



STRATEGIC PLANNING COUNCIL AGENDA

Date: February 3, 2009
Starting Time: 2:00 p.m.
Ending Time: 4:00 p.m.
Place: SU-18

CHAIR: Deegan

MEMBERS: Barton, Brannick, Claypool, Cuaron, Dowd, Duran, Frederick, Gowen, Gropen, Halttunen, Hoffmann, Japtok, Jennum, Kelly, Kovrig, Lienhart, Madrigal, McCluskey, Owens, Talmo, Titus, Tortarolo, von Son

RECORDER: Ashour

	Attachments	Time
A. <u>MINUTES</u>		5 min.
1. Approve Minutes of December 2, 2008		
2. Approve Minutes of December 5, 2008		
B. <u>ACTION ITEMS/FIRST READING</u>		15 min.
1. Revised Academic Calendar 2009-2010	Exhibit B1	
2. Academic Calendar 2010-2011	Exhibit B2	
3. Board Policies 3050, 3200, 3250, 3280, 3580 7175, 7210, 7250, 7310	Exhibit B3	
4. Board Procedures 7126, 7127, 7145, 7175, 7361	Exhibit B4	
5. Task Force to Update the Educational & Facilities Master Plan	Exhibit B5	
C. <u>INFORMATION/DISCUSSION</u>		60 min
1. Traffic & Pedestrian Safety Plan for MIB & Health Sciences Construction Sites	Exhibit C1	
2. CCC-BOG Energy & Sustainability Policy	Exhibit C2	
3. 2008-2009 AIP Revised	Exhibit C3	
4. Budget Update	Exhibit C4a/C4b	
D. <u>REPORTS OF PLANNING COUNCILS</u>		15 min.
1. Finance & Administrative Services Planning Council – Bonnie Ann Dowd		
2. Human Resource Services Planning Council – John Tortarolo		
3. Instructional Planning Council – Berta Cuaron		
4. Student Services Planning Council – Joe Madrigal		
E. <u>REPORT FROM ACCREDITATION SELF-STUDY</u>		5 min
F. <u>REPORT FROM BUDGET COMMITTEE</u>		10 min
G. <u>REPORTS OF CONSTITUENCIES</u>		15min.
1. Administrative Association – Laura Gropen		
2. Associated Student Government – Robert Frederick		
3. Confidential/Supervisory Team – Lee Hoffmann		
4. CCE/AFT – Neill Kovrig		
5. Faculty Senate – Monika Brannick		
6. PFF/AFT – Shannon Lienhart		
H. <u>OTHER ITEMS</u>		



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
February 3, 2009**

A regular meeting of the Palomar College Strategic Planning Council scheduled for February 3, 2009, was held in SU-18. President Robert Deegan called the meeting to order at 2:00 p.m.

ROLL CALL

Members Present: Barton, Brannick, Claypool, Cuaron, Deegan, Dowd, Duran, Frederick, Gowen, Gropen, Halttunen, Hoffmann, Japtok, Jennum, Kelly, Kovrig, Lienhart, Madrigal, McCluskey, Owens, Titus, Tortarolo
Recorder: Cheryl Ashour
Members Absent: Talmo, von Son

President Deegan read a Palomar College Timely Warning Notice sent to faculty and staff today regarding an alleged sexual assault at approximately 3 a.m. on Wednesday, January 28. The incident is being thoroughly investigated, headed by the Sheriff's Department.

A. MINUTES

1. Approve Minutes of December 2, 2008

MSC (Frederick/Duran) to approve the Minutes of December 2, 2008 with revisions

2. Approve Minutes of December 5, 2008

MSC (Kovrig/Duran) to approve the Minutes of December 5, 2008 with revisions

B. ACTION ITEMS/FIRST READING

1. Revised Academic Calendar 2009-2010 (Exhibit B1)

John Tortarolo stated that the 2009-2010 Academic Calendar was revised to show July 4, 2009 as a non-instructional day.

MSC (Kovrig/Cuaron) to move to a second reading

MSC (Dowd/Duran) to approve the revised 2009-2010 Academic Calendar

2. Academic Calendar 2010-2011 (Exhibit B2)

John Tortarolo discussed the 2010-2011 Academic Calendar. Shannon Lienhart asked why Independence Day is observed on Monday, July 5 instead of Friday, July 2. Mr. Tortarolo stated that we are legally obligated to observe a holiday on a Monday if the holiday falls on a Sunday.

MSC (Tortarolo/Cuaron) to move to second reading

MSC (Tortarolo/Kovrig) to approve the 2010-2011 Academic Calendar

3. Board Policies 3050, 3200, 3250, 3280, 3580, 7175, 7210, 7250, 7310 (Exhibit B3)

John Tortarolo asked if there were questions on any of the policies. Neill Kovrig remarked that in previous policies if something is covered by collective bargaining, it was noted in the policy. He stated that the second sentence of BP 7310 differs from the language in the CCE contract. After discussion it was decided that BP 7310 will be sent back to the Policies and Procedures Task Force for discussion and/or revision. Mr. Kovrig also questioned the reference to Education Code Section 88194, in that it doesn't appear relevant to the policy. John Tortarolo will review the references.

4. Board Procedures 7126, 7127, 7145, 7175, 7361 (Exhibit B4)

Monika Brannick requested that AP 7361 be pulled. The Faculty Senate would like to address an issue in AP 7361 at the Policies and Procedures Task Force. Neill Kovrig had a question in AP 7126 about when outside agencies would be used to do background checks. John Tortarolo, Berta Cuaron and Wilma Owens gave examples of when an outside agency would do a background check. Mr. Kovrig questioned why the phrase "no exceptions" was deleted from AP 7127; Mr. Tortarolo explained the reasoning behind it. Mr. Kovrig requested that the phrase "intended to be" be added in front of the word "accurate" in the first sentence of AP 7145. Mr. Tortarolo agreed to the addition.

5. Task Force to Update the Educational & Facilities Master Plan (Exhibit B5)

Berta Cuaron stated that there is a need to update and revisit our Master Plan, with the primary focus on validating and defining our academic programs for Escondido and Fallbrook. Ms. Cuaron proposed that a task force be convened to work with the District's architect, LPA, to update the Educational and Facilities Master Plan 2022. The task force members will be made up of the Instructional Planning Council members and additional members. The Task Force Governance Structure form was reviewed. The Task Force will meet during the first hour of the IPC meeting. Requests were made to add an additional student and classified member. Ms. Cuaron agreed to do so. Discussion ensued.

C. INFORMATION/DISCUSSION

1. Traffic & Pedestrian Safety Plan for MIB & Health Sciences Construction Sites (Exhibit C1)

Bonnie Ann Dowd introduced Dennis Astl from C.W. Driver, the construction management firm for the Multidisciplinary Instructional Building (MIB). Mr. Astl stated that they will soon begin the actual construction of the MIB. Because construction traffic will increase in Lot 12, there is concern about pedestrian safety. He distributed and discussed the traffic control plan that will be implemented. Monika Brannick discussed complaints from faculty working in the P building and near the student union regarding noise and allergies. Mr. Astl and Mike Ellis explained what is being done to alleviate dust. Construction noise should decrease significantly once the rock breakup is complete, hopefully by the end of the week. Some classes have already been relocated, but if additional faculty would like to relocate their classrooms, they are asked to contact Berta Cuaron.

2. CCC-BOG Energy & Sustainability Policy (Exhibit C2)

Mike Ellis stated that an ad hoc committee from the Facilities Review Committee was formed to review the CCC-BOG Energy & Sustainability policy and make recommendations on how the District can meet the requirements of the program. Mr. Ellis distributed and discussed the policy requirements and the ad hoc committee's recommendations. Discussion ensued.

3. 2008-2009 AIP Revised (Exhibit C3)

Michelle Barton reviewed the revised 2008-2009 AIP, focusing on the added planning agendas. A request was made to have the AIP sent to everyone again. Cheryl Ashour will send it electronically.

Brent Gowen requested that a model be put together so people can see how everything fits together and what we want the college to look like; i.e. a mutual understanding of how everything interrelates. Discussion ensued. A model will be developed. Discussion about this issue will also occur during the meetings of the Task Force to Update the Master Plan and when the next Strategic Plan is developed in the Fall.

4. Budget Update

Ken Jay, Director of Business and Contract Services and Eileen Poole, Contracts Specialist, distributed and discussed which documents are listed as New Business on the Board Agenda and which contracts are listed on the 60 Day Report. **(Exhibit C4a)**

Bonnie Ann Dowd distributed the following budget documents **(Exhibit C4b)**:

- Overview of the Community College Budget for 2009-10 from the Association of California Community College Administrators
- Governor's Budget, Community College Deferral Proposals (January 16, 2009) from the Association of California Community College Administrators
- Palomar College Budget Report, General Fund Combined (2008-2009 adopted budget)
- Palomar College Fund 11 Unrestricted (without Designated) Projections

Dr. Dowd read excerpts from a budget communication from Scott Lay, CEO of the Community College League of California. She discussed what is presently known regarding the State budget and its impact on community colleges. Using this information, she discussed the Palomar College 2008-09 budget and the 2009-10 projected budget.

D. ADJOURNMENT

Because of time constraints the rest of the agenda was suspended. Meeting adjourned at 4:10 p.m.

SUMMER 2009

MAY 2009						
SUN	MON	TUE	WED	THU	FRI	SAT
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JUNE 2009						
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May 26-June 20 4-wk Session
 June 22-Aug 3 6-wk Session
 June 22-Aug 17 8-wk Session

FALL SEMESTER MEETING DAYS

(number of days including finals)

M	T	W	TH	F	S
16	17	17	16	15	16

SPRING SEMESTER MEETING DAYS

(number of days including finals)

M	T	W	TH	F	S
15	17	17	17	16	16

163 Instructional, 12 Total Professional Dev Days
 (11 Professional Development Days plus
 1 Plenary Day)

- ◆ Faculty Plenary
- Semester Begins
- Last Class/Final Exams
- △ Spring Recess
- Shaded Areas-Non-instructional Days

FALL 2009

AUGUST 2009						
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Aug 20 Part-time Faculty Plenary
 Aug 21 Faculty Plenary
 Aug 24 Fast Track 1 begins
 Aug 24 Fall WKDY classes begin
 Aug 29 Fall Saturday classes begin
 Sept 7 Labor Day
 Oct 19 Fast Track 1 ends
 Oct 21 Fast Track 2 begins
 Nov 13 Veterans' Day
 Nov 26 Thanksgiving
 Nov 27-28 Local Holiday
 Dec 14-19 Last Class/Final Exams
 Dec 19 Fast Track 2 ends
 Dec 19 Fall semester ends
 Jan 1 New Year's Day

SPRING 2010

JANUARY 2010						
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APRIL 2010						
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Jan 14 Part-time Faculty Plenary
 Jan 18 Martin Luther King's Day
 Jan 19 Spring semester begins
 Jan 19 Fast Track 1 begins
 Jan 23 Spring Sat classes begin
 Feb 12 Lincoln's Day
 Feb 15 Washington's Day
 Mar 20 Fast Track 1 ends
 Mar 22-28 Spring Recess
 Mar 29 Fast Track 2 begins
 May 15-21 Last Class/Final Exams
 May 21 Fast Track 2 ends
 May 21 Commencement
 May 21 Spring semester ends
 May 31 Memorial Day

SUMMER 2010

MAY 2010						
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AUGUST 2010						
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FALL SEMESTER MEETING DAYS

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SPRING 2011

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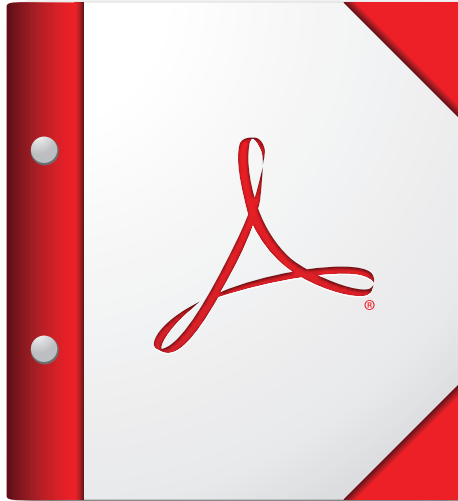
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MARCH 2011						
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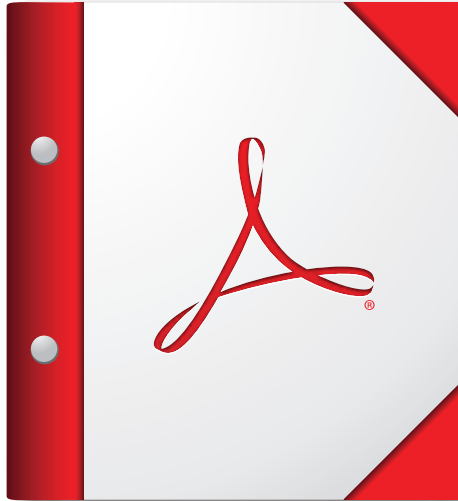
MAY 2011						
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 Mar 21-27 Spring Recess
 Mar 28 Fast Track 2 begins
 May 14-20 Last Class/Final Exams
 May 20 Fast Track 2 ends
 May 20 Commencement
 May 20 Spring semester ends
 May 30 Memorial Day



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GOVERNANCE STRUCTURE GROUP REQUEST

Request submitted by Berta Cuaron and Kelley Hudson-MacIsaac				Date 12/12/08			
Proposed Name of Requested Group Education and Facilities Master Plan 2022 Update							
	Council		Committee		Subcommittee	X	Task Force
Action Requested:		Add		Delete		Change	
Role, Products, Reporting Relationships: <u>Role:</u> <ul style="list-style-type: none"> Work with the district's architect, LPA, to update Master Plan 2022, including: Review and utilization of enrollment/growth data projections, provided by the Office of Research and Planning Review, update, validate San Marcos campus plan with assumptions Identification and validation of academic programs, support services, and operations for Escondido Center Identification and validation of academic programs, support services, and operations for the North Education Center in Fallbrook <u>Product:</u> <ul style="list-style-type: none"> Updated district Educational and Facilities Master Plan 2022 Reporting Relationship: Strategic Planning Council							
Meeting Schedule: Second and Fourth Wednesdays, 2:30 to 4:00 p.m.							
Co-Chairs: One senior administrator appointed by Superintendent/President One faculty member, appointed by the Faculty Senate							
Members: <u>IPC Membership:</u> Vice President for Instruction Five instructional deans Director of Extended Education Seven Faculty Members (one each from the five instructional divisions, library, and student services appointed by Faculty Senate) One Faculty Member who is also on the Faculty Senate appointed by the Faculty Senate Two Classified Unit Employees appointed by CCE/AFT (one from Instruction area) One Student appointed by ASG Director of Occupational and Non-Credit Programs Research Analyst One CAST Member appointed by CAST <u>Additional Members:</u> Manager, Facility Planning/Environmental Health and Safety Director of Facilities Vice President of Student Services or designee Vice President of Finance and Administrative Services or designee Director of Research and Planning One Educational Administrator appointed by AA One Faculty member from each of the following academic departments: English, Mathematics, Life Sciences, and ESL appointed by the Faculty Senate Director, Workforce and Community Development							

Palomar College
Facilities Review Committee
Ad Hoc Committee to Develop
Recommendations to Implement
CCC-BOG Energy & Sustainability Policy Requirement

The District's Facilities Review Committee convened an Ad Hoc Committee to review the requirements of the California Community Colleges, Board of Governors, Energy and Sustainability Policy. The task of this committee is to review the policy and make recommendations to FRC on how the District can meet the requirements of this program. FRC would approve the final recommendations and forward them through the shared governance process.

The Ad Hoc Committee Members include:

- Mike Ellis, Director of Facilities and Chair
- Kelley Hudson MacIsaac, Manager of Facilities Planning
- Karen Mifflin, Faculty member
- Armando Telles, ASG representative
- Jayne Conway, Director of Health Services
- Chris Miller, Construction Manager,
- Jose Vargas, Manager Information Services
- Instruction Office representative (Diane Veach)

CCC-BOG Energy & Sustainability Policy Requirements

The following are some of the key points and issues that have to be addressed under the new California Community Colleges, Board of Governors, Energy & Sustainability Policy.

Required Energy Reductions:

1. Base year for calculations will be 2001-2002 Fiscal Year
2. Calculations must be reported in BTU per gross square feet of building space BTU/GSF
3. District must reduce energy usage by 15% from base year, by June 30, 2012
4. District must have a policy that takes advantage of all available energy incentives.

Chancellor's Office Incentives and Requirements:

1. 2% of estimated cost for new construction
2. 3% of estimated cost for modernization projects
3. Submit a 1-page energy savings report each year with the 5-YR Construction Plan
4. Provide an energy modeling document for each state funded project.

Develop Energy Policies and Best Practices:

1. Operate in the most efficient manner possible
2. Use cost effective renewable non-depleting energy sources
3. Seek all available sources of funding
4. Cooperate with all agencies on energy conservation
5. Designate an energy/utility manager with responsibility and authority
6. Collect information from all segments of the community/college for energy conservation
7. Implement an energy conservation training program
8. Develop Board Policy for energy and sustainability

Physical Plant Management: CCC-BOG Recommendations

1. Set heating to 68 degrees and set cooling to 78 degrees
2. Set domestic hot water at or below 115 degrees
3. Implement a computerized energy management system
4. Schedule building for maximum room usage and close down buildings when not in use
5. Shut down all HVAC equipment nights, week-ends, holidays and when classes are out.
6. Conserve water resources by all means available
7. Develop incentive plan to encourage and reward conservation efforts

Other Areas to Include: Not required by the current CCC-BOG Policy

1. Waste Recycling Program: decrease waste disposal and increase recycling
2. Implement technology improvements that reduce energy loads

Palomar College Energy Consumption Comparisons by Fiscal Years												
Location/Month	1999/2000	2000/2001	2001/2002	2002/2003	2003/2004	2004/2005	2005/2006	2006/2007	2007/2008	2008/2009		
San Marcos Campus												
July	671,582	683,311	576,773	629,254	634,410	627,569	668,525	796,460	1,040,104	931,031		
August	607,093	663,689	564,933	556,223	627,694	629,590	655,510	680,496	1,045,093	931,058		
September	732,462	725,618	717,832	749,090	746,102	773,154	702,413	802,042	1,043,727	1,151,750		
October	692,916	648,858	655,661	610,795	640,405	615,301	671,551	696,286	857,669	1,030,179		
November	601,402	593,340	605,084	613,521	592,110	632,846	616,729	726,447	914,682	1,038,195		
December	525,655	523,361	592,606	561,749	544,492	536,314	556,545	597,516	826,021	839,534		
January	561,945	570,916	508,956	508,357	504,005	577,733	589,791	643,708	757,945			
February	616,213	604,614	623,758	620,771	624,710	600,804	627,317	663,880	897,945			
March	553,176	536,969	579,334	590,823	567,246	546,672	595,326	605,298	910,422			
April	616,770	608,060	593,194	534,169	599,866	609,190	638,438	673,319	887,310			
May	585,337	539,262	582,506	549,053	650,444	566,120	598,455	700,731	870,159			
June	556,317	494,753	498,178	526,069	501,302	521,157	580,888	677,929	871,531			
Total for Year	7,320,868	7,192,751	7,098,815	7,049,874	7,232,786	7,236,450	7,501,488	8,264,112	10,922,608	5,921,747		
SM Campus GSF			535,323	575,921	587,396	590,005	592,457	591,425	698,425			
kwh/gsf			13.26	12.24	12.31	12.26	12.66	13.97	15.63			
Annual FTES												

Calculation for Required 15% Load Reduction: Simple Example, many other factors will apply.

Base Year - 2001/2002 Usage: 7,098,815 Kwh
 15% reduction on base year: 1,064,822 Kwh
 Annual Target Usage: 6,033,993 Kwh

2007/2008 Usage: 10,922,608 Kwh.
 Target Usage: 6,033,993 Kwh
 07/08 Reduction needed: 4,888,615 Kwh or 44.8%.

California Community Colleges

Board of Governors

Energy and Sustainability Policy

This Energy and Sustainability Policy of the Board of Governors of the California Community Colleges provides goals and guidance for districts to achieve energy conservation, sustainable building, and physical plant management best practices necessary to reduce energy consumption. This policy is consistent with Governor Arnold Schwarzenegger's Executive Order S-12-04, which requests the community colleges active participation in statewide energy conservation and reduced electrical demand.

Furthermore, Government Code section 15814.30 states that "All new public buildings for which construction begins after January 1, 1993, shall be models of energy efficiency and shall be designed, constructed, and equipped with all energy efficiency measures, materials and devices that are feasible and cost-effective". Section 15814.31 requires that "All public buildings, when renovated or remodeled, shall be retrofitted to meet...Title 24 of the California Code of Regulations", including Part 6; Energy Code.

I. Energy Efficiency and Conservation Goals In order for our system to begin to achieve these goals, each campus needs to reduce energy consumption from its 2001-02 baseline consumption by 15% by the end of fiscal year 2011-12. Consumption will be measured in BTU/GSF (British thermal unit per gross square foot) for both state and nonstate supported areas of the campuses. Also, all major capital projects starting design in the FY 2010-11 need at a minimum to outperform by at least 15% the current Title 24 Standards (California Energy Code) for new construction, and all major renovation projects should at a minimum outperform the current Title 24 Standards by at least 10%. In addition, each district shall develop a policy that takes advantage of all incentives available for these projects.

To help achieve these goals, the Community College System Office will provide an incentive of **2% for new construction** and **3% for modernization projects**. This incentive shall be applied to the construction cost component of the project budget. Because energy consumption will be measured in usage per square foot, as energy efficient space is added energy savings should continue to improve.

In order to be eligible for this funding, a district needs to provide the following two items to the System Office:

1. A simple, one-page worksheet (enclosed) submitted only once a year updating the energy savings by campus for the most recently completed fiscal year. The first worksheet will cover from 2001-02 to present. Each year's subsequent submittal will be for the most recently completed fiscal year only. This worksheet shall be submitted at the same time each year as the Scheduled Maintenance Five Year Plan. This information will then be compiled into a statewide report for the Governor.

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2. An energy modeling document for each project submitted for state funding. This document is normally prepared by your architect and submitted to DSA as part of that plan review process.

II. Energy Independence Goal

The California Community Colleges (CCCs) are encouraged to develop a strategic plan for energy procurement and production to reduce energy capacity requirements from the electricity grid, and to promote energy independence using available economically feasible technology (solar, wind, biomass) and for on-site generation. The colleges are also encouraged to purchase natural gas through non-utility consortiums or co-operative arrangements.

The CCCs should endeavor to develop their self-generated energy capacity. To help accomplish this goal, each District should:

1. Consider installing and operating clean cogeneration plants and proven renewable energy generation technologies in order to reduce greenhouse gas emissions, and to improve campus energy efficiency, utility reliability, and service diversity.
2. Pursue cost effective renewable generation in order to increase on-site production.
3. Participate in all utility offered Demand Response programs. Pursue all possible incentives offered by these programs.

In lieu of self-generation, colleges should consider procuring 20% of their electricity needs from renewable sources by 2010, and 40% by 2014 as noted above, subject to the constraints of program needs and standard budget parameters, to endeavor to meet or exceed the State of California and California Public Utilities Commission Renewable Portfolio Standard.

III. Policy on Energy Conservation, Sustainable Building and Physical Plant Management Best Practices.

1. Energy Conservation

All CCC buildings and facilities, regardless of the source of funding for their operation, should be operated in the most energy efficient manner without endangering public health and safety and without diminishing the quality of education.

All CCCs should continue to identify energy efficiency improvement measures to the greatest extent possible, undertake all necessary steps to seek funding for their implementation and, upon securing availability of funds, expeditiously implement the measures.

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Energy and Sustainability Policy

The CCCs should promote the use of cost effective renewable non-depleting energy sources wherever possible, both in new construction projects and in existing buildings and facilities. The colleges should consider the implementation of load shifting technologies such as thermal energy storage and natural gas fired, on site generation with heat recovery capabilities.

The CCCs should actively seek all available sources of funding for implementing energy efficiency improvement and utilities infrastructure renewal projects. Funding sources should include federal and state budget appropriations, federal, state and private sector grant opportunities, and other unique public/private sector financing arrangements, which have been made available through legislative actions in California and the United States Congress. In the event these funding sources are unable to meet the requirements for an approved energy program, priorities within the existing support appropriations should be examined to determine if funds could be made available for project development purposes.

The CCCs should cooperate with federal, state, and local governments and other appropriate organizations in accomplishing energy conservation and utilities management objectives throughout the state; and inform students, faculty, staff and the general public of the need for and methods of energy conservation and utilities management. Each CCC should also establish appropriate guidelines, rules, and standards to assure effective energy management practices.

Each CCC should designate an energy/utilities manager with the responsibility and the authority for carrying out energy conservation and utilities management programs. The System Office will have the responsibility to coordinate the individual college programs into a systemwide program.

Each campus energy/utilities manager should solicit and evaluate feedback from faculty, staff, and students and community organizations to monitor the effects of energy conservation efforts on instructional programs and the environment. Training on new energy management concepts and programs should be a regular part of staff development for physical plant staff at each college.

Each CCC should develop a board policy for energy and sustainability, and should have an implementation plan for each. Several districts have included their policies within their Five Year Construction Plans.

2. *Sustainable Building Practices*

All future CCC new construction, remodeling, renovation, and repair projects should be designed with consideration of optimum energy utilization, low life cycle operating costs, and compliance with all applicable energy codes and regulations. In instances where a project's current funding does not include energy or sustainable design features consistent with low life cycle costing, augmentations may be sought, when warranted. In the areas of specialized construction that are not regulated through the current energy codes, such as historical buildings, museums, and auditoriums, the CCCs should ensure that these facilities are designed to maximize energy

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efficiency. Energy efficient and sustainable design features in the project plans and specifications need to be considered in balance with the academic program needs of the project within the available project budget.

In an effort to reduce the creation of greenhouse gases, capital planning for CCC facilities and infrastructure should consider features of a sustainable and durable design to achieve a low life cycle cost. Principles and best practices established by leading industry standards or professional organizations should be implemented to the greatest extent possible. All CCC new construction and major remodeling projects should be designed to achieve at least a United States Green Building Council Leadership in Energy and Environmental Design (LEED) "Certified" or equivalent rating.

The following elements should be considered in the design of all buildings for the CCCs:

- Siting and design considerations that optimize local geographic features to improve sustainability of the project, such as proximity to public transportation and maximizing use of vistas, microclimate, and prevailing winds;
- Durable systems and finishes with long life cycles that minimize maintenance and replacement;
- Optimization of layouts and designing spaces that can be reconfigured with the expectation that the facility should be renovated and re-used (versus demolished)
- Systems designed for optimization of energy, water, and other natural resources;
- Optimization of indoor environmental quality for occupants;
- Utilization of environmentally preferable products and processes, such as recycled-content materials and recyclable materials;
- Procedures that monitor, trend, and report operational performance as compared to the optimal design and operating parameters;
- Space should be provided in each building to support an active program for recycling and reuse of materials.

In order to implement the sustainable building goal in a cost effective manner, the process should: identify economic and environmental performance measures; determine cost savings; use extended life cycle costing; and adopt an integrated systems approach. Such an approach treats the entire building as one system and recognizes that individual building features, such as lighting, windows, heating and cooling systems, or control systems are not stand-alone systems.

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The CCCs are encouraged to use materials and systems with reduced environmental impacts. The design team (architect/engineer) should recommend building materials and methods with life cycles (manufacture, installation, maintenance, repair, and replacement) of reduced environmental impacts. Considerations should also include energy efficiency, energy required in the manufacturing process, life cycle duration, and maintenance and replacement costs.

The CCC System Office shall encourage appropriate training programs for CCC facilities personnel with the aim of promoting and maintaining the goals of this policy.

3. Physical Plant Management

In order to conserve purchased energy resources, districts are encouraged to heat their facilities at or below 68°F and cool facilities at or above 78°F. Domestic hot water temperatures should not be set above 115°F. These limits should not apply in areas where other temperature settings are required by law or by specialized needs of equipment or scientific experimentation.

Each campus shall seek to operate and maintain a computerized energy management system that should provide centralized reporting and control of the campus energy related activities. Campus energy/utilities managers should make the necessary arrangements to achieve optimum efficiency in the use of natural gas, electricity, or any other purchased energy resources to meet the heating, cooling, and lighting needs of the buildings and/or facilities. Except for areas requiring special operating conditions, such as electronic data processing facilities, or other scientifically critical areas, where rigid temperature controls are required, building and/or facility temperatures should be allowed to fluctuate between the limits stated above. Simultaneous heating and cooling operations to maintain a specific temperature in work areas should not be allowed unless special operating conditions dictate such a scheme to be implemented.

Scheduling of building and/or facility usage should be optimized consistent with the approved academic and non-academic programs to reduce the number of buildings operating at partial or low occupancy. To the extent possible, academic and non-academic programs should be consolidated in a manner to achieve the highest building utilization. Further, the scheduling of buildings should be implemented in a manner to promote central plant and individual building air conditioning system shutdown to the greatest extent possible during the weekend and other holiday periods. Campus energy/utilities managers should make all attempts to change or update building operating schedules to match the changes in the academic programs on a continuing basis.

All air conditioning equipment, including supply and return air fans, should be shut off on weekends, holidays, and for varying periods each night, except where it would adversely affect instruction, electronic data processing installations, or other scientifically-critical or 24-hour operations.

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All CCC campuses should take every necessary step to conserve water resources, including such steps as installing controls to optimize irrigation water, reducing water usage in restrooms and showers, and promoting the use of reclaimed water. The use of decorative fountains should be minimized.

The CCCs should encourage continued energy conservation and lowest utilities operating costs on its campuses by instituting incentive plans designed to recognize and reward meritorious achievements by campus staff, faculty, and students beyond normal expectation. These incentive plans should be designed in such a fashion that they are adaptable to changing budget constraints from year to year.



Strategic Plan 2009 Annual Implementation Plan 2008-2009

“The Strategic Planning Council recognizes the importance of using the governance process to identify, prioritize, and allocate funding to ensure the success of the Objectives and Activities listed in this Annual Implementation Plan. While the SPC may not be named as an assigned group on each Objective and Activity, its role is implicit throughout.”

Objective/Activity 1 Goal : ALL	Primary Person(s): Vice President, Instruction; <u>Tri-Chairs</u> , Accreditation Tri-Chairs
Prepare Palomar’s self-study for reaffirmation of accreditation.	Assigned Groups: Accreditation Steering Committee; Accreditation Standard Writing Groups
	Time Line: March, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount \$30,000 in 2008-09 b. Funding Source - General Funds 2. Needed -0- a. Amount Needed or Sought	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source 2. Needed -0- a. Amount Needed or Sought
December 2, 2008 The self-study has come together under the leadership of the co-chairs, the accreditation staff assistant, the ALO, and the participation of many faculty, staff, administrators, and students. SPC accepted the self-study at its October 7 meeting and has begun addressing Planning Agendas Item #6 related to the number full-time faculty at the college and #10 regarding governance. The Palomar College Governing Board held a workshop to review and discuss the self-study on October 29 and approved the document at its public meeting on November 11. The document will be submitted for final printing on December 9.	
May 5, 2009	

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Objective/Activity 2 <i>Goal : ALL</i>	Primary Person(s): Superintendent/President; Vice President, Instruction (Accreditation Liaison Officer)
Begin addressing Palomar's self-identified planning agenda developed through the College's self-study accreditation.	Assigned Groups: Strategic Planning Council, Accreditation Steering Committee
	Time Line: Timelines are specific to agenda items and are documented in each related activity.
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount b. Funding Source - General Funds 2. Needed -0- a. Amount Needed or Sought	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source 2. Needed -0- a. Amount Needed or Sought
December 2, 2008 The self-study with its planning agendas was accepted by SPC at its October 7. A workgroup has been affirmed by SPC to address Planning agenda #6 related to the number of full-time faculty at the college and a special meeting for SPC has been scheduled for December 5 to begin discussions on Planning agenda #10 regarding governance. Other planning agendas are scheduled for discussion at the December 2 meeting of SPC.	
May 5, 2009	

**Strategic Plan
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Objective/Activity 3 <i>Goal : ALL</i>	Primary Person(s): Superintendent/President
The college will review the Strategic Planning and the Program Review and Planning processes to identify ways to improve the Annual Implementation Plans, including funding of priorities. (Accred. Standard I.B) (Self-Study Planning Agenda Item #2)	Assigned Groups: Strategic Planning Council, Instructional Planning Council, Student Services Planning Council, Finance and Administrative Services Planning Council; Human Resource Services Planning Council, Budget Committee
	Time Line: December, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount b. Funding Source - General Funds 2. Needed -0- a. Amount Needed or Sought	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source 2. Needed -0- a. Amount Needed or Sought
May 5, 2009	

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Objective/Activity 4 Goal : ALL	Primary Person(s): Superintendent/President; Vice President, Instruction; Vice President, Student Services; Vice President, Finance and Administrative Services; Vice President, Human Resource Services
The college will develop a systematic process based on discussion among constituent groups to identify and plan for the staffing levels and flexibility necessary for continuity of services in support of students. (Accred. Standards II.C, III.A, III.B) (Self-Study Planning Agenda Item #7)	Assigned Groups: Strategic Planning Council, Instructional Planning Council, Student Services Planning Council, Finance and Administrative Services Planning Council; Human Resource Services Planning Council
	Time Line: December, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount b. Funding Source - General Funds 2. Needed -0- a. Amount Needed or Sought	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source 2. Needed -0- a. Amount Needed or Sought
May 5, 2009	

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Objective/Activity 5 Goal : ALL	Primary Person(s): Co-Presidents, Palomar Faculty Federation-; President, Faculty Senate- President ; <u>President</u> , Council of Classified Employees; President, Administrative Association-; President, Confidential and Supervisory Team
The college will ensure that all constituent groups have a written code of ethics aligned with Governing Board policy. (Accred. Standard III.A) (Self-Study Planning Agenda Item #8)	Assigned Groups: Palomar Faculty Federation; Faculty Senate; Council of Classified Employees; Administrative Association; Confidential and Supervisory Team
	Time Line: May, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount b. Funding Source - General Funds 2. Needed -0- a. Amount Needed or Sought	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source 2. Needed -0- a. Amount Needed or Sought
May 5, 2009	

**Strategic Plan
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Objective/Activity 6 Goal : Teaching and Learning	Primary Person(s): Coordinators, of Basic Skills/HSI Committee
<p>As a result of Palomar's self-assessment for effective practices in Basic Skills instruction and support, develop and implement student success centers to increase student engagement, persistence, and completion.</p> <p>This activity addresses the following objectives in the 2009 Strategic Plan:</p> <p>Develop and implement an institution-wide plan that includes strategies to improve retention (course completion) and persistence (semester to semester attendance and completion)</p> <p>Increase instructional faculty's awareness and referral of students to services that support student success.</p> <p>Increase student awareness and use of services that support student success.</p> <p>The Basic Skills Committee will</p> <p>a. implement, evaluate, and revise as necessary the <i>Basic Skills Action Plan</i>, including the teaching/learning centers, the Freshman Experience, and the Professional Development components; and</p> <p>b. promote dialogue about, understanding of, and response to the <i>Basic Skills</i> Initiative, including integrated instructional support services. (Accred. Standards II.A, II.C).</p> <p>c. (Self-Study Planning Agenda Item # 4)</p>	<p>Assigned Groups: Basic Skills /HSI Committee</p> <p>Time Line:</p> <ul style="list-style-type: none"> • Implement TLC at Escondido – May, 2009 • Explore and Identify TLC location at San Marcos – December, 2009 • Implement Freshman Experience – September, 2009 • Develop and deliver related professional development activities - ongoing- • All other Basic Skills Action Plans – Provide progress update in semi-annual report
<u>Funding Information – One Time Funds Budgeted or Needed</u> <ol style="list-style-type: none"> Budgeted <ol style="list-style-type: none"> Amount Funding Source 	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> <ol style="list-style-type: none"> Budgeted <ol style="list-style-type: none"> Amount Funding Source

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**Strategic Plan
Annual Implementation Plan 2008-2009**

<p>Basic Skills (restricted funds), General Fund</p> <p>2. Needed</p> <p>a. Amount Needed or Sought</p>	<p>2. Needed</p> <p>a. Amount Needed or Sought</p>
<p>December 2, 2008</p> <p>The following have been completed since July 1, 2008:</p> <ul style="list-style-type: none"> • The Basic Skills/Title V HSI Committee has been established with broad membership representing campus constituencies. • Two faculty co-coordinators for this committee have been named. • This committee has established a sub-workgroup that meets weekly to address the activities and goals of the action plans. • The Escondido TLC designs have been completed and are slated to go to the State architects in December. Pending approval, construction of the TLC will begin in February 2009, with completion expected by May. • The Basic Skills/Title V HSI Committee continues to look at options for a TLC in San Marcos. • A First-Year Experience Coordinator position has been approved by the Faculty Senate, and the call to fill the position was released November 24. <p>Several PD workshops have provided information for faculty regarding the grants and how faculty can assist basic skills students.</p>	
<p>May 5, 2009</p>	

**Strategic Plan
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Objective/Activity 7 Goal : Student Success	Primary Person(s): Vice President, Student Services; Vice President, Instruction
Define and communicate classroom and college expectations of students that foster shared responsibility for learning outcomes.	Assigned Groups: Student Services Planning Council; Instructional Planning Council; Learning Outcomes Council; Faculty Senate; Associated Student Government
	Time Line: May, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source: Current expenses covered by District general fund, Matriculations, EOP&S and Foundation support. Expansion & enhancements will need additional support. 2. Needed a. Amount Needed or Sought -0-	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted a. Amount \$3,000,000.00 (budgeted salaries) b. Funding Source Unrestricted & categorical funds 2. Needed a. Amount Needed or Sought -0-
December 2, 2008 The Senate's COST workgroup, together with a student, discussed issues related to student's responsibility and created a student/instructor and an instructor/student contract to be used by faculty in their classes. A group of students suggested ideas for graphics to be used for posters and buttons. To support these ideas financially, the group applied for a grant. Various departments and programs in the Counseling Services Division have identified Student Learning Outcomes (SLO's) and Service Area Outcomes (SAO) and are now beginning to assess the effectiveness of current practices through various student surveys. The Office of Research and Planning has evaluated the results of the outcomes of the 2007 EAP cohort and noted a significant increase in persistence and success rates for first time students who participated in the 2007 EAP program. The Office of Student Affairs (OSA) established a goal and developed a plan to recruit and retain Associated Government and student club members. The OSA has implemented tracking methods that will demonstrate an increased participation by ASG members on shared governance committees. Student Learning Outcomes (SLO's) will illustrate that students work collaboratively and generously offer their perspective in shared governance committees. The SLO's will also reflect that recruiting efforts for ASG and club participation have been a success.	

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Strategic Plan
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May 5, 2009

**Strategic Plan
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Objective/Activity 8 Goal : Student Success	Primary Person(s) Vice President, Instruction; <u>President</u> , Faculty Senate- President ; Co-Presidents, Palomar Faculty Federation
<p>Develop a plan to increase the number of full-time faculty and the 75/25 ratio, while recognizing the need to increase the diversity among full-time faculty.</p> <p>The “75/25” Workgroup will develop a plan to improve the ratio of credit hours taught by full-time faculty to the credit hours taught by part-time faculty while also increasing the number of full-time faculty. (Accred. Standard II.A, III.A) (Self-Study Planning agenda Item #6)</p>	Assigned Groups: Strategic Planning Council; Human Resource Services Planning Council for Model EEO Plan; Faculty Senate; 75/25 Work Group, Palomar Faculty Federation
	Time Line: May, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source - General Fund 2. Needed -0- a. Amount Needed or Sought	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source 2. Needed -0- a. Amount Needed or Sought
December 2, 2008 A workgroup was affirmed by SPC this Fall semester and is meeting on the 2 nd and 4 th Thursdays from 12:30-1:30 pm to address this goal, which is also Planning Agenda #6 of the self-study.	
May 5, 2009	

**Strategic Plan
Annual Implementation Plan 2008-2009**

Objective/Activity 9 Goal : Teaching and Learning	Primary Person(s) <u>President</u> , Faculty Senate- President ; Co-Presidents, Palomar Faculty Federation; <u>Coordinator</u> , Academic Technology Coordinator
Advance campus discussions related to on-line teaching and learning. These discussions will center on (1) Faculty Workload, (2) Faculty Performance Standards, (3) Student Evaluations, and (4) Student Access (both to technology and to face-to-face classes vis-à-vis on-line classes).	Assigned Groups: Faculty Senate Academic Technology Committee; Academic Technology Group; Professional Development; Palomar Faculty Federation; Associated Student Government;; TERB Time Line: May, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source 2. Needed -0- a. Amount Needed or Sought	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted X a. Amount b. Funding Source Faculty Contracts 2. Needed -0- a. Amount Needed or Sought
December 2, 2008 At the beginning of the Fall semester, the Senate’s Academic Technology Committee formed four workgroups from among its members. Each group is charged to discuss and research issues regarding on-line teaching and learning such as outlined above. These workgroups meet every 2 nd and 4 th Thursday of the months with members from TERB, PFF, and the Senate.	
May 5, 2009	

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Objective/Activity 10 Goal : Teaching and Learning	Primary Person(s) <u>President</u> , Faculty Senate- President ; Vice President, Instruction
Provide up-to-date technology and related technical and equipment support for instructional purposes.	Assigned Groups: Strategic Planning Council; Academic Technology Group; Information Services; Audio Visual Services
	Time Line: May, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount b. Funding Source Proposition M provided initial funding along with the Matriculation restricted funds budget for Assessment Center and SU204 2. Needed a. Amount Needed or Sought	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source 2. Needed a. Amount Needed or Sought -0-
December 2, 2008 Educational and Facilities Master Plan 2022 and the Institutional Program Review and Planning documents completed in Spring 2008 by all academic programs are being utilized to identify instructional technology needs. Block grant, Prop M, and VTEA funding are being utilized to address needs based on department priorities and resources available. Planning, communication, and coordination among instruction, I.S. AV, Academic Technology, and the VTEA Advisory Committee have been instrumental in effectively addressing this goal.	
May 5, 2009	

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Objective/Activity 11 Goal : Teaching and Learning	Primary Person(s) Co-Chairs, of Learning Outcomes Council; President , Faculty Senate President ; Co-Chairs, of Curriculum Committee
<p>Enculture the discussion and implementation of learning outcomes cycles.</p> <p>The Learning Outcomes Council (LOC) will guide and support the college's completion of the Development phase of Student Learning Outcomes Assessment Cycles (SLOACs) at the course, program, general education, and institutional levels. In this process, the LOC will move the college toward the Proficiency phase of SLOACs. (Accred. Standard I.B, II.A, II.B) (Self-Study Planning Agenda Item # 1)</p>	<p>Assigned Groups: Learning Outcomes Council; Curriculum Committee; Faculty Senate</p> <p>Time Line: Plan – December, 2009</p>
<p><u>Funding Information – One Time Funds Budgeted or Needed</u></p> <p>1. Budgeted</p> <p> a. Amount -0-</p> <p> b. Funding Source</p> <p>2. Needed -0-</p> <p> a. Amount Needed or Sought</p>	<p><u>Funding Information – Ongoing Funds Budgeted or Needed</u></p> <p>1. Budgeted X</p> <p> a. Amount</p> <p> \$50,000/year</p> <p> #1,2 & 3 = \$10,000 (Student Services)</p> <p> b. Funding Source</p> <p> General Fund</p> <p> #1, 2 & 3 – General Fund covers salary expenses and retreat paid for with Matriculation funds. (Student Services)</p> <p>2. Needed -0-</p> <p> a. Amount Needed or Sought: ;</p> <p> (\$50,000/year)</p>
<p>December 2, 2008</p> <p>The Learning Outcomes Council has organized and overseen a series of 17 work sessions since September for faculty to gain an understanding of the Student Learning Outcomes Assessment Cycle (SLOAC) and to discuss and articulate learning outcomes and assessment. Both part-time and full-time faculty plenary sessions included breakout workshops where discussions surrounding the implementation of SLOs took place. A third PD offering occurred in October where several faculty and staff discussed how SLOAC is to be implemented at Palomar College. The Learning Outcomes Council has established 9 goals for the 2008-09 year, which include supporting and guiding the implementation of SLOs for</p>	

Strategic Plan Annual Implementation Plan 2008-2009

courses, programs, General Education, and Student Services. Subgroups are being organized within the LOC to plan, develop, and carry out activities related to SLOs and assessment.

May 5, 2009

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Objective/Activity 12 Goal : Organizational and Professional Development	Primary Person(s) Superintendent/President
<p>Evaluate formal communication channels and improve the vertical and horizontal communication within the governance structure.</p> <p>The Strategic Planning Council will engage in formal dialogue on its shared governance and decision-making processes in order</p> <ol style="list-style-type: none"> to distinguish the types of decisions that have significant institution-wide implications and thus must be arrived at through systematic participative processes; to clarify the authorities and responsibilities of the decision-makers and other participants in these processes in order to produce decision-making guidelines; and to enhance professional development opportunities for the college to learn about shared governance. (Accred. Standard IV.A) <p>c. (Self-Study Planning Agenda Item #10)</p>	<p>Assigned Groups: Strategic Planning Council; Instructional Planning Council; Student Services Planning Council; Human Resource Services Planning Council; Finance and Administrative Services Planning Council; Research and Planning</p> <p>Time Line: May, 2009</p>
<p><u>Funding Information – One Time Funds Budgeted or Needed</u></p> <ol style="list-style-type: none"> Budgeted <ol style="list-style-type: none"> Amount -0- Funding Source Needed <ol style="list-style-type: none"> Amount Needed or Sought -0- 	<p><u>Funding Information – Ongoing Funds Budgeted or Needed</u></p> <ol style="list-style-type: none"> Budgeted <ol style="list-style-type: none"> Amount -0- Funding Source Needed <ol style="list-style-type: none"> Amount Needed or Sought -0-
<p>December 2, 2008</p> <p>The Strategic Planning Council has scheduled an initial meeting on December 5, 2008 to begin discussion of the College's shared governance</p>	

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Strategic Plan
Annual Implementation Plan 2008-2009

and decision-making processes.

May 5, 2009

**Strategic Plan
Annual Implementation Plan 2008-2009**

Objective/Activity 13 Goal : Organizational and Professional Development	Primary Person(s) <u>Coordinator</u> , Professional Development Coordinator , <u>Co-Chairs</u> , Learning Outcomes Council Co-chairs , <u>Co-Chairs</u> , Basic Skills/HSI Committee Co-chairs , <u>Co-Chairs</u> , Staff Development and Training Committee Co-chairs
<p>In the area of Professional Development, the college will</p> <ol style="list-style-type: none"> offer broader and more comprehensive professional development activities for faculty, staff, and administrators on Student Learning Outcomes Assessment Cycles, students' basic skills needs, and students' diverse learning styles; develop professional development opportunities for faculty, staff, and administrators to learn about their colleagues' academic and career/technical programs; and <u>concentrate on engaging part-time faculty in these activities and opportunities. (Accred. Standard I.A, III.A, IV.A)</u> <p>e. (Self-Study Planning Agenda Item #5)</p>	<p>Assigned Groups: Professional Development Advisory Committee, Learning Outcomes Council, Basic Skills/HSI Committee, Staff Development and Training Committee</p> <p>Time Line: December, 2009</p>
<u>Funding Information – One Time Funds Budgeted or Needed</u> <ol style="list-style-type: none"> Budgeted <ol style="list-style-type: none"> Amount -0- Funding Source Needed <ol style="list-style-type: none"> Amount Needed or Sought -0- 	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> <ol style="list-style-type: none"> Budgeted <ol style="list-style-type: none"> Amount -0- Funding Source Needed <ol style="list-style-type: none"> Amount Needed or Sought -0-
May 5, 2009	

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**Strategic Plan
Annual Implementation Plan 2008-2009**

Objective/Activity 14 Goal : Resource Management	Primary Person(s) Superintendent/President; Director, Research and Planning
Develop and implement a process for submitting, approving, and managing grants.	Assigned Groups: Strategic Planning Council; Research and Planning; Director, Grant Funded Student Programs; Director, Fiscal Services
	Time Line: May, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount: b. Funding Source Budgeted, Restricted Funds for Grant process 2. Needed a. Amount Needed or Sought	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted a. Amount b. Funding Source 2. Needed a. Amount Needed or Sought \$125,000 annually (estimated need)
December 2, 2008 In 2006-07, a grants work group recommended that the college establish a grants office. However, due to budget concerns this recommendation has never moved forward. The grants work group should meet again to review its past work and discuss ways for the college to establish appropriate procedures for submitting grant proposals in the absence of a formal college-wide grants office.	
May 5, 2009	

**Strategic Plan
Annual Implementation Plan 2008-2009**

Objective/Activity 15 Goal : Resource Management	Primary Person(s) Superintendent/President; Vice President, Finance and Administrative Services
The college will discuss, design, adopt, and implement a budget development process that <ol style="list-style-type: none"> better aligns with and allocates funding for both short-term and long-term strategic planning priorities; allows flexibility for responding to emergencies and exigencies; and sustains the district's current fiscal stability and solvency. (Accred. Standard I.B, III.B, III.D) (Self-Study Planning Agenda Item #3) 	Assigned Groups: Strategic Planning Council; Budget Committee
	Time Line: May, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> <ol style="list-style-type: none"> Budgeted <ol style="list-style-type: none"> Amount: Funding Source Budgeted, Restricted Funds for Grant process Needed <ol style="list-style-type: none"> Amount Needed or Sought 	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> <ol style="list-style-type: none"> Budgeted <ol style="list-style-type: none"> Amount Funding Source Needed <ol style="list-style-type: none"> Amount Needed or Sought
May 5, 2009	

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**Strategic Plan
Annual Implementation Plan 2008-2009**

Objective/Activity 16 <i>Goal : Facilities Improvement</i>	Primary Person(s) Vice President, Finance & Administrative Services
Complete the master signage plan for all district facilities	Assigned Groups: Finance & Administrative Services Planning Council
	Time Line: May, 2009
<u>Funding Information – One Time Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source 2. Needed a. Amount Needed or Sought -0-	<u>Funding Information – Ongoing Funds Budgeted or Needed</u> 1. Budgeted a. Amount -0- b. Funding Source 2. Needed a. Amount Needed or Sought No additional funds required for FY2007-08.
December 2, 2008 The district architect, LPA has been working on the development of the Master Signage Plan. The prototype building sign has been installed on the NS building and is currently under review. LPA has provided the second draft of the master signage plan and district staff are currently reviewing the plan. It is expected that we will have the master signage plan final draft ready to start the shared governance review process during the Spring Semester 2009.	
May 5, 2009	

**Strategic Plan
Annual Implementation Plan 2008-2009**

Objective/Activity 17 Goal : Facilities Improvement	Primary Person(s) Manager, Facility Planning/Environmental Health & Safety; Chief of Police; Vice President, Finance and Administrative Services Planning Council; Vice President, Student Services Planning Council
<p>Continue to develop procedures to respond to emergency situations.</p> <p>The college will consider the recommendations of the Emergency Preparedness Workgroup as part of its ongoing planning, preparation, and training for the safety and security of the college community. Recommendations incorporated into the district's Emergency Preparedness Plan will be prioritized and funding resources will be identified. (Accred. Standard III.B) (Self-Study Planning Agenda Item #9)</p>	<p>Assigned Groups: Safety and Security Committee; Campus Police Committee; Finance and Administrative Services Planning Council; Student Services Planning Council</p> <p>Time Line: May, 2009</p>
<p><u>Funding Information – One Time Funds Budgeted or Needed</u></p> <p>1. Budgeted</p> <p> a. Amount</p> <p> \$100,000 estimated</p> <p> b. Funding Source</p> <p> No additional general funds required for FY2007-08.</p> <p>2. Needed</p> <p> a. Amount Needed or Sought -\$940,000</p>	<p><u>Funding Information – Ongoing Funds Budgeted or Needed</u></p> <p>1. Budgeted</p> <p> a. Amount -0-</p> <p> b. Funding Source</p> <p>2. Needed</p> <p> a. Amount Needed or Sought</p> <p> Uncertain at this time until plan is completed</p>
<p>December 2, 2008</p> <p>The Emergency Response Working Group, an Ad Hoc Committee of the Safety & Security Committee developed a comprehensive list of recommendations that will improve the District's response to emergencies. The recommendations were organized into four categories: mass communication systems, State/Federal compliance and training, emergency backup power and field response. The recommendations have been brought forward through the shared governance process. We are currently trying to identify funding for the implementation of the recommendations as they were prioritized during the approval process.</p>	
<p>May 5, 2009</p>	

Strategic Plan
Annual Implementation Plan 2008-2009

Board Contract Approval

The Board reviews, prior to signature and implementation, the following:

*construction \$15,000
other \$18,000. System
Office sets limit*

- All contracts meeting the dollar requirements for mandatory public bidding under Public Contract Code sections 20111(a) & (b) and section 20651(b). This includes agreements related to contract/grant funded programs.
- All multi-year contracts excluding:
 - maintenance, repair & service agreements
 - hardware & software maintenance , license renewals
- All real estate purchase or lease agreements except leasing of classroom space.
- *The hiring of any consultant and/or employee who will be acting in an administrative capacity or in support of administrative functions of the District.*
- *The renewal or modification of any contract of any consultant and/or employee who will be acting in an administrative capacity or in support of administrative functions of the District.*
- *Any contracts w/ educational intent*

Per BP 540 Purchasing / Board Resolution No.05-20829

Contracts 60 Day Report

Contracts entered into for the last 60 days are to be reported to the Board for ratification or approval. Contracts on the report include:

- Contracts not meeting bid dollar thresholds.
- Real estate leases for classroom space.
- Renewal of contracts previously approved by the Board and containing renewal provisions.*
- Amendments to existing contracts.*




Per Education Code Section 81655 and Board Resolution
No.96-18424

* Unless superseded by specific Board Prior Approval requirements.

16. **APPROVED DISTRICT'S REPORTING TO THE PUBLIC OF EMPLOYEE AND
CONSULTANT HIRES AND BUDGET TRANSFERS**

MSC Chadwick/Larson

The Governing Board approved the addition of three more stand alone items to its agenda in the interest of informing the public of significant business activities:

-  The hiring of any consultant and/or employee who will be acting in an administrative capacity or in support of administrative functions for the District.
-  The renewal or modification of any contract of any consultant and/or employee who will be acting in an administrative capacity or in support of administrative functions for the District.
-  Any budget transfers from General Fund into Fund 69.

These items will appear on the Governing Board agenda prior to any action taking place.

Michele Nelson commented that the word **action** was missing from the last sentence. Doesn't administrative capacity encompass a large breadth of jobs, it could be a secretary, ... , Mark. Deegan said only administrators are considered in this action.

The Vote was unanimous.

17. **FIRST READING – REVISION OF PALOMAR COMMUNITY COLLEGE DISTRICT
POLICIES: CHAPTER 5 – STUDENT SERVICES**

This information item includes a proposal to revise the present policies on Chapter 5 – Student Services. These policies have gone through final review through the shared governance process. They will be presented for approval at the April 8, 2008, Governing Board meeting. **EXHIBIT N-17**

Trustee Chadwick inquired about the deletion of BP 5500 from the Chapter to be approved. Vice President Madrigal stated that particular policy need further review by the Policies & Procedures Task Force and will be brought back for approval when complete agreement has been reached. Trustee Chadwick said she assumed that all of the changes made to the policies are related to the recommendations from attorneys from the Community College League of California and from the Task Force. President Deegan confirmed that the changes are recommended by the CCLC, the Policies & Procedures Task Force, and Strategic Planning Council.

18. **FIRST READING – REVISE BP 2715 CODE OF ETHICS/STANDARDS OF PRACTICE**

This information item includes a proposal to revise BP 2715 to meet Accreditation Standards. **EXHIBIT N-18**

Trustee Chadwick commented that she is assuming the recommended changes to this policy are related to accreditation standards. President Deegan confirmed that the recommended changes to the policy are recommended from the League to meet accreditation standards.

Trustee Chadwick suggested deleting the word "personal" from #3. This change will be made and brought back for action at the next Board meeting.

N. NEW BUSINESS

1. APPROVE REVISION OF B.P. 540 PURCHASING

MSC Nelson/McMullen

RESOLUTION NO. 05-20829

The Governing Board of the Palomar Community College District hereby approves the revision of B.P. 540 Purchasing as follows:

**B.P. 540
Purchasing**

The Governing Board has the sole authority and responsibility for purchase contracts of the District. The Governing Board may designate certain individuals as being authorized to sign purchase orders and certain contractual documents on its behalf, subject to ratification. Only those persons' names may obligate the District on behalf of the Governing Board. Furthermore, the Governing Board recognizes the need to establish guidelines for conducting day-to-day purchasing procedures as defined by the Purchasing Procedures Handbook.

The Governing Board shall review, prior to signature and implementation, the following contracts:

- All contracts meeting the dollar requirements for mandatory public bidding under Public Contract Code, section 20111(a). This review requirement includes agreements related to contract/grant-funded programs meeting these parameters.
- All public project contracts meeting the dollar requirements for mandatory public bidding under Public Contract Code, Sections 20111(b) and 20651(b). This review requirement includes agreements related to contract/grant-funded programs meeting these parameters.
- All multi-year contracts excluding maintenance, repair, and service agreements; hardware and software maintenance and license renewals.
- All real estate purchase or lease agreements except leasing of classroom space.

The Vote was unanimous (of those Trustees present).
Student Trustee Advisory Vote: Aye

2. APPROVE REVISION OF B.P. 470 ATHLETIC FUNDING

MSC Larson/Nelson

RESOLUTION NO. 05-20830

The Governing Board of the Palomar Community College District hereby approves the revision of B.P. 540 Purchasing as follows:

**BP 470
ATHLETIC FUNDING**

The District shall assume financial responsibility for the Athletic Program.

The Vote was unanimous (of those Trustees present).

Ralph Jensen questioned the definition of the term, "public project", and was told that it refers to items such as infrastructure and roads.

Barbara Hughes again noted that she is not convinced that passage of items H-1, H-2, and H-3 will save staff time. She requested reassurance that the procedures and approval of the appropriate staff members will remain the same as they are currently. Ben Echeverria stated that procedures will remain the same, but individual resolutions will no longer need to be drafted for each individual contract as is currently done, thus saving considerable staff time. Ben also noted that the periodic report of contracts signed, which will be provided to Board members, will be presented in spread-sheet form.

The Vote was unanimous.

Student Trustee Advisory Vote: Aye

2. **DELEGATION OF POWER TO CONTRACT PURSUANT TO CALIFORNIA
EDUCATION CODE SECTION 81655 TO PERSONS DESIGNATED BY THE
SUPERINTENDENT**

MSC Jensen, Scofield

RESOLUTION 96-18424

WHEREAS, legal authority exists under California Education Code Section 81655, for the District Superintendent or his designee, pursuant to resolution of the Governing Board of the District passed in accordance therewith, to be delegated the power to contract on behalf of the District; and,

WHEREAS, this delegation of authority may be a blanket authorization in advance of its exercise, or it may be limited as to time, money or subject matter; and,

WHEREAS, no contract made pursuant to such delegation and authorization shall be valid or constitute an enforceable obligation against the District unless and until the same shall have been approved or ratified by the Governing Board; and,

WHEREAS, the approval or ratification of the Governing Board shall be evidenced by a motion of said Board duly passed and adopted; and,

WHEREAS, the Superintendent of the Palomar Community College District desires to designate the following employees of the District to authorize them to enter into routine contracts for amounts less than the competitive bidding requirements as detailed in California Public Contract Code Section 20651; and,

WHEREAS, the Governing Board has confidence in its employees who are designated herein to contract in the name of the District in accordance with this Resolution, and to bring back to this Board for ratification and approval, the contracts entered into pursuant to this authority, and to do so not less than every quarterly period (120 days) of each fiscal year;

NOW THEREFORE BE IT RESOLVED, That the following employees having been designated to this Board by the Superintendent, be and are hereby authorized and directed in accordance with the provisions of California Education Code Section 81655 to exercise the power of the Palomar Community College District, and Palomar College, to contract subject to ratification or approval by this Governing Board no less frequently than every 120 days following the making of the contract; and,

BE IT FURTHER RESOLVED, That this delegation of the power to contract be and is hereby effective July 1, 1997, and until further action of this Board rescinding, and/or amending this delegation, and,

BE IT FURTHER RESOLVED, That this delegation of the power to contract constitutes blanket authority as regards subject matter, or substance of the contract, but is limited as to monetary amount of each contract to the competitive bidding limits set forth in California Public Contract Code Section 20651, to wit: (1) \$50,000 plus an annual adjustment to reflect the percentage change in the annual average value of the Implicit Price Deflator for State and Local Government Purchases of goods and services and (2) \$15,000 for a public project as defined in Public Contract Code Section 22002 (c); and,

BE IT FURTHER RESOLVED, That this delegation of power shall not apply to real property acquisitions, rights of way, easements and dedication thereof, or to any legal actions wherein the District is a named party; but this delegation of power to contract is intended to effect a smoother operation of the District as to such routine matters as include, but not limited to, the following contract matters: (1) routine program contracts such as nurse training, paramedic training (field and clinical), dental training agreements; (2) facility rental agreements; (3) tenant leases at the Escondido Center; (4) consultant and independent contractor agreements; (5) honorarium agreements; (6) multimedia production agreements; (7) workshop agreements including contracts for food and facilities; (8) rental agreements to use facilities of others, including public and private, on short-term basis; (9) contracts to carry out field trips/courses such as the annual trip to the Sea of Cortez, the Yellowstone National Park trip involving five (5) separate contracts with vendors; (10) advertising agreements for yellow-page ads, and billboard space, (11) security, (12) equipment maintenance, (13) all other contracts and agreements of a routine nature not needing the immediate approval of the Governing Board as they arise.

George R. Boggs, Superintendent/ President; and,

Jerry R. Patton, Assistant Superintendent/Vice President, Finance and Administrative Services; and

Lynn Ginsburg, Director, Business Services; and

Ben Echeverria, Counsel, Contracts & Special Projects; and

Virginia Dower, Director, Auxiliary Services; and each of them. **Exhibit H-1,2,3**

Lengthy discussion ensued wherein two paragraphs of the proposed resolution, which had appeared on the agenda, were deleted prior to passage. The Board requested that reports be issued to them every 60 days, rather than 120 days.

The Vote was unanimous.

Student Trustee Advisory Vote: Aye

Overview of the Community College Budget for 2009-10

Today the Governor released his 2009-10 Budget detailing the spending cuts, deferrals, and categorical flexibility the Governor is proposing for California Community Colleges (CCC), thereby expanding upon the Governor's 2009-2010 Budget document released last week. Despite the massive State Budget deficit—\$14.8 billion, growing to \$41.6 billion by the end of 2009-10 if no corrective action is taken the Governor's proposal appears to recognize the huge role that CCC can have in retraining the workforce and restoring California's economic health.

California's Director of Finance, Mike Genest, had surprised the Capitol community with a New Year's Eve release of what the Governor's Office said was the Governor's 2009-2010 Budget, described as the most challenging Budget in the state's history. However, as Genest went on to explain at the press conference he held, what was released wasn't exactly an official Budget, but was close to what was expected to be released January 9. (The state Constitution, Article IV Section 12, requires the Governor to submit the Budget within the first 10 days of the calendar year, and requires that it be accompanied by a Budget bill itemizing recommended expenditures; the New Year's Eve release predated the Constitutional time frame and did not contain a Budget with details for each department.)

The 2009-10 Budget is complicated by the fact that there has been no resolution of the current year Budget shortfall. We start with the Governor's proposal for 2008-09. The proposal *replaces* the Governor's previous special session proposal for a \$332 million reduction for CCC.

The new midyear proposal would not cut CCC apportionments, but would delay, on an ongoing basis, \$230 million in January and February apportionments until July of the subsequent fiscal year. (This replaces the deferral now contained in the 2008-09 Budget that defers a portion—\$245 million of January and February and March payments to April, May and June respectively.)

The Governor's new proposal would also delete the 0.68% COLA (\$39.8 million) that had been included in the 2008-09 Budget. (This was part of the Governor's previous special session proposal.)

Finally, the proposal would provide districts with the flexibility to transfer any categorical allocations they receive to their general fund, without dollar limitation, to maximize course offerings "aligned with the system's highest priorities for transfer, basic skills, and career preparation." Districts would be required to sunshine their transferred fund decisions in public hearings.

Although current year property tax revenues were reduced by \$4 million, the proposal states that no deficit in Apportionments should occur, because increases in the estimated current year fee revenue plus oil and gas revenue are expected to more than offset the property tax shortfall.

The major components of the 2009-10 Budget Proposal for CCC include:

- 3% growth (increase of \$185.4 million) to fund approximately 36,000 FTES
- Funding for growth for selected categorical programs
- No COLA – estimated to be 5.02% (would save the state \$322.9 million)
- Suspension of all CCC reimbursable state mandates (would save the state \$4 million)
 - This proposal is a response to a recent court ruling in which the court ordered the Legislature in the future to comply with the constitutional requirements of Article XIII B, Section 6, by fully funding state mandated programs, and foregoing the practice of deferring mandate reimbursements while requiring districts to do mandated activities. Rather than proposing to repeal the mandates, the state, which intends to appeal the court's decision, decided to suspend them
- Increase of \$167.5 million to replace the allocation of State Lottery revenues to community college districts with Proposition 98 General Fund dollars pursuant to the Lottery securitization proposal
- No change in student fees
- Increase of \$934,000 to compensate colleges for administration of Board of Governor fee waivers
- Continuation of 2008-09 proposed categorical flexibility
- Administration-sponsored legislation to reduce or eliminate the uncertainty districts face with regard to property tax revenue and the backfill of apportionment funds

The Governor also makes the following recommendations affecting community colleges:

- An increase of \$280,000 for Chancellor's Office state operations workload
- Elimination of the CalGrant Competitive Program (would save the state \$59.2 million)
- Freezing CalGrant income eligibility limits at 2008-09 levels

GOVERNOR'S BUDGET
COMMUNITY COLLEGE DEFERRAL PROPOSALS
(JANUARY 16, 2009)

EXISTING DEFERRAL

- There is no change proposed to the existing \$200 million June to July deferral implemented back in 2003-04.

NEW DEFERRAL PROPOSALS

- The Governor proposes to REPLACE provisions of the recently enacted 2008-09 Budget Act that deferred \$245 million split equally from district general apportionment payments for January, February and March and returned to districts in April, May and June with a deferral of \$230 million from January and February (\$115 million each month) to be repaid in July, 2009. Like the existing deferral, the \$230 million will be ongoing.
- Under the proposal, the total amount of the CCC deferrals for the current year would equal \$430 million, with the deferred dollars being repaid in total in July, 2009.
- There is an additional deferral of \$200 million for 2009-10. This would defer \$200 million of the regular July, 2009 Advance Apportionment funding to October of the same fiscal year.
- All deferrals are proposed as permanent changes to the CCC budget.

Note: Categorical funding payments are not impacted by this proposal and will be paid to districts on the same statutory schedule

	A	B	C	D	K	L	S	T
1	Palomar Community College District							
2	Fund 11 Unrestricted (without Designated)							
3	1/27/2009 Projections							
4				2007-08		2008-09		2009-10
5				Unrestricted		Unrestricted		Unrestricted
6	Account	Description		Actuals		Budget		Budget
7	Beginning Fund Balance			8,642,891		5,655,955		7,015,856
8								
9	REVENUE							
10	810000	Federal Revenues		-		-		-
11	860000	State Revenues		34,444,193		34,084,945		34,425,833
12	880000	Local Revenues		62,604,966		63,288,640		63,288,640
13	890000	Other Sources		2,801,226		1,800,000		0
14	Following are estimates:							
15		2007-08 Growth (1.02%)				969,615		
16		2008-09 Growth (2.4%)						2,060,000
17		Base Allocation Adj for 20,000 FTES						1,000,000
18								
19	Revenue Grand Total			99,850,385		100,143,200		100,774,473
20								
21	EXPENSE							
22	100000	Academic Salaries		47,531,578		46,164,392		46,164,392
23	200000	Non Acad Salaries		23,452,731		23,062,895		23,062,895
24	300000	Employee Benefits		20,576,089		21,105,622		21,105,622
25	400000	Supplies & Materials		821,841		647,990		647,990
26	500000	Other Oper Exp		8,957,341		7,647,256		7,647,256
27	600000	Capital Outlay		813,391		42,994		42,994
28	700000	Other Outgoing		684,350		696,212		696,212
29	Following are estimates:							
30		Interfund Transfers to Fund 12						1,075,000
31		Step/Column						1,300,000
32		COLA				565,854		
33		2007-08 Growth Obligation payable in 2008-09				727,211		727,211
34		2008-09 Growth Obligation payable in 2009-10						1,545,000
35	Expense Grand Total			102,837,321		100,660,426		104,014,572
36								
37	Net Change to Fund Balance (Revenue less Expense)			(2,986,936)		(517,226)		(3,240,099)
38								
39	Ending Fund Balance			5,655,955		5,138,729		3,775,757
40								
41	Components of Ending Fund Balance							
42	5% General Fund Reserve			5,000,000		5,000,000		5,000,000
43	799010	Contingency to Spread		-		0		0
44	Rolled PO's			200,294				
45	Other Reserves			455,661		138,729		(1,224,243)
46	Ending Fund Balance			5,655,955		5,138,729		3,775,757
47								
48	Estimated adjustments to FY2008-09 Adopted Budget							
49	LESS COLA REVENUE					(628,727)		
50	ADD BACK COLA EXPENSE BUDGETED					565,854		
51	PROJECTED SAVINGS AT YEAR END					2,500,000		
52	INTERFUND TRANSFERS TO FUND 12					(1,075,000)		
53	2008-09 GROWTH					2,060,000		
54	2008-09 GROWTH OBLIGATION					(1,545,000)		
55								
56	UPDATED PROJECTED 08-09 ENDING BALANCE					7,015,856		

A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	Palomar Community College District																
2	General Fund Combined																
3	10/7/2008		Unaudited	Unaudited	Unaudited	Unaudited	Unaudited	Unaudited	Unaudited								
4		2007-08	2007-08	2007-08	2007-08	2007-08	2007-08	2007-08	2007-08	2008-09	2008-09	2008-09	2008-09	2008-09	2008-09	2008-09	2008-09
5	Account	Description	Unrestricted	Designated	Total Fund 11	Fund 12 Restricted	Total Fund (11+12)	Unrestricted	Designated	Total Fund 11	Fund 12 Restricted	Total Fund (11+12)	Unrestricted	Designated	Total Fund 11	Fund 12 Restricted	Total Fund (11+12)
6	Beginning Fund Balance	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Actuals	Budget	Budget	Budget	Budget	Budget	Budget	Budget	Budget
7		8,642,891	4,328,118	12,971,009	4,889,509	17,860,518	5,655,955	1,641,543	7,297,498	7,198,795							
8	REVENUE																
9	810000	Federal Revenues															
10	860000	State Revenues	34,444,193	393,860	34,838,053	12,531,875	3,846,017	47,369,928	35,054,560	380,000	35,434,560	4,544,097	48,977,396	4,544,097	48,977,396	4,544,097	48,977,396
11	880000	Local Revenues	62,504,966	1,158,014	63,662,980	6,807,432	76,807	70,570,412	63,288,640	771,718	64,060,358	13,542,836	73,175,277	13,542,836	73,175,277	13,542,836	73,175,277
12	890000	Other Sources	2,801,226	80,105	2,881,331	2,881,331	2,958,138	1,800,000	60,000	1,860,000	1,932,822	72,822	1,932,822	1,860,000	72,822	1,932,822	1,932,822
13																	
14	Revenue Grand Total		99,850,385	1,631,979	101,482,364	23,282,131	124,744,495	100,143,200	1,211,718	101,354,918	27,274,674	128,629,592					
15	EXPENSE																
16	100000	Academic Salaries	47,531,578	7,346	47,538,926	2,686,235	50,225,161	46,164,392	382,474	46,164,392	2,488,804	48,653,196					
17	200000	Non Acad Salaries	23,452,731	321,620	23,774,351	7,213,893	30,988,244	23,062,895	149,755	23,445,389	7,473,415	30,918,784					
18	300000	Employee Benefits	20,576,089	97,195	20,673,284	2,825,605	23,498,889	21,105,622	647,950	21,255,377	3,299,998	24,555,375					
19	400000	Supplies & Materials	821,841	587,340	1,409,181	827,669	2,236,850	647,950	663,682	1,211,672	917,103	2,128,775					
20	500000	Other Oper Exp	8,957,341	274,852	9,232,193	5,391,410	14,623,603	7,647,256	661,470	8,308,726	1,441,826	18,136,582					
21	600000	Capital Outlay	813,391	206,353	1,019,744	1,386,045	2,415,789	42,984	140,818	183,812	696,212	3,045,499					
22	700000	Other Outgoing	684,350	2,823,846	3,508,196	611,988	4,120,184	686,212	-	686,212	2,349,287	3,045,499					
23		COLA															
24		Growth Obligation															
25																	
26	Expense Grand Total		102,837,321	4,318,554	107,155,875	20,952,845	128,108,720	100,660,426	1,898,199	102,558,625	27,800,289	130,358,914					
27																	
28	Net Change to Fund Balance		(2,986,936)	(2,686,575)	(5,673,511)	2,309,286	(3,364,225)	(617,226)	(686,481)	(1,203,707)	(525,615)	(1,729,322)					
29	(Revenue less Expense)																
30	Ending Fund Balance		5,655,955	1,641,543	7,297,498	7,198,795	14,486,293	5,138,729	955,062	6,093,791	6,673,180	12,766,971					
31																	
32	Components of Ending Fund Balance																
33	5% General Fund Reserve		5,000,000	-	5,000,000	-	5,000,000	5,000,000	-	5,000,000	-	5,000,000					
34	799010 Contingency to Spread		-	1,641,543	1,641,543	7,198,795	8,840,338	-	955,062	955,062	6,673,180	7,628,242					
35	Relied PO's		200,294	-	200,294	-	200,294	-	-	-	-	-					
36	Other Reserves		455,661	-	455,661	-	455,661	138,729	-	138,729	-	138,729					
37	Ending Fund Balance		5,655,955	1,641,543	7,297,498	7,198,795	14,486,293	5,138,729	955,062	6,093,791	6,673,180	12,766,971					
38																	

