



STRATEGIC PLANNING COUNCIL AGENDA

Date: February 21, 2012
Starting Time: 2:00 p.m.
Ending Time: 3:45 p.m.
Place: **AA-140**

CHAIR: Deegan

MEMBERS: Barton, Brannick, Cater, Cerda, Claypool, Cuaron, Dean, Halttunen, Laughlin, Lucero, Maunu, Newmyer, Stewart, Talmo, Titus, Tortarolo, Vernoy, Wick

RECORDER: Ashour

	Attachments	Time
A. <u>MINUTES</u>		5 min
1. Approve Minutes of February 3, 2012		
2. Approve Minutes of February 7, 2012		
B. <u>ACTION ITEMS/SECOND READING</u>		0 min
C. <u>ACTION ITEMS/FIRST READING</u>		10 min
1. Winter Holidays 2013-2015	Exhibit C1	
2. Holiday Schedule 2012-2013	Exhibit C2	
D. <u>ACCREDITATION RECOMMENDATIONS AND PROGRESS</u>		5 min
1. Accrediting Commission Actions and Policy Updates	Exhibit D1	
2. Accreditation Update		
E. <u>INTEGRATED PLANNING MODEL</u>		5 min
1. SPC Timeline Check-In	Exhibit E1	
F. <u>INFORMATION/DISCUSSION</u>		60 min
1. Student Success Task Force Recommendations		
2. Budget Update	Exhibit F2a, F2b	
G. <u>REPORTS OF PLANNING COUNCILS</u>		10 min.
1. Finance & Administrative Services Planning Council – Joe Newmyer		
2. Human Resource Services Planning Council – John Tortarolo		
3. Instructional Planning Council – Berta Cuaron		
4. Student Services Planning Council – Mark Vernoy		
H. <u>REPORT FROM PC3H COMMITTEE</u>		5 min
I. <u>OTHER ITEMS</u>		



**STRATEGIC PLANNING COUNCIL
MEETING MINUTES
February 21, 2012**

A regular meeting of the Palomar College Strategic Planning Council scheduled February 21, 2012, was held in AA-140. President Robert Deegan called the meeting to order at 2:05 p.m.

ROLL CALL

Present: Monika Brannick, Judy Cater, Debbi Claypool, Kathy Davis, Robert Deegan, Dan Dryden, Lynda Halttunen, Theresa Hogan-Egkan, Teresa Laughlin, Shannon Lienhart, Evelyn Lucero, Leanne Maunu, Joe Newmyer, Kate Stewart, Sherry Titus, John Tortarolo, Mark Vernoy, Chris Wick
Absent: Michelle Barton, Phil Cerda, Berta Cuaron, Tylor Ellard, Rich Talmo
Recorder: Cheryl Ashour
Guests: Glynda Knighten, Wilma Owens

A. MINUTES

1. Approve Minutes of February 3, 2012

MSC (Claypool/Cater) to approve the Minutes of February 3, 2012 as presented

2. Approve Minutes of February 7, 2012

MSC (Halttunen/Vernoy) to approve the Minutes of February 7, 2012 as presented

B. ACTION ITEMS/SECOND READING

None

C. ACTION ITEMS/FIRST READING

1. Winter Holidays 2013-2015 (Exhibit C1)

There was no discussion.

2. Holiday Schedule 2012-2013 (Exhibit C2)

There was no discussion

MSC (Tortarolo/Vernoy) to move to second reading/action the Winter Holidays 2013-2015 and Holiday Schedule 2012-2013

MSC (Tortarolo/Cater) to approve the Winter Holidays 2013-2015 and Holiday Schedule 2012-2013 as presented

D. ACCREDITATION RECOMMENDATIONS AND PROGRESS

1. Accrediting Commission Actions and Policy Updates

President Deegan distributed a memorandum from Barbara Beno, President of the Accrediting Commission for Community and Junior Colleges regarding revisions to Standard III and IIID. **(Exhibit D1)** The revisions will be enacted at the ACCJC June meeting. The Standard requires that colleges ensure that their long term plans for retiree benefits are being funded.

2. Accreditation Update

No report.

E. INTEGRATED PLANNING MODEL

1. SPC Timeline Check-In

President Deegan reviewed the upcoming tasks. **(Exhibit E1)**

F. INFORMATION/DISCUSSION

1. Student Success Task Force Recommendations

Monika Brannick reported that the two SSTF forums went well. Changes to matriculation was discussed.

2. Budget Update

Vice President Newmyer distributed the 2011-12 First Principal Apportionment (P1) report (**Exhibit F2a**) for Palomar College and compared it to the projected 2011-12 apportionment as of 12-20-11 (**Exhibit F2b**). Exhibit F2a shows that the College's revenue for 2011-12 is approximately \$1 million lower than what was projected in Exhibit F2b. To date, the College budget has been cut approximately \$9 ½ million. He reported that the Budget Committee agreed to cut SPPF funds in half and has asked divisions to analyze the impact of a 10% and 20% cut to its budget.

G. REPORTS OF PLANNING COUNCILS**1. Finance and Administrative Services Planning Council**

Vice President Newmyer reported that FASPC will meet Thursday and plans to discuss the impact of a 10% and 20% cut as well as the Staffing Plan.

2. Human Resource Services Planning Council

Vice President Tortarolo reported that HRSPC finalized its Staffing Plan and discussed the budget.

3. Instructional Planning Council

Dean Owens reported that IPC will meet tomorrow and plans to finalize its Staffing Plan and discuss the impact of a 10% and 20% cut.

4. Student Services Planning Council

Vice President Vernoy reported that SSPC completed and submitted its Staffing Plan. It plans to discuss the impact of a 10% and 20% cut.

H. REPORT FROM PC3H COMMITTEE

Monika Brannick reported that April is LGBTQ Awareness Month. PC3H members will be participating in Diversity Day on March 29 from 9:00 a.m. to 2:00 p.m.

I. OTHER

President Deegan updated members on the north and south centers, and the construction on the San Marcos Campus.

J. ADJOURNMENT

There being no further business, the meeting was adjourned at 3:45 p.m.

**WINTER HOLIDAYS
FY13-FY15**

**WINTER HOLIDAYS SCHEDULE
FOR 2012-2013; 2013-2014 and 2014-2015**

December/January 2012-2013

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
December 16	December 17	December 18	December 19	December 20	December 21	December 22
	Work day	Work day	Work day	Work day	Work day	
December 23	December 24	December 25	December 26	December 27	December 28	December 29
	Local Holiday	Christmas Day	Admissions Day	Added Bd. Holiday	Added Bd. Holiday	
December 30	December 31	January 1	January 2	January 3	January 4	January 5
	Local Holiday	New Year's Day	Work day	Work day	Work day	

December/January 2013-2014

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
December 15	December 16	December 17	December 18	December 19	December 20	December 21
	Work day	Work day	Work day	Work day	Work day	
December 22	December 23	December 24	December 25	December 26	December 27	December 28
	Work day	Local Holiday	Christmas Day	Admissions Day	Added Bd. Holiday	
December 29	December 30	December 31	January 1	January 2	January 3	January 4
	Added Bd. Holiday	Local Holiday	New Year's Day	Work day	Work day	

December/January 2014-2015

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday
December 14	December 15	December 16	December 17	December 18	December 19	December 20
	Work day	Work day	Work day	Work day	Work day	
December 21	December 22	December 23	December 24	December 25	December 26	December 27
	Work day	Work day	Local Holiday	Christmas Day	Admissions Day	
December 28	December 29	December 30	December 31	January 1	January 2	January 3
	Added Bd. Holiday	Added Bd. Holiday	Local Holiday	New Year's Day	Work day	



HOLIDAY SCHEDULE

2012-2013

DATE HOLIDAY OBSERVED	HOLIDAY
Wednesday, July 4	Independence Day
Monday, September 3	Labor Day
Monday, November 12	Veterans' Day
Thursday, November 22	Thanksgiving Day
Friday, November 23	Local Holiday
Monday, December 24	Local Holiday
Tuesday, December 25	Christmas Day
Wednesday, December 26	Admissions Day
Thursday, December 27	Added Board Holiday
Friday, December 28	Added Board Holiday
Monday, December 31	Local Holiday
Tuesday, January 1	New Year's Day
Monday, January 21	Martin Luther King, Jr. Day
Friday, February 15	Lincoln's Day
Monday, February 18	Washington's Day
Friday, March 29	Spring Holiday
Monday, May 27	Memorial Day



**ACCREDITING
COMMISSION
for COMMUNITY and
JUNIOR COLLEGES**

*Western Association
of Schools and Colleges*

10 COMMERCIAL BOULEVARD
SUITE 204
NOVATO, CA 94949
TELEPHONE: (415) 506-0234
FAX: (415) 506-0238
E-MAIL: accjc@accjc.org
www.accjc.org

Chairperson
MICHAEL T. ROTA
University of Hawaii

Vice Chairperson
SHERRILL L. AMADOR
Public Member

President
BARBARA A. BENO

Vice President
SUSAN B. CLIFFORD

Vice President
KRISTA JOHNS

Vice President
GARMAN JACK POND

Associate Vice President
JOHN NIXON

Associate Vice President
NORVAL WELLSFRY

February 8, 2012

MEMO TO: Chancellors, Chief Executive Officers, Accreditation Liaison
Officers, Academic Senate Presidents and Interested Others

FROM: Barbara A. Beno, Ph.D. *Barbara A. Beno*

SUBJECT: Commission Action on Standard III and III.D

At its January 2012 meeting, the Commission considered and approved for **first reading** changes to Standard III: Resources, and to Standard III.D: Financial Resources. The changes were made with the guidance of the Commission's Financial Review Task Force. Language was added to clarify requirements for fiscal management and to include the new Governmental Accounting Standards Board (GASB) 45 requirements, specifically that non-profit entities address long term liabilities for retiree benefits.

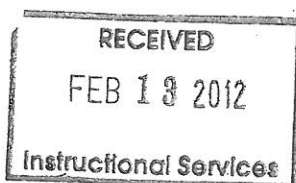
The first reading changes to the Accreditation Standards are enclosed with this correspondence. The changes can also be found on the website www.accjc.org on the 'Recent Commission Actions' page.

The ACCJC sends all proposed changes to Accreditation Standards to the field for comment before second reading and adoption. The proposed changes to Standards III and III.D will be considered for second reading and adoption at the June 2012 Commission meeting. In order to be included in Commission deliberations at the meeting, comments should be sent to the Commission by April 5, 2012.

Comments may be made in written, FAX, or e-mail format and sent to one of the following addresses:

- E-mail: kjohns@accjc.org
- FAX: 415-506-0238
- Mail: ACCJC
10 Commercial Boulevard, Suite 204
Novato, CA 94949

The Commission also made editorial changes to the Eligibility Requirements. These changes add a required reference to institutional compliance with Title IV regulations, add a reference to relevant sections of federal regulations, and insert current terminology being used by the Commission to describe the (former) self study process as "institutional self evaluation." The revised Eligibility Requirements are enclosed and are also available on the website www.accjc.org on the 'Eligibility Requirements & Standards' page.



The Commission also made revisions to the Required Evidentiary Documents for Financial Review. These changes are effective immediately and can be found on the website www.accjc.org on the 'Publications and Policies' page.

Sincerely,

Dr. Barbara Beno, Ph.D.
President

cc: Krista Johns, J.D., Vice President for Policy and Research

ACCREDITING COMMISSION FOR COMMUNITY AND JUNIOR COLLEGES
Western Association of Schools and Colleges

Accreditation Standards

(Adopted June 2002; First Reading January 2012)

[STANDARD III EXCERPT]

Standard III: Resources

The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes, and to improve institutional effectiveness. *Accredited colleges in multi-college systems may be organized such that responsibility for resources, allocation of resources and planning rests with the system. In such cases, the system is responsible for meeting standards on behalf of the accredited colleges.*

A. Human Resources

The institution employs qualified personnel to support student learning programs and services wherever offered and by whatever means delivered, and to improve institutional effectiveness. Personnel are treated equitably, are evaluated regularly and systematically, and are provided opportunities for professional development. Consistent with its mission, the institution demonstrates its commitment to the significant educational role played by persons of diverse backgrounds by making positive efforts to encourage such diversity. Human resource planning is integrated with institutional planning.

1. The institution assures the integrity and quality of its programs and services by employing personnel who are qualified by appropriate education, training, and experience to provide and support these programs and services.
 - a. Criteria, qualifications, and procedures for selection of personnel are clearly and publicly stated. Job descriptions are directly related to institutional mission and goals and accurately reflect position duties, responsibilities, and authority. Criteria for selection of faculty include knowledge of the subject matter or service to be performed (as determined by individuals with discipline expertise), effective teaching, scholarly activities, and potential to contribute to the mission of the institution. Institutional faculty play a significant role in selection of new faculty. Degrees held by faculty and administrators are from institutions accredited by recognized U.S. accrediting agencies. Degrees from non-U.S. institutions are recognized only if equivalence has been established.⁴
 - b. The institution assures the effectiveness of its human resources by evaluating all personnel systematically and at stated intervals. The institution establishes written criteria for evaluating all personnel, including performance of assigned duties and participation in institutional responsibilities and other activities appropriate to their expertise. Evaluation processes seek to assess effectiveness of personnel and encourage improvement. Actions taken following evaluations are formal, timely, and documented.

- c. Faculty and others directly responsible for student progress toward achieving stated student learning outcomes have, as a component of their evaluation, effectiveness in producing those learning outcomes.
 - d. The institution upholds a written code of professional ethics for all of its personnel.
2. The institution maintains a sufficient number of qualified faculty with full-time responsibility to the institution. The institution has a sufficient number of staff and administrators with appropriate preparation and experience to provide the administrative services necessary to support the institution's mission and purposes.

[STANDARD III.D. EXCERPT]

The institution effectively uses its human, physical, technology, and financial resources to achieve its broad educational purposes, including stated student learning outcomes, and to improve institutional effectiveness.

D. Financial Resources

Financial resources are sufficient to support student learning programs and services and to improve institutional effectiveness. The distribution of resources supports the development, maintenance, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability. The level of financial resources provides a reasonable expectation of both short-term and long-term financial solvency. Financial resources planning is integrated with institutional planning *at both college and district/system levels in multi-college systems.*

1. The institution's ~~relies upon its mission and goals are~~ as the foundation for financial planning.
 - a. Financial planning is integrated with and supports all institutional planning.
 - b. Institutional planning reflects realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.
 - c. When making short-range financial plans, the institution considers its long-range financial priorities to assure financial stability. The institution clearly identifies, and plans, *and allocates resources* for payment of liabilities and future obligations.
 - d. The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets.
2. To assure the financial integrity of the institution and responsible use of its financial resources, the ~~financial management system~~ *internal control structure* has appropriate

control mechanisms and widely disseminates dependable and timely information for sound financial decision making.

- a. Financial documents, including the budget and independent audit, *have a high degree of credibility and accuracy*, and reflect appropriate allocation and use of financial resources to support student learning programs and services. ~~Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.~~
- b. *Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.*
- c. ~~b.~~ Appropriate financial information is provided throughout the institution ~~in a timely manner.~~
- c. ~~The institution has sufficient cash flow and reserves to maintain stability, strategies for appropriate risk management, and realistic plans to meet financial emergencies and unforeseen occurrences.~~
- d. ~~The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets~~
- d. ~~e.~~ All financial resources, *including short and long term debt instruments (such as bonds and Certificates of Participation)*, *those from* auxiliary activities, fund-raising efforts, and grants, are used with integrity in a manner consistent with the ~~mission and goals of the institution intended purpose of the funding source.~~
- f. ~~Contractual agreements with external entities are consistent with the mission and goals of the institution, governed by institutional policies, and contain appropriate provisions to maintain the integrity of the institution.~~⁵
- g. ~~The institution regularly evaluates its financial management processes, and the results of the evaluation are used to improve financial management systems~~
- e. *The institution's internal control systems are evaluated and assessed for validity and effectiveness and the results of this assessment are used for improvement.*
- 3. ~~The institution systematically assesses the effective use of financial resources and uses the results of the evaluation as the basis for improvement. The institution has policies and procedures to ensure sound financial practices and financial stability.~~
- a. *The institution has sufficient cash flow and reserves to maintain stability, strategies for appropriate risk management, and develops contingency plans to meet financial emergencies and unforeseen occurrences.*
- b. *The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets.*

- c. *The institution plans for and allocates appropriate resources for the payment of liabilities and future obligations, including Other Post-Employment Benefits (OPEB), compensated absences, and other employee related obligations.*
 - d. *The actuarial plan to determine Other Post-Employment Benefits (OPEB) is prepared, as required by appropriate accounting standards.*
 - e. *On an annual basis, the institution assesses and allocates resources for the repayment of any locally incurred debt instruments that can affect the financial condition of the institution.*
 - f. *Institutions monitor and manage student loan default rates, revenue streams, and assets to ensure compliance with federal requirements.*
 - g. *Contractual agreements with external entities are consistent with the mission and goals of the institution, governed by institutional policies, and contain appropriate provisions to maintain the integrity of the institution.*
 - h. *The institution regularly evaluates its financial management practices and the results of the evaluation are used to improve internal control structures.*
4. *Financial resource planning is integrated with institutional planning. The institution systematically assesses the effective use of financial resources and uses the results of the evaluation as the basis for improvement of the institution.*

DRAFT - SUBJECT TO CHANGE
2011-2012 Master SPC Calendar for Planning and Accreditation - At a Glance

Month	Planning and Resource Allocation	Accreditation Mid-term Report	Accreditation Topic
August/ September	<ul style="list-style-type: none"> - Finalize 2011-12 Objectives - Finalize 2011-2012 Action Plan - Review SPPF request form 	<ul style="list-style-type: none"> - Recommendations 1, 5, 9, and 10 (9/6) - Planning Agenda 4 (9/6) - Recommendations 2, 4 (9/20) - Planning Agendas 2, 3, 9 (9/20) 	Mission, Distance Ed, Tech. Plan Basic Skills IPM, PRP PRP, Bud Dev., Emergency Prep.
October	<ul style="list-style-type: none"> - SPC work on Objectives 1.2, 3.1, & 3.2 - Clean up of IPM figures 	<ul style="list-style-type: none"> - Recommendation 3 (10/4) - Planning Agendas 1, 5, 6, 7 (10/4) - Recommendations 6, 7, 8 (10/18) - Planning Agenda 8 (10/18) 	SLOACs SLOACs & PD, 75/25, Staff Plan Board Policies, HR Prac., Harass etc. Code of Ethics
November	<ul style="list-style-type: none"> - Allocate SPPF Requests 	<ul style="list-style-type: none"> - Recommendation 11 (11/1) - Planning Agenda 10 (11/1) - 2012 MIDTERM Report - 1st Reading (11/15) - 2012 MIDTERM Report - 1st Reading (11/29)* 	LT Health Liability, Shared Governance ALL ALL
December	<ul style="list-style-type: none"> - Review progress on Action Plan 	<ul style="list-style-type: none"> - GB - 2012 MIDTERM Report - 1st Reading (1/10) - GB - 2012 MIDTERM Report - Workshop (1/25) 	ALL ALL
February	<ul style="list-style-type: none"> - Discuss CCSSE results - Review progress on Action Plan 	<ul style="list-style-type: none"> - GB - 2012 MIDTERM Report - Approval (2/14) 	ALL
March	<ul style="list-style-type: none"> - Receive updated Staff Plan - 1st Reading - Review Institutional Effectiveness 		
April	<ul style="list-style-type: none"> - Staffing Plan - 2nd Reading - Begin formative evaluation - Review progress on Action Plan - Identify council and college priorities - Establish 2012-2013 objectives 		
May	<ul style="list-style-type: none"> - Complete formative evaluation (summarize) - Finalize 2012-2013 objectives - Draft 2012-2013 Action Plan 		

* SPC special meeting

Blue shading denotes Task is Complete

Work initiated

**CALIFORNIA COMMUNITY COLLEGES
2011-12 FIRST PRINCIPAL APPORTIONMENT
PALOMAR COMMUNITY COLLEGE DISTRICT**

EXHIBIT C

Workload measures:	Base Funding	Marginal Funding	Base FTES	Reductions FTES	Revised Base FTES	Funded Growth FTES	Restored FTES	Stability FTES	Total Funded FTES	Unfunded FTES	Actual FTES
Credit FTES	4,564,825,106	4,564,830,000	18,899,942	-1,443,540	17,456,402	0.000	0.000	0.000	17,476,143	404,877	17,881,020
Noncredit FTES	2,744,957,800	2,744,957,800	250,350	-19,121	231,229	0.000	0.000	0.000	231,229	133,781	365,010
Noncredit - CDCP FTES	3,232,067,600	3,232,067,600	646,630	-49,388	597,242	0.000	0.000	0.000	599,360	0.000	569,360
Total FTES:			19,796,922	-1,512,049	18,284,873	0.000	0.000	0.000	18,276,732	538,658	18,815,390

I Base Revenues +/- Restore or Decline

A Basic Allocation		\$6,643,091
B Basic FTES Revenue Before Workload Reduction	\$89,052,081	
C Workload Reduction	\$-6,801,620	
D Revised Base FTES Revenue		\$82,250,461
1 Credit Base Revenue	\$79,685,422	
2 Noncredit Base Revenue	\$634,713	
3 Career Development College NonCr	\$1,930,326	
E Current Year Decline		\$0
Total Base Revenue Less Decline		\$88,893,552

V Other Revenues Adjustments

A Revenue Adjustment	\$0
B CDCP Rate Adjustment	\$0
C RDA Prior Yr. Rev. Adjustment	\$0
Total Revenue Adjustments	\$0

VI Stability Adjustment

VII Total Computational Revenue	\$88,893,552
(sum of II, III, IV, V, & VI)	
Deficit Coefficient	0.9658075537
	\$-3,039,488
	\$0

Adjusted Revenue Entitlement

VIII District Revenue Source

A1 Property Taxes	\$49,865,701
A2 Less Property Taxes Excess	\$0
B Student Enrollment Fees	\$7,983,368
C State General Apportionment	\$28,004,995
Total Available General Revenue	\$85,854,064

IX Other Allowances and Total Apportionments

A State General Apportionment	\$28,004,995
B Statewide Average Replacement Cost	\$60,289
Number of Faculty Not Hired	\$0.00
Full-time Faculty Adjustment	\$0
Net State General Apportionment	\$28,004,995

X Unrestored Decline as of July 1st of Current Year

A 1st Year	\$0
B 2nd Year	\$0
C 3rd Year	\$0
Total	\$0

Regular Growth Caps adjusted by a factor of 0.00000000 to match funding.

**Basic Allocation Calculation
College/Center Base Funding Rates:**

Single College District Funding Rates: Total FTES			Multi-College District Funding Rate: Total FTES			Total Colleges
>18,757	>9,379	<=9,379	Rural	>18,472	>9,236	
\$5,535,909	\$4,428,727	\$3,321,545	\$553,591	\$4,428,727	\$3,875,136	\$3,321,545
Single College District - College FTES			Multi-College District - College FTES:			Total Colleges
>18,757	>9,379	<=9,379	Rural	>18,472	>9,236	
1	0	0	0	0	0	1
Revenue:			Total State Approved Centers Revenue			Total Colleges
>18,757	>9,379	<=9,379	Rural	>18,472	>9,236	
\$5,535,909	\$0	\$0	\$0	\$0	\$0	\$5,535,909
State Approved Center: Funding Rates			Total State Approved Centers			Total Basic Allocation Revenue
1	\$1,107,182		1	\$1,107,182		
Grandfathered or Previously Approved Center: Funding Rates @ FTES Levels					Total Grandfathered or Previously Approved Center	
>1,000	>693	>462	>231	<=231		
\$1,107,182	\$830,386	\$553,591	\$276,795	\$138,398		
Number of Grandfathered or Previously Approved Centers: @ Total FTES					Total Grandfathered or Previously Approved Center	
>1,000	>693	>462	>231	<=231		
0	0	0	0	0		
Grandfathered or Previously Approved Center Revenue:					Total Grandfathered or Previously Approved Center	
>1,000	>693	>462	>231	<=231		
\$0	\$0	\$0	\$0	\$0	\$0	\$6,643,091

