportionment revenue is the single largest item in the Palomar College General Fund unrestricted budget. It includes almost 90% of that budget. For the other parts such as lottery, non-resident tuition, and interest it is assumed that during FY2005-06 the revenue will be approximately the same as for FY2004-05.
- At this time, for the apportionment revenue, we are assuming no growth during FY2005-06 and also assuming that no additional equalization funds will be available during FY2005-06. The Governor will issue a revised FY2005-06 budget on May 13, 2005. If that budget includes equalization funds, then an estimate will be made of the amount Palomar College would receive from that allocation and that amount will likely be included in the FY2005-06 budget.
- At this time the Cost of Living Adjustment (COLA) in the FY2005-06 budget is projected at 3.93%. That number will also be updated on May 13, 2005 and that updated amount will be included in the FY2005-06 budget. One projection still pending involves the growth funds for FY2004-05. That projection will impact the base apportionment revenue for FY005-06. Right now it is projected that Palomar College will have growth that will qualify the District to receive close to \$1.5 million in growth funds during FY2004-05. However more data will be available near the end of April and that number will be updated at that time.
- The trends for FY2005-06 enrollment will be analyzed on an on-going basis and if it appears that growth will be materializing then the budget will be updated to reflect that fact. The District will probably qualify for just over \$2 million in growth funds during FY2005-06. However the growth must be generated in order to receive the funds.

#### **Appendices:**

Appendix I Multi-year Flexible Budgeting Worksheet Plan

Appendix II FY2003-04 One-time funds \$1 million allocation

Appendix III Budgeting Model Worksheet (including justification and fiscal instructions)



## Appendix I: 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 FY2003-04 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 FY2003-04, the Revenue Allocation Committee postponed any work on this task during the FY02-03 fiscal year. And, considering the budget cuts in the FY2003-04 legislative budget, plus the rumored cuts again in mid-year of FY2003-04, 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 FY2004-05.

#### **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 FY2003-04 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 FY2003-04 and FY2004-05, 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.
5. The reductions made in the FY2003-04 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.

## Appendix II: FY2003-04 Fund Balance \$1 million Distribution

With some exceptions as explained below it was decided that the basic guideline for the distribution of funds should be the relative size of the budget for each major area as compared to the total budget. The three major areas were identified to correspond to the Vice President overseeing the area as follows:

- Vice President of Instruction
- Vice President of Student Services
- Vice President, Fiscal and Administrative Services, Vice President, Human Resources & President's office (this will be a joint effort between the two vice presidents and President).

Two exceptions to a pro-rata allocation were identified as follows:

1. Consideration of the cuts that were made in the past.
2. Consideration of the guidelines approved by FSTF especially those involving the Gooder Group comparisons. (Note: A Guiding Principle identified by FSTF established the goal that all activity codes strive to be in the same quartile as compared to other Gooder Group colleges.)

With regard to the two identified exceptions, as compared to the Gooder Group colleges, the Facilities area is currently the lowest ranking activity code. This is primarily due to the fact that Facilities has endured major cuts in the last two years. In fact, it would take an allocation of over \$1 million to bring the Facilities budget up to the next lowest ranked district (i.e., 15<sup>th</sup> of the 16 colleges). Unfortunately, the \$1 million allocation under discussion involves one-time funds; however, the sub-group felt that some recognition should be given to the issues previously mentioned. Therefore, it is proposed that an allocation of \$100,000 be set aside "off the top" from the million dollars identified before the balance is distributed to the other areas based upon a percentage allocation in relation to relative budget size.

In addition, consideration was given to the fact that Block Grant funds were available and distributed for instructional purposes including faculty computers and furniture. The expenditures from the Instructional Block Grant were reviewed and it has been determined that of the \$1,053,763 Block Grant funds at least \$105,735 was for purposes similar to those needs anticipated from the \$1 million one-time funds currently available. (Note: Non-instructional areas were not eligible for Block Grant funds. The funds were distributed via Instruction and Student Services for instructional purpose only.)

Therefore, the sub-group recommends that the percentages from the three major areas be applied to the \$900,000 with \$105,735 deducted from the Instructional Areas' apportionment determined with this amount redistributed to the other two areas proportionally.

When all of the above has been taken into consideration, the allocations are computed as follows:

One-time funds currently available for distribution:	\$1,000,000
Less: Facilities re-instatement	(100,000)

Sub—total available for allocation to planning areas	\$ 900,000
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\*Allocation amounts recommended:

Instruction (net of \$105,735 Block Grant adj.)	455,235
Student Services	191,862
Administrative Services (including Fiscal/Admin., Human Resources & President)	252,903

<b>Total</b>	<b>\$1,000,000</b>
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Due to the reasons mentioned in the discussion above, while Facilities would receive \$100,000 “off the top” it is recommended that it also be eligible to request and receive a share of the amount identified for Administrative Services in accordance with the normal planning process.

\*This proposal assumes requests will be prioritized by and come through the appropriate planning council. It is also recommended that a similar process be used for distribution of continuation funds or additional one-time funds identified with the caveat that any allocation considers district-wide interests before allocations are computed.

## Appendix III: Budgeting Model Worksheet, Justification and Instructions

<b>Request submitted by:</b> Jo Anne Giese & Kelley Hudson-Mac Isaac				<b>Date:</b> May 3, 2005			
<b>Proposed Name of Requested Group:</b> TEAM LIFE (formerly Wellness Committee)							
	<b>Council</b>	x	<b>Committee</b>		<b>Subcommittee</b>		<b>Task Force</b>
<b>Action Requested:</b>			<b>Add</b>		<b>Delete</b>		<b>Change</b>
<p><b>Role, Products, Reporting Relationships:</b></p> <p><b>Role:</b> To provide opportunity for achieving mind, body, social, and spiritual wellness. To cultivate positive change in a supportive campus community environment.</p> <p><b>Product:</b> Offer faculty &amp; staff health screenings, social events, workshops, health lectures, weight management programs in support of workplace wellness. Also TEAM LIFE will work towards offering programs to improve employee <u>moral</u> and help adopt healthy lifestyles thus reducing time missed from work and worker's comp claims.</p> <p><b>Reporting Relationship:</b> HRSPC</p>							
<b>Meeting Schedule:</b> Monthly							
<b>Chair:</b> To be Determined by Committee							
<p><b>Members:</b></p> <p>1 Faculty member, 1 AA member, 1 CCE/AFT member, 1 CAST member, 1 rep from Health Services, 1 rep from PE/<del>Athletic</del> department, 1 rep from HR (Benefit Committee) 1 rep HRSPC, 1 rep from Health &amp; Safety Department</p>							

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

Reviewed by Strategic Planning Council:

Comments:

5/17/05

First Reading

\_\_\_\_\_

Approved/Denied





# Strategic Plan 2005 Annual Implementation Plan 2004-2005

<b>Objective/Activity 1</b> <b>Goal: Student Success</b>		<b>Primary Person(s):</b> VP Instruction; VP Student Services	
<b>Major tasks / plans to accomplish goal.</b> Increase completion of educational goals, including transfer, by developing and implementing programs and services to increase persistence (students returning in subsequent semesters) (02-03) (03-04) Continue the commitment to a planning process leading to the submission of a Title V – Hispanic Serving Institutions grant application in 2005.		<b>Assigned Groups:</b> Instructional Planning Council, Student Services Planning Council; Student Learning Outcomes	
<b>Estimated Cost:</b>		<b>Funding Source:</b>	
One Time Ongoing: <input type="checkbox"/> New <input checked="" type="checkbox"/> Previous		<b>Time Line:</b> May, 2005 (Plan)	
<b>November 2004</b> No Report	<b>February 2005</b> A working group worked diligently to submit a Title V grant application. After much discussion, it was decided to not submit the application in Spring 2005. Instead, the application will be submitted next fiscal year. Continued improvements have been developed dealing with the process of electronic assessment of student athlete academic progress.	<b>May 2005</b> <i>In Progress</i> The objective of student goal completion and increased persistence is "in progress." Perhaps this objective could continue in the Strategic Plan 2009. There is a concerted outreach effort underway to increase Hispanic student enrollment during Summer 2005 and Fall 2005 to better position the college for a Title V grant.	

Key

Funding Source: left blank, when existing resources are to be used.

# Strategic Plan Annual Implementation Plan 2004-2005

<p><b>Objective/Activity 2</b> <b>Goal: Student Success</b></p> <p><b>Major tasks / plans to accomplish goal.</b></p> <p>Develop and implement a comprehensive plan to increase and improve student access and utilization of counseling services.</p>	<p><b>Primary Person(s):</b> VP Student Services</p> <p><b>Assigned Groups:</b> Dean, Counseling Services, Counseling Department</p>	
<p><b>Estimated Cost:</b></p>	<p>One Time</p> <p>Ongoing: <input checked="" type="checkbox"/> New <input type="checkbox"/> Previous</p>	<p><b>Funding Source:</b> Matriculation</p> <p><b>Time Line</b> May, 2005</p>
<p><b>November 2004</b></p> <p>No Report</p>	<p><b>February 2005</b></p> <p>The Counseling Services Division has created a comprehensive plan that has been reviewed by the Student Services Planning Council and the Strategic Planning Council.</p> <p>The Career Center is using e-mail to distribute career information to students.</p> <p>The Counseling Division has increased classroom presentations on student services and workshops.</p> <p>The Athletic Department has developed a web-based guide to assessment, registration and educational planning for student athletes.</p>	<p><b>May 2005</b></p> <p>The objective of creating an inclusive plan is complete. Implementing this plan should be included as an objective in the Strategic Plan 2009.</p> <p>The Student Affairs Office is currently working on a program to implement an emergency loan fund for students to assist with the purchase of textbooks.</p> <p>The faculty email addresses were not put into Version 8. The addresses will be in place for Fall 2005.</p> <p><i>In Prog</i></p>

# Strategic Plan Annual Implementation Plan 2004-2005

<b>Objective/Activity 3</b> <b>Goal: Student Success</b>		<b>Primary Person(s):</b> VP Instruction; VP Student Services, VP Finance and Administrative Services	
Continue to develop and improve policies and procedures that use technology to communicate relevant information to existing and potential students <b>Major tasks / plans to accomplish goal.</b>		<b>Assigned Groups:</b> ATG, Technology Master Plan Task Force; Information Services	
<b>Estimated Cost:</b>		<b>Funding Source:</b>	
One Time		<b>Time Line:</b> May, 2005	
Ongoing: <input checked="" type="checkbox"/> New <input type="checkbox"/> Previous			
<b>November 2004</b>  No Report	<b>February 2005</b> The Counseling Services Division has increased utilization of student e-mail to communicate with students. Specifically, e-mail was integrated into the Early Alert letters.  The Office of Student Affairs was successful in securing funding through a donation from Follett to purchase a large marquee to be placed in the Student Union.  Faculty members have the ability to send e-mail to all students in a specific class at the click of a link on the class roster.  Health Services provides e-services hook up to the web page on "Frequently Asked Questions."  Technology Master Planning Committee will develop policies & procedures.	<b>May 2005</b>  <b>ASPC:</b> Technology Master Planning Committee has completed a draft for review.  <b>SSPC:</b> The first draft of the Technology Master Plan is ready for review. The ever changing nature of technology would necessitate that this goal be "on-going" in order for the college to continue to remain current and to assess technology competencies as part of Student Learning Outcomes.	

*1.8.1002*




# Strategic Plan Annual Implementation Plan 2004-2005

<b>Objective/Activity 4</b> <b>Goal: Teaching and Learning Excellence</b>  <b>Major tasks / plans to accomplish goal.</b> Foster a learning culture that promotes institutional and student expectations, responsibilities, and respect (02-03) (03-04)  Offer regularly scheduled professional workshops related to how staff and students should respond to inappropriate behavior.	<b>Primary Person(s):</b> Faculty Senate  <b>Assigned Groups:</b> President; VP Instruction; VP Student Services; Director, Student Affairs; Director, Institutional Research and Planning, Learning Outcomes Council
<b>Estimated Cost:</b>  One Time Ongoing: <input type="checkbox"/> New <input checked="" type="checkbox"/> Previous	<b>Funding Source:</b> <b>Time Line:</b> January, 2005 (Plan)
<b>November 2004</b>  <b>No Report</b>	<b>February 2005</b> <input type="checkbox"/> The Faculty Senate continues to ratify the work of the Curriculum Committee, the college's most significant body for the maintenance of an authentic learning culture on campus. <input type="checkbox"/> The Learning Outcomes Council and Coordinating Committee report directly to the Senate for ratification of their work. <input type="checkbox"/> The Faculty Senate has endorsed and promoted faculty-driven projects for a learning culture that connects students on campus in significant ways, such as in the Free Speech and Tolerance Event. <input type="checkbox"/> The Faculty Senate has endorsed and promoted the development of a new project, "Campus Explorations," a kind of campus-wide learning community for the fall '05 semester. <input type="checkbox"/> Widely distribute "Student Rights and Responsibilities" in the Schedule of Classes, College Catalogue, Student Handbook, and various College web sites. <input type="checkbox"/> Continually review, revise, and promote the Palomar College Student Code of Conduct to reflect institutional and student concerns. <input type="checkbox"/> Offer regularly scheduled professional workshops related to how staff and students should respond to inappropriate behavior.  Offer regularly scheduled professional workshops related to how staff and students should respond to inappropriate behavior.
	<b>May 2005</b> The Counseling Services Division has begun to address Student Learning Outcomes. This objective hopefully will be included in the Strategic Plan 2009.  The Student Affairs Office demonstrates a commitment to increasing awareness of college expectations by providing workshops and information to all students and staff.  The Faculty Senate has continued it work with the Learning Outcomes Council. This work will continue into Fall 2005.

*In Progress*

# **Strategic Plan** **Annual Implementation Plan 2004-2005**

<b>Objective/Activity 5</b> <b>Goal: Teaching and Learning Excellence</b>		<b>Primary Person(s):</b> VP Instruction, Faculty Senate	
Integrate information competency skills across the curriculum. <b>Major tasks / plans to accomplish goal.</b>		<b>Assigned Groups:</b> IPC, Librarians, Curriculum Committee, Learning Outcomes Council	
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>	
	Ongoing: <input checked="" type="checkbox"/> New <input type="checkbox"/> Previous	<b>Time Line:</b> May, 2005 (Plan)	
<b>November 2004</b>  <b>No Report</b>	<b>February 2005</b> The Curriculum Committee convened a small work group in November, 2004, to develop criteria/recommendations for adopting an information and computer literacy requirement. During the Spring 2005 semester, the work group is gathering ideas and developing an assessment tool to conduct a survey in random classes to find the level of computer literacy of Palomar students.		<b>May 2005</b> The work group convened by the Curriculum Committee has continued and will continue in the Fall 2005 semester. <div style="text-align: center; font-size: 2em; margin-top: 20px;">  </div>

# **Strategic Plan** **Annual Implementation Plan 2004-2005**


<b>Objective/Activity 6</b> <b>Goal: <i>Organizational and Professional Development</i></b> Promote cross-functional training and education to improve institutional understanding and teamwork (03-04). <b>Major tasks / plans to accomplish goal.</b>		<b>Primary Person(s):</b> VP Human Resource Services  <b>Assigned Groups:</b> HRSPC; Training Coordinator	
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>	
	Ongoing:    ___ New <u>  X  </u> Previous		
November 2004  <b>No Report</b>	<b>February 2005</b> HRSPC is developing a cross-training (educational sharing) model which allows departments to share information among and between one another. The model will be finalized by the May, 2005, deadline.	<b>May 2005</b> The HRSPC's model for a cross-training, educational sharing among departments contains two (2) components: 1) educating departments and divisions in the workings of other departments and divisions; and 2) department employee cross training. Educating individual departments and divisions elements: <ul style="list-style-type: none"> <li>• The staff of each department and division will visit other departments and divisions within the college in order to gain a better understanding of the functions and procedures of various college areas.</li> <li>• Each department will be encouraged to host other departments in an "open house" type atmosphere to educate others as to their function(s).</li> </ul>	

# Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 6 (Continued) Goal: <i>Organizational and Professional Development</i>		Primary Person(s): VP Human Resource Services
November 2004  <b>No Report</b>	February 2005  HRSPC is developing a cross-training (educational sharing) model which allows departments to share information among and between one another. The model will be finalized by the May, 2005, deadline.	<p><b>May 2005 (continued)</b></p> <ul style="list-style-type: none"> <li>• Faculty would be encouraged to take part in this educational process so they might better be able to direct students to the proper departments and be better able to answer student questions.</li> <li>• Department presentations should be no more than one hour in length.</li> <li>• Generic templates will be developed for all basic information.</li> <li>• Faculty will be encouraged to invite visitors to their classrooms for them to observe the faculty member's teaching methods.</li> </ul> <p>Department employee cross-training considerations:</p> <ul style="list-style-type: none"> <li>• Individual departments would be left to make the determination of where employee cross-training would be appropriate.</li> <li>• Where appropriate, employees would be provided time, during the work day or week, to be trained in another function within the department.</li> <li>• In the cases where cross-training is deemed appropriate, employees will continue to work within their job description and no additional compensation will be provided.</li> </ul> <p><i>Task - completed</i> <i>A. Lopez</i> <i>Porter</i> <i>Coy</i></p>



**Strategic Plan  
Annual Implementation Plan 2004-2005**

<b>Objective/Activity 7</b> <b>Goal: <i>Organizational and Professional Development</i></b>  <b>Major tasks / plans to accomplish goal.</b>  Pursue professional development grant opportunities.	<b>Primary Person(s):</b> VP Human Resource Services; VP Instruction; Executive Director for the Foundation  <b>Assigned Groups:</b> PD Coordinator; Professional Development Review Board		
<b>Estimated Cost:</b>	One Time	<b>Funding Source:</b>	
	Ongoing:    ___ New <u>  X  </u> Previous	<b>Time Line:</b> May, 2005	
<b>November 2004</b>  <b>No Report</b>	<b>February 2005</b>  As a member of NCHEA, collaborative efforts with Mira Costa College and CSU San Marcos have provided additional resources and opportunities for professional development activities this academic year. In addition, some academic and student services departments have submitted mini-grant proposals to support focused activities in support of instruction and student support services.		
		<b>May 2005</b>  	




**Strategic Plan  
Annual Implementation Plan 2004-2005**

<b>Objective/Activity 8</b> <b>Goal: <i>Resource Management</i></b>		<b>Primary Person(s):</b> VP Finance & Administrative Services  <b>Assigned Groups:</b> Director of Fiscal Services; Revenue Allocation Committee	
<b>Major tasks / plans to accomplish goal.</b>  Reassess options for flexible multi-year departmental budget planning (02-03) (03-04)			
<b>Estimated Cost:</b>	One Time    X  Ongoing:    ___ New    ___ Previous	<b>Funding Source:</b>  <b>Time Line:</b> May, 2005	
<b>November 2004</b>  No Report	<b>February 2005</b>  Procedure developed and will be incorporated in FY 2005-2006 ending balance. Was included in FSTF Mid-Year Report approved by SPC.		
		<b>May 2005</b>  <b>Status: <span style="color: red;">Complete</span></b>	


# Strategic Plan Annual Implementation Plan 2004-2005

<p><b>Objective/Activity 9</b> <b>Goal: Resource Management</b></p> <p><b>Major tasks / plans to accomplish goal.</b></p> <p>Develop and implement a long-range budget plan for computer hardware and software upgrades and/or replacement (02-03)</p>	<p><b>Primary Person(s):</b> VP Instruction; VP Finance &amp; Administrative Services</p> <p><b>Assigned Groups:</b> Technology Master Plan Task Force; Revenue Allocation Committee</p>	
<p><b>Estimated Cost:</b></p>	<p>One Time <input checked="" type="checkbox"/> X</p> <p>Ongoing: <input type="checkbox"/> New <input type="checkbox"/> Previous</p>	<p><b>Funding Source:</b></p> <p><b>Time Line:</b> January, 2005 (part of Technology Master Plan)</p>
<p><b>November 2004</b></p> <p><b>No Report</b></p>	<p><b>February 2005</b></p> <p><b>IPC:</b> Convened in Spring, 2004, the Technology Master Plan Task Force continues to do its research and to discuss long-term plans with planning councils and other division areas that will result in a proposed comprehensive district-wide technology programs and services plan tied to the 20-year Educational and Facilities Master Plan. The plan will include recommendations for technology resource allocation, including staffing, equipment replacement, facilities, and funding that will facilitate educational and administrative innovation and learning outcomes assessment. In the interim, computer hardware and software upgrades and/or replacements are being addressed through the allocation of State Block Grant, matching District, and VTEA funds.</p> <p><b>ASPC:</b> Waiting for review from Technology Master Planning Committee</p>	<p><b>May 2005</b></p> <p><b>IPC:</b> The work of the TMPTF has continued with focus group sessions conducted with the Planning Councils and other college Divisions. A draft master plan has been completed and is still being reviewed and revised by the Task Force.</p> <p><b>ASPC:</b> Technology Master Plan draft is being reviewed.</p> <p><i>in progress</i></p>

**Strategic Plan**  
**Annual Implementation Plan 2004-2005**

<b>Objective/Activity 10</b> <b>Goal: Resource Management</b>  <b>Major tasks / plans to accomplish goal.</b>  Strengthen business and community partnerships and relationships to increase funding sources and support.	<b>Primary Person(s):</b> VP Instruction; VP Student Services; Executive Director for the Foundation  <b>Assigned Groups:</b> Instructional Departments; Foundation, Workforce and Community Development		
<b>Estimated Cost:</b>	One Time <input checked="" type="checkbox"/> X  Ongoing: <input type="checkbox"/> New <input type="checkbox"/> Previous	<b>Funding Source:</b> General Fund; Categorical  <b>Time Line:</b> May, 2005	
November 2004  No Report	February 2005		May 2005  The GEAR UP application is waiting funding notification. This objective will remain "on-going" and hopefully will be included in the Strategic Plan 2009.  

# Strategic Plan Annual Implementation Plan 2004-2005

<b>Objective/Activity 11</b> <b>Goal: Resource Management</b>		<b>Primary Person(s):</b> VP Instruction; VP Finance & Administrative Services	
<b>Major tasks / plans to accomplish goal.</b> Update and implement the Technology Master Plan		<b>Assigned Groups:</b> Technology Master Plan Task Force; Revenue Allocation Committee	
<b>Estimated Cost:</b>	One Time      X	<b>Funding Source:</b> General Fund; Categorical	
	Ongoing:    ___ New    ___ Previous	<b>Time Line:</b> January, 2005	
<b>November 2004</b>  No Report	<b>February 2005</b>  <b>IPC:</b> Convened in Spring, 2004, the Technology Master Plan Task Force continues to do its research and to discuss long-term plans with planning councils and other division areas that will result in a proposed comprehensive district-wide technology programs and services plan tied to the 20-year Educational and Facilities Master Plan. The plan will include recommendations for technology resource allocation, including staffing, equipment replacement, facilities, and funding that will facilitate educational and administrative innovation and learning outcomes assessment.  <b>ASPC:</b> Task force conducting focus groups.		<b>May 2005</b>  <b>IPC:</b> The work of the TMPTF has continued with focus group sessions conducted with the Planning Councils and other college Divisions. A draft master plan has been completed and is still being reviewed and revised by the Task Force.  



# Strategic Plan Annual Implementation Plan 2004-2005

Objective/Activity 12 <i>Goal: Facilities Improvement</i>		Primary Person(s): VP Finance & Administrative Services; VP Instruction;	
Develop and implement a uniform Facilities Use Policy and Procedures (03-04) <b>Major tasks / plans to accomplish goal.</b>		Assigned Groups: Director, Student Affairs; Athletics; Facilities; Performing Arts	
Estimated Cost:	One Time X Ongoing: ___ New ___ Previous	Funding Source:	Time Line: January, 2005
<b>November 2004</b>  <b>IPC:</b> The Facilities Review Committee discussed the development of a Campus Master Signage project on October 12, 2004. It was recommendation of the Committee that the District hire a consultant to peruse the current campus and the master plan and make recommendations for implementation of a master signage plan for all new District facilities. The consultant would meet with the Facilities Review Task Force regarding planned design and implementation process. The Committee members also recommended that a budget be established in the amount of \$100,000 to \$150,000 for this process and that once the master signage plan is approved, that the District formulates a commitment to implement the plan. This recommendation was presented to the Administrative Services Planning Council at their meeting on October 14, 2004.  <b>ASPC:</b> 1. Done to date: finalizing draft, task force needs further clarification 2. Barriers: Staffing uncertainties  <b>Status: In Progress</b>	<b>February 2005</b>  <b>IPC:</b> At its March 15 meeting, SPC approved the recommended changes to BP 550: Use of District Facilities. The work group addressing this policy will continue developing uniform procedures for implementation once the revised policy is approved by the Governing Board.  There has been no action from the ASPC on this item, but it has been suggested that the Facilities Review Committee submit the project for consideration under the one-time funding requests. Mike Ellis will include the funding for the Master Signage Project in the request for one-time funding from the Facilities Review Committee.  <b>ASPC:</b> Updated Facilities Use Policy is being sent to SPC and forwarded to Governing Board for approval.  Position of Staff Assistant awaiting approval.	<b>May 2005</b>  <b>IPC:</b> The Governing Board approved the revised BP500 at its May 10 meeting. Uniform procedures can now be developed.  <b>ASPC:</b> Position filled and training will take place in June.  Updated policy approved by Governing Board on May 10, 2005  <b>Status: Complete</b>	

# **Strategic Plan** **Annual Implementation Plan 2004-2005**

<p><b>Objective/Activity 13</b>  <b>Goal: Facilities Improvement</b></p> <p>Complete and implement a Master Signage Plan for all District facilities.  <b>Major tasks / plans to accomplish goal.</b></p> <p><b>PROPOSE CARRYING OVER TO NEXT STRATEGIC PLAN</b></p>	<p><b>Primary Person(s):</b> VP Finance &amp; Administrative Services; VP Instruction</p> <p><b>Assigned Groups:</b> Director, Student Affairs; Director Facilities; Facilities Review Committee</p>
<p><b>Estimated Cost:</b></p>	<p><b>Funding Source:</b></p>
<p>One Time <input checked="" type="checkbox"/> New <input type="checkbox"/> Previous <input type="checkbox"/></p>	<p><b>Time Line:</b> TBD – CARRY OVER TO NEXT STRATEGIC PLAN</p>
<p><b>November 2004</b></p> <p>The Facilities Review Committee discussed the development of a Campus Master Signage project on October 12, 2004. It was recommendation of the Committee that the District hire a consultant to peruse the current campus and the master plan and make recommendations for implementation of a master signage plan for all new District facilities. The consultant would meet with the Facilities Review Task Force regarding planned design and implementation process.</p> <p>The Committee members also recommended that a budget be established in the amount of \$100,000 to \$150,000 for this process and that once the master signage plan is approved, that the District formulates a commitment to implement the plan. This recommendation was presented to the Administrative Services Planning Council at their meeting on October 14, 2004</p>	<p><b>February 2005</b></p> <p>There has been no action from the ASPC on this item, but it has been suggested that the Facilities Review Committee submit the project for consideration under the one-time funding requests. Mike Ellis will include the funding for the Master Signage Project in the request for one-time funding from the Facilities Review Committee.</p> <p><b>May 2005</b></p> <p>A budget line item has been submitted for the design phase of this project.</p> 