

CAMPUS FORUM

Dr. Rita Cepeda, Chancellor



AGENDA

- I. Campus Forum Overview (R. Cepeda) (5 minutes)
- II. Establishment of a Planning Framework (R. Cepeda) (20 minutes)
- III. Organizational Analysis and Staffing Plan (K. Chief Elk) (20 minutes)
- IV. Status of the Budget (J. Hawk) (20 Minutes)
- V. Questions and Answers (All) (20 minutes)

Overview – Purpose of Presentation

“A journey of a thousand miles begins with a single step.” [Lao-tzu](#), *The Way of Lao-tzu*
Chinese philosopher (604 BC - 531 BC)

- ◆ The First of Many Conversations to Improve Communications
- ◆ Purpose: To begin a series of college-wide presentations that are “data driven.”
 - Develop a new more factual script to guide our conversations.
 - Replace “hearsay with factual sources”
 - Identify sources of information that can be held accountable
 - Ensure that there are useful “take aways” from each presentation
- ◆ A Process of Continuous Improvement
 - Data Sources Need Refinement
 - Systems Need Development/Improvement

Establishing a Planning Framework

Finding True North – The Context of Our Work

- ◆ National Priorities
- ◆ State/California Community Colleges System Strategic Plan
- ◆ SJECCD Board of Trustees Proposed Priorities
- ◆ College's Strategic Planning Priorities
- ◆ Proposed 2010-2011 District Priorities
 - Executive Team Work-plan Initiatives

The American Graduation Initiative

“Now is the time to build a firmer, stronger foundation for growth that will not only withstand future economic storms, but one that helps us thrive and compete in a global economy. It’s time to reform our community colleges so that they provide Americans of all ages a chance to learn the skills and knowledge necessary to compete for the jobs of the future.”

*– President Barack Obama (Macomb Community College, Michigan
July 14, 2009)*

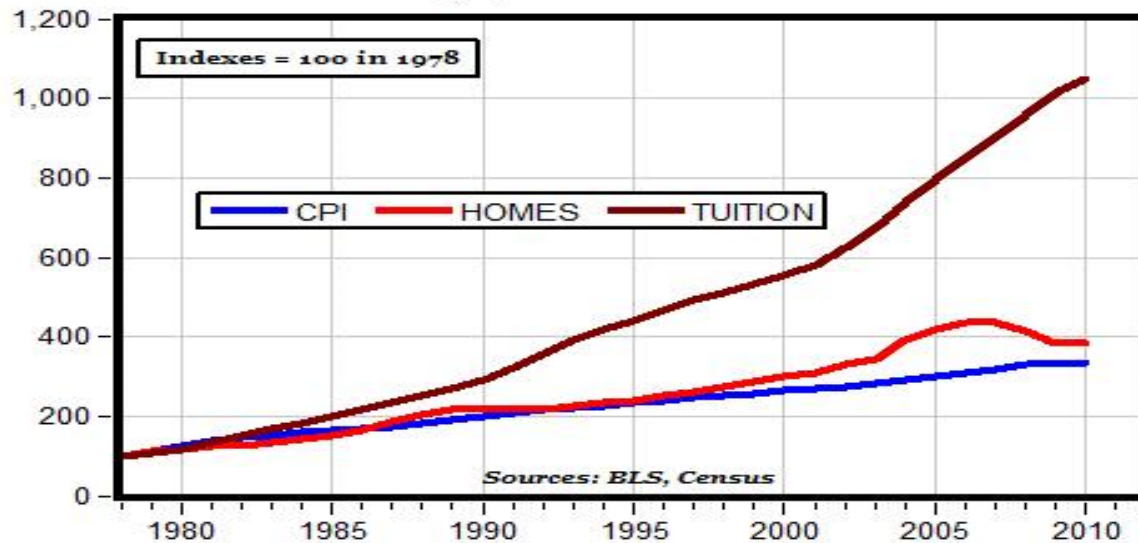
The American Graduation Initiative Challenge

The American Graduation Initiative will build on the strengths of community colleges and usher in new innovations and reforms for the 21st century economy. It will:

- ◆ **Call for 5 million Additional Community College Graduates by 2020, including students who earn certificates and associate degrees or who continue on to graduate from four-year colleges and universities.**
- ◆ Create the Community College Challenge Fund
- ◆ Fund Innovative Strategies to Promote College Completion
- ◆ Modernize Community College Facilities
- ◆ Create a New Online Skills Laboratory

The Education Bubble

College Tuition CPI vs. U.S. Home Prices vs. CPI 1978 to 2010



Source: [Mark J. Perry](#), *The American: The Journal of the American Enterprise Institute*, September 8, 2010

State/California Community College System Strategic Plan

In May 2005, the State Chancellor's Office of the California Community Colleges developed a "System Strategic Plan" designed to:

- Increase overall funding,
- Improve visibility
- Improve relationships with other segments of education;
and,
- Ensure Student Success.

System's Strategic Framework

The Strategic Plan still forms the construct for system resource allocations, policies and procedures. The process yielded a “Strategic Framework” designed to address the challenges facing the Community Colleges and these include:

- **Access**
- **Student Success**
- **Economic & Workforce Development**
- **Organizational Effectiveness**
- **Resource Development**

SJECCD Board of Trustees Proposed Priorities

At its August 27, 2010 Planning Session, the Board reviewed and re-ordered Priorities established in previous planning sessions conducted in 2008 as follows:

- Focus on and increase student success
- Complete a district strategic plan that is centered on student success
- Strengthen and implement and accountability and compliance structure
- Adopt policies and strategies to address the structural budget gap
- Provide construction bond oversight and management
- Strengthen district-wide communications and public relations
- Conduct an organizational analysis and realign staffing
- Continue to assure access to students.
- CEO/Board Relations

College's Strategic Planning Priorities

A Strategic Planning Framework Must Consonant with
The Strategic Priorities Established at the Colleges

San Jose City College Strategic Plan

Evergreen Valley College Strategic Plan

Proposed 2010 District Priorities

The nine priorities below will be implemented within in accordance with the Mission and Vision of the SJECCD and work-plan initiatives will be framed within the context of “Opportunity, Equity, and Social Justice” as the key set of values of the District.

1. Prepare a District Strategic Plan Centered on Student Success.
2. Produce an Organizational Analysis and Staffing Plan
3. Identify and implement Strategies that Address the Structural Budget Gap, Including Resource Development
4. Produce and Implement a Districtwide Communications and Public Relations Plan.
5. Strengthen, Revise and Implement a Construction Bonds Oversight Management and Accountability Process.

2010-2011 District Priorities (continued)

6. Strengthen and Implement Accountability and Compliance Structures including but Not Limited to the Recommendations Resulting from the Three Independent Reports (Meyers Nave Phase I and II; and FCMAT).
7. Review, Strengthen and Implement Emergency Preparedness/Response Procedures
8. Provide District Office Support and Focus to Address Accreditation Site Visit Recommendations (source: DC 9/16/10)
9. Promote a District Climate of Civility, Mutual Respect and Professionalism (DC 9/16/10)
10. Formalize and Streamline the Board Communications, Operations and Policy Development Procedures

HUMAN RESOURCES

Kim Chief Elk –Vice-Chancellor, Human Resources



Develop and Implement: Organizational Analysis

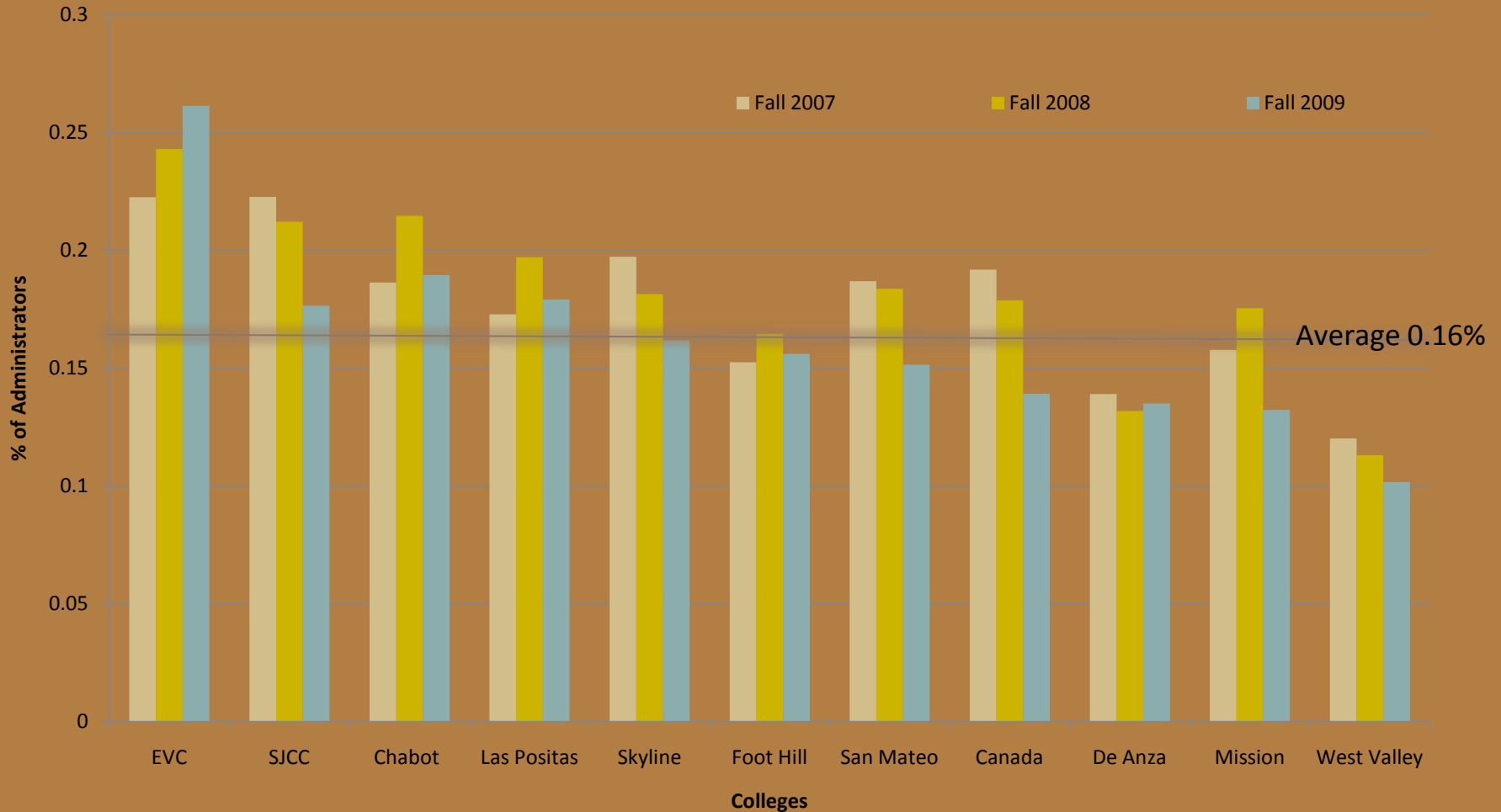
- San Jose City College
- Evergreen Valley College
- Workforce Institute
- District Office

Fiscal Environment

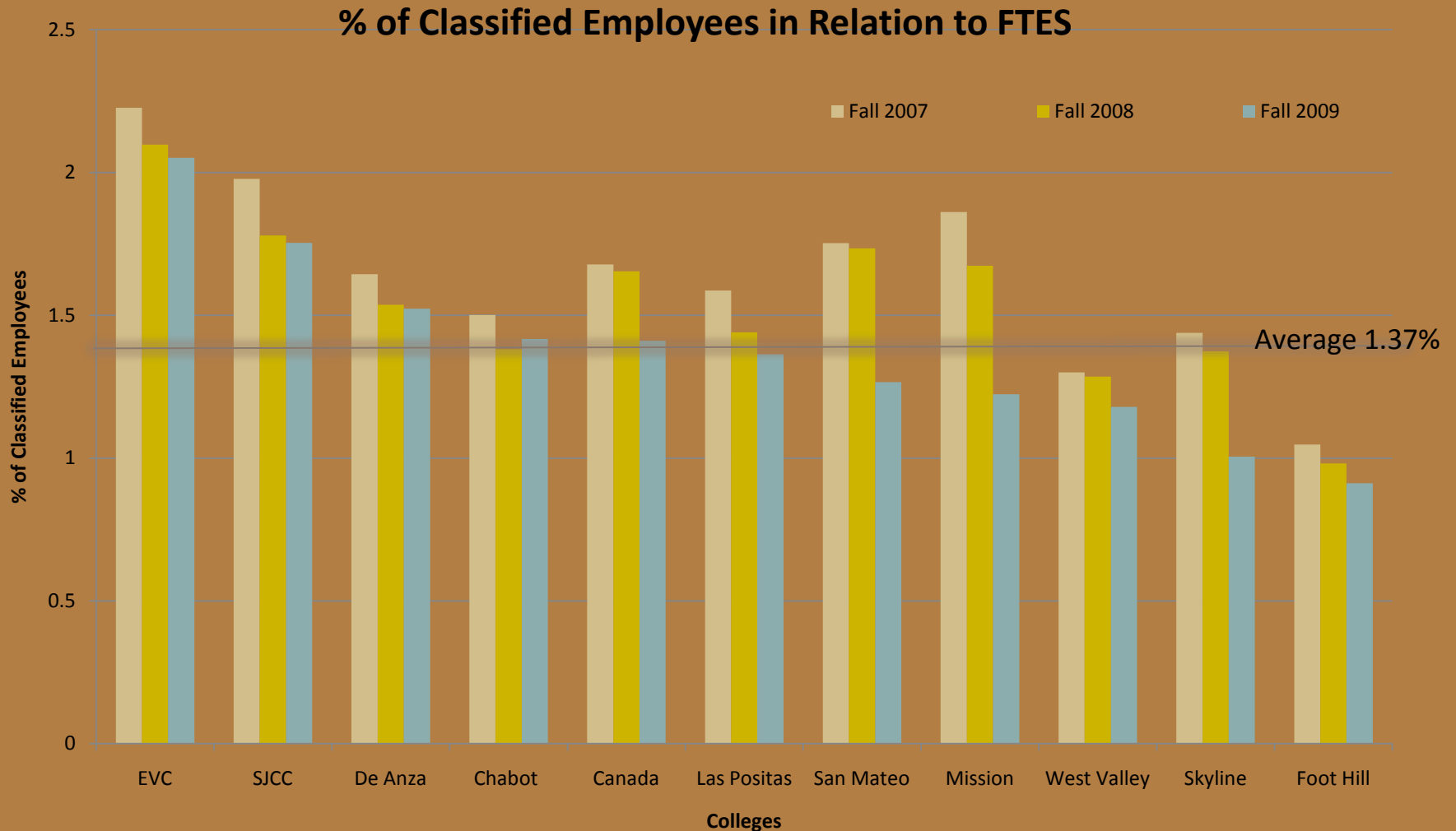
- Staffing
- Benefits
- Compensation

Participatory Governance and Collective Bargaining Agreements

% of Administrators in Relation to FTES



Note: For position count, primary location is determined by location of the maximum FTE, excluding overload assignments.
 Data Source: Chancellor's Office Data Mart from MIS reported by Colleges for Fall Term of Each Year.
 Definition: California Community Colleges Data Element Dictionary.



Note: For position count, primary location is determined by location of the maximum FTE, excluding overload assignments.
 Data Source: Chancellor's Office Data Mart from MIS reported by Colleges for Fall Term of Each Year.
 Definition: California Community Colleges Data Element Dictionary.

% of FT Faculty in Relation to FTES



Note: For position count, primary location is determined by location of the maximum FTE, excluding overload assignments.
 Data Source: Chancellor's Office Data Mart from MIS reported by Colleges for Fall Term of Each Year.
 Definition: California Community Colleges Data Element Dictionary.

Full –Time Faculty Obligation

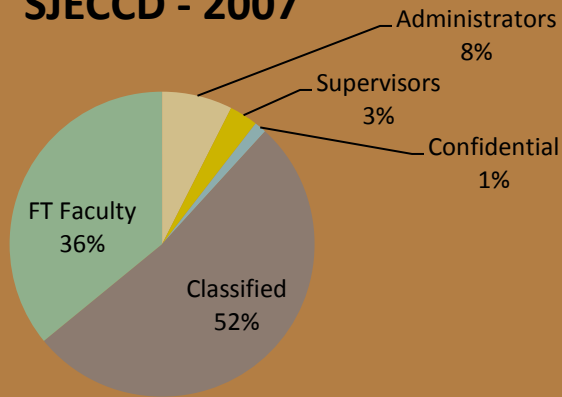
| | FINAL* | REPORTED** |
|------|-------------------|-------------------------|
| 2007 | 236 | 242 |
| 2008 | 237 | 248 |
| 2009 | 237 | 248 |
| | PROJECTED* | TO BE REPORTED** |
| 2010 | 234 | 243 |

Data Source:

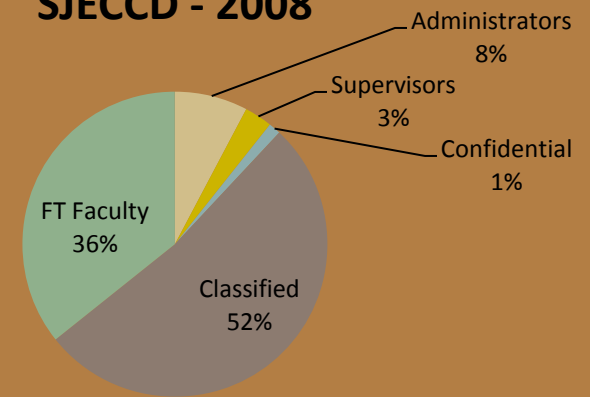
*Full Time Faculty Obligations: Final and Projected from Memorandum received yearly from the Chancellor's office.

**Numbers Reported in Full Time Faculty Obligation Report. Does not include temporary faculty, categorically funded positions or resignations within 45 days of the previous academic year's Spring Semester.

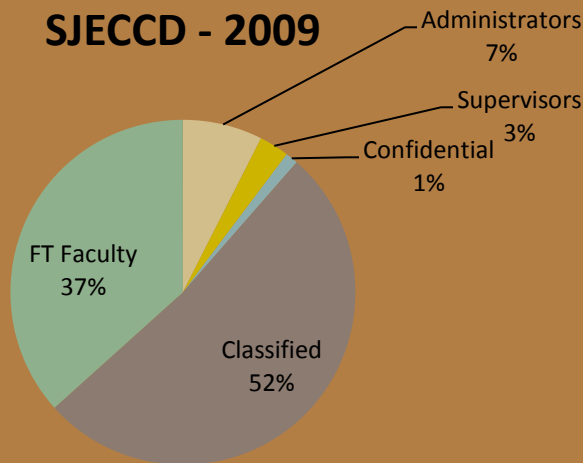
SJECCD - 2007



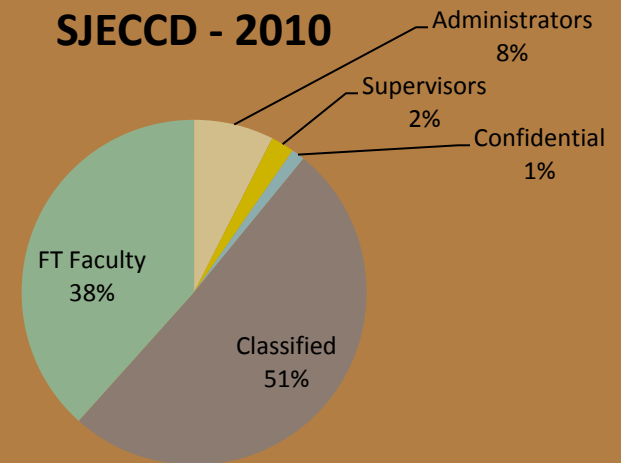
SJECCD - 2008



SJECCD - 2009



SJECCD - 2010



Data Source: From 2007 to 2009 Payroll Numbers as of the end of September of each Year.
Data Source: For 2010 Budgeted positions for Academic Year 2010-2011

Policies and Procedures: Review and Development

- Fair and Reasonable
- Consistent
- Uniform Application

Approach

- Engagement – Respectful and Collaborative
- Cohesion of Planning, Processes and Procedures
- Systematic (Tools and Data)
- Budgeting/Staffing – Balanced and Congruent

2010-2011 Adopted Budget: What's Ahead

Jeanine Hawk –Vice-Chancellor, Administrative Services



| Budget Conference Committee | Governor | Senate | Assembly | Conference |
|--|--|---|---------------------|--|
| Cost-of-Living Adjustment | -0.39% (-\$23 million) | no cut | no cut | no cut |
| Enrollment Growth | 2.21% | 2.21% | 2.25% | 2.21% |
| Part-Time Faculty Compensation | -\$10 million | no cut | no cut | no cut |
| EOPS | -\$10 million | no cut | no cut | no cut |
| Backfill ARRA money that supported categoricals in FY2009-2010 | not proposed | not proposed | \$35 million | \$35 million |
| Career Technical Education | \$20 million | no increase | no increase | no increase* |
| Basic Skills Initiative Language | no new language | Redistribute 20% of money among districts based on basic skills success | no language | Compromise budget bill language to require study of performance-based funding model for basic skills program |
| Student Financial Aid Administration | no language | redistribute money based on Pell Grant (rather than BOG) awards | no language | no language |
| CalWORKs | make money flexible, conforming to CalWORKs elimination proposal | same as FY2009-2010 | same as FY2009-2010 | same as FY2009-2010 |
| Economic/ Workforce Development | same as FY2009-2010 | same as FY2009-2010 | +\$100 million | +\$25 million |

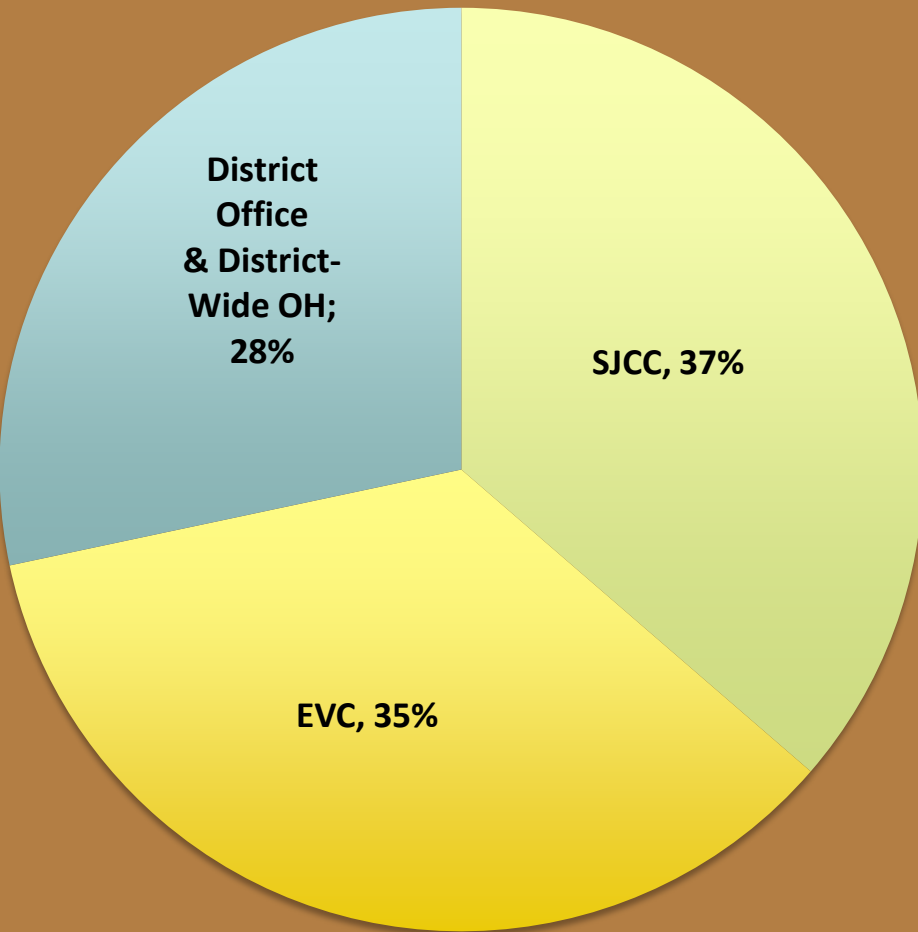
National Economic Growth Won't Be Strong Enough to Rapidly Reduce Unemployment Rates

California Recovery Will Be Weaker than the Nation's, While Los Angeles is Expected to Recover Faster Than the Rest of the State

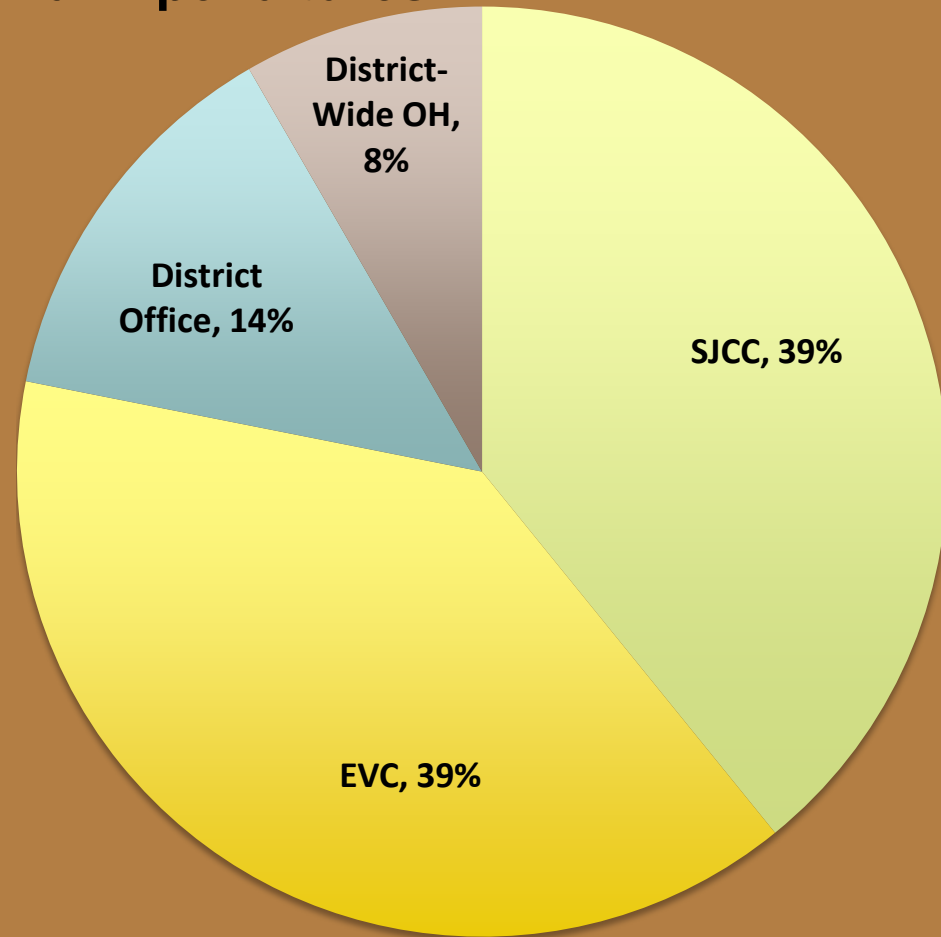
LOS ANGELES, CA - September 15, 2010 - In its third quarterly report of 2010, the UCLA Anderson Forecast calls for "very sluggish growth" for the foreseeable future as the United States' economy continues to recover from the recession that plagued the nation earlier in the decade. As for the California economy, the State is looking at a difficult period ahead as it attempts to generate not only the 1.3 million jobs lost during the recession, but also the additional jobs needed for new entrants into the job market over the past two and a half years.



Total General Fund Expenditures

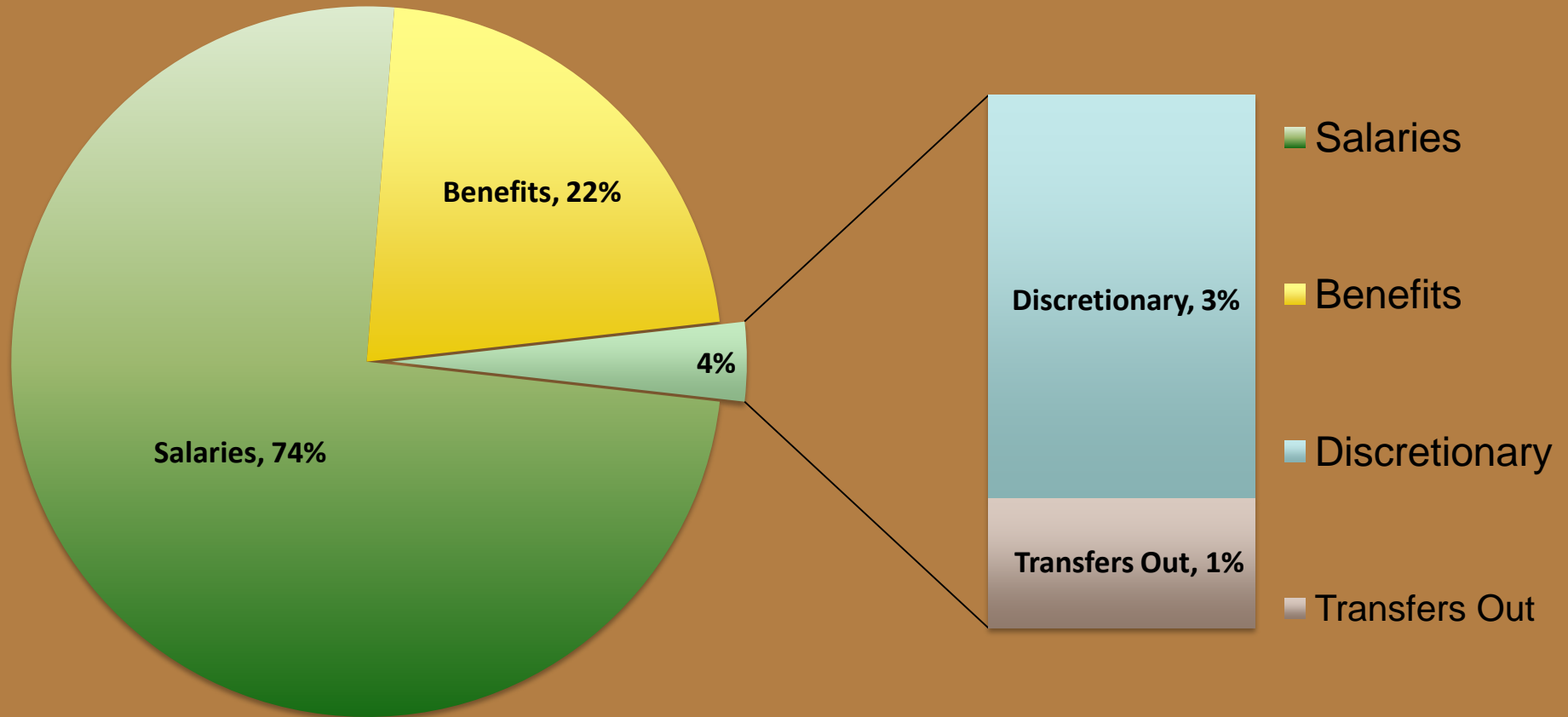


FY2007-2008 Actuals

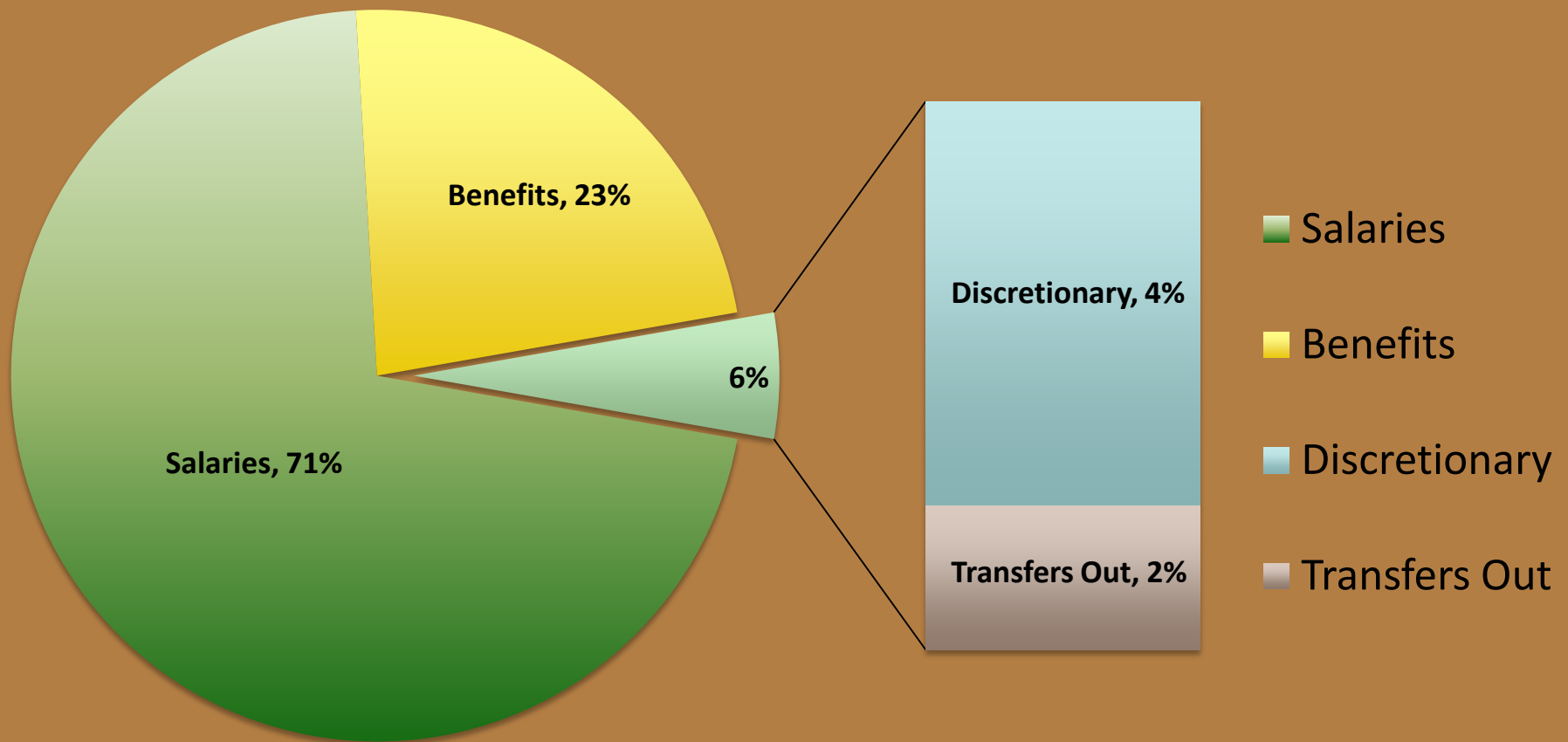


FY2010-2011 Adopted Budget

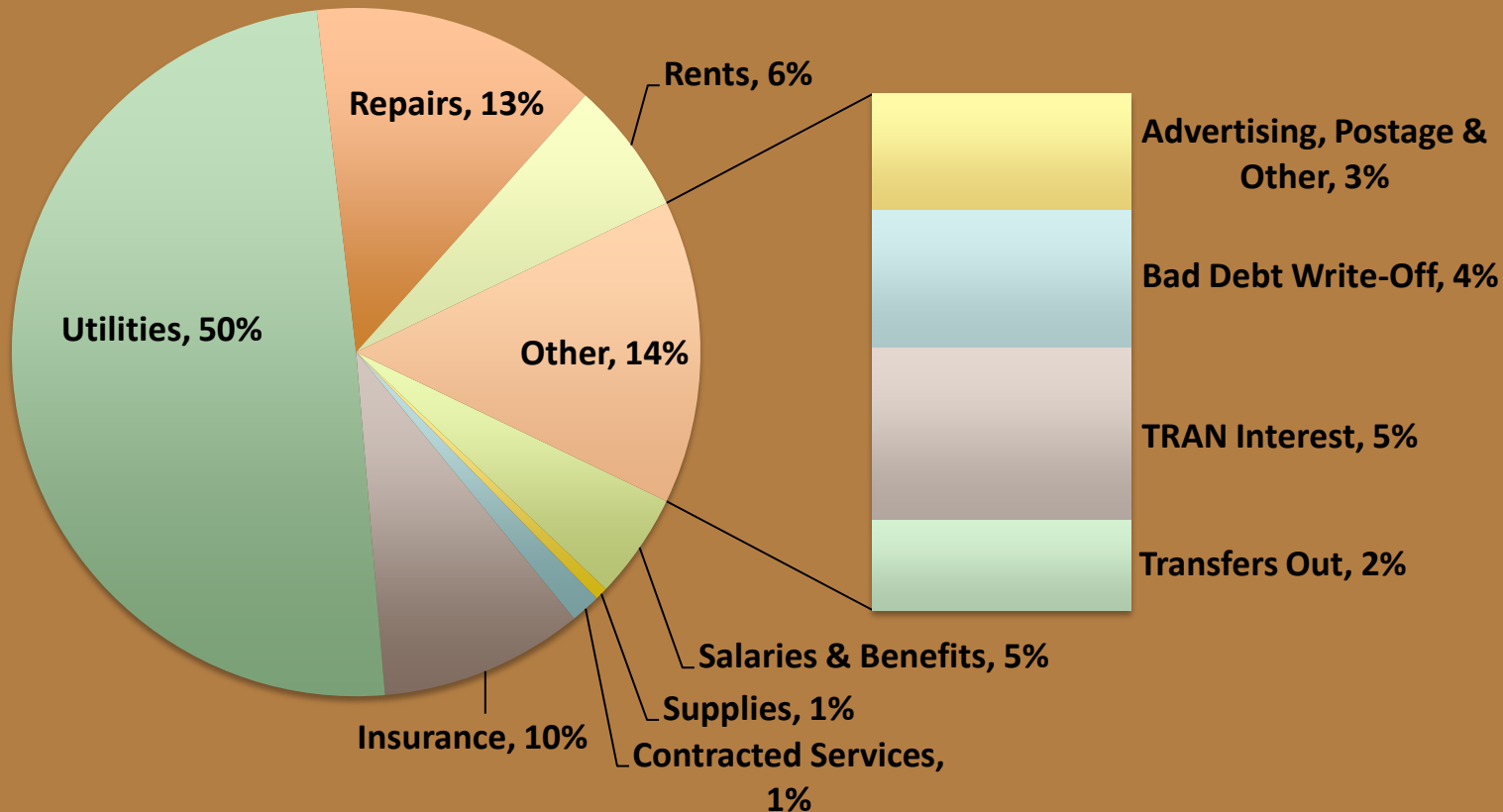
2010-2011 Adopted Budget Expenditures – San Jose City College



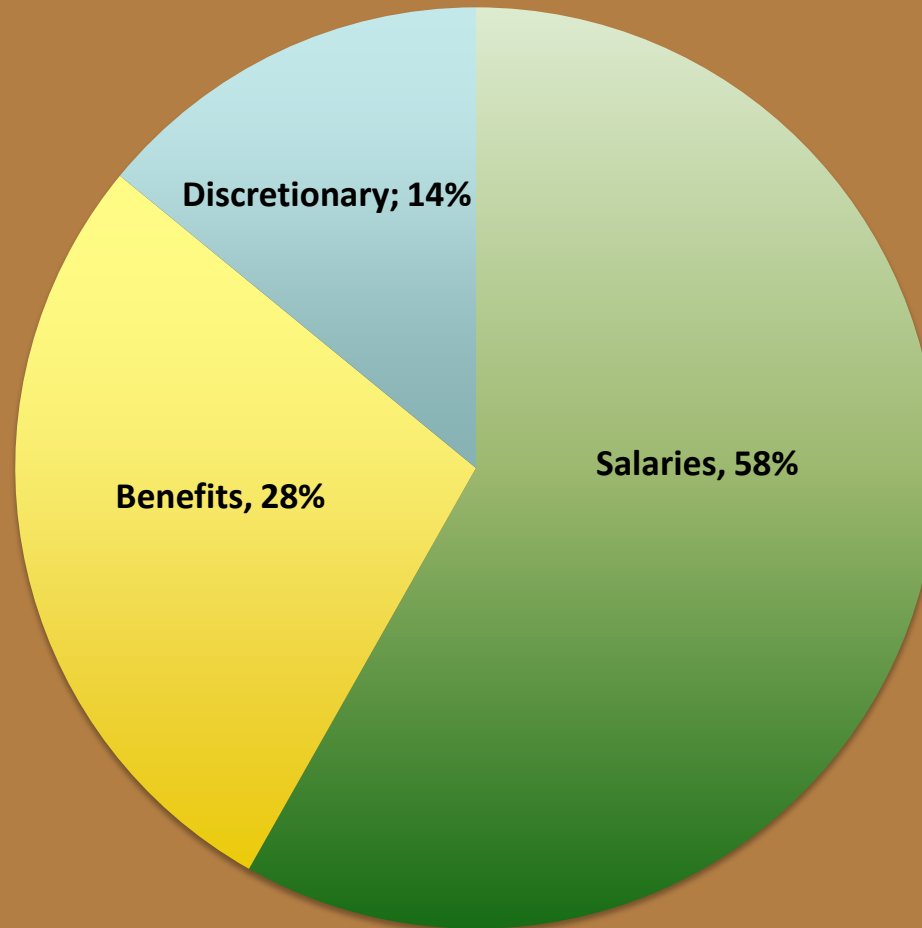
FY2010-2011 Adopted Budget Expenditures – Evergreen Valley College



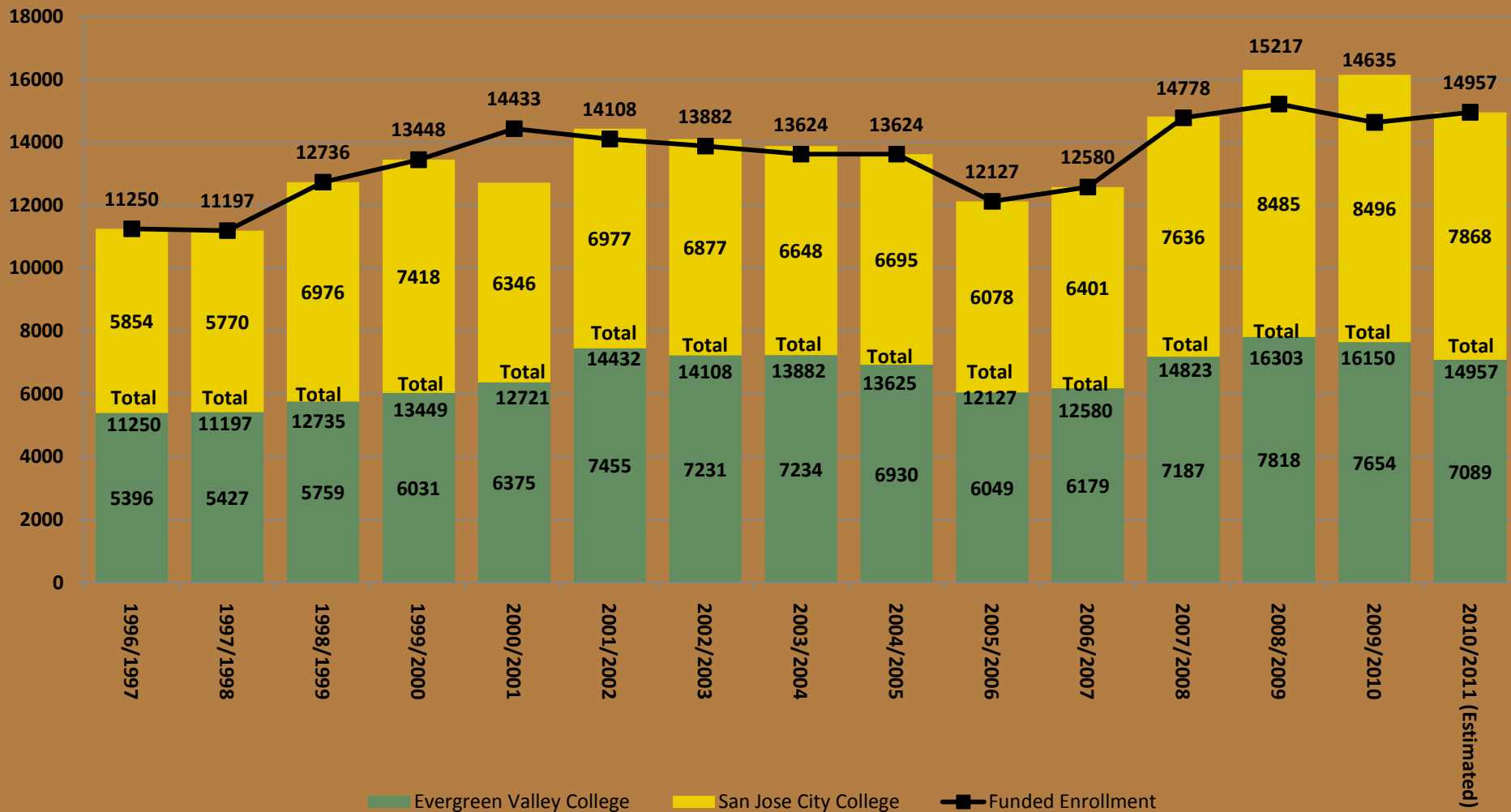
FY2010-2011 Adopted Budget Expenditures – District Wide OH



FY2010-2011 Adopted Budget Expenditures – District Office



Enrollment History



Strategies to Balance the 2010-2011 Adopted Budget:

Reduce 114 Class Sections - \$622,668

Efficiency Opportunities in Student Services - \$545,125

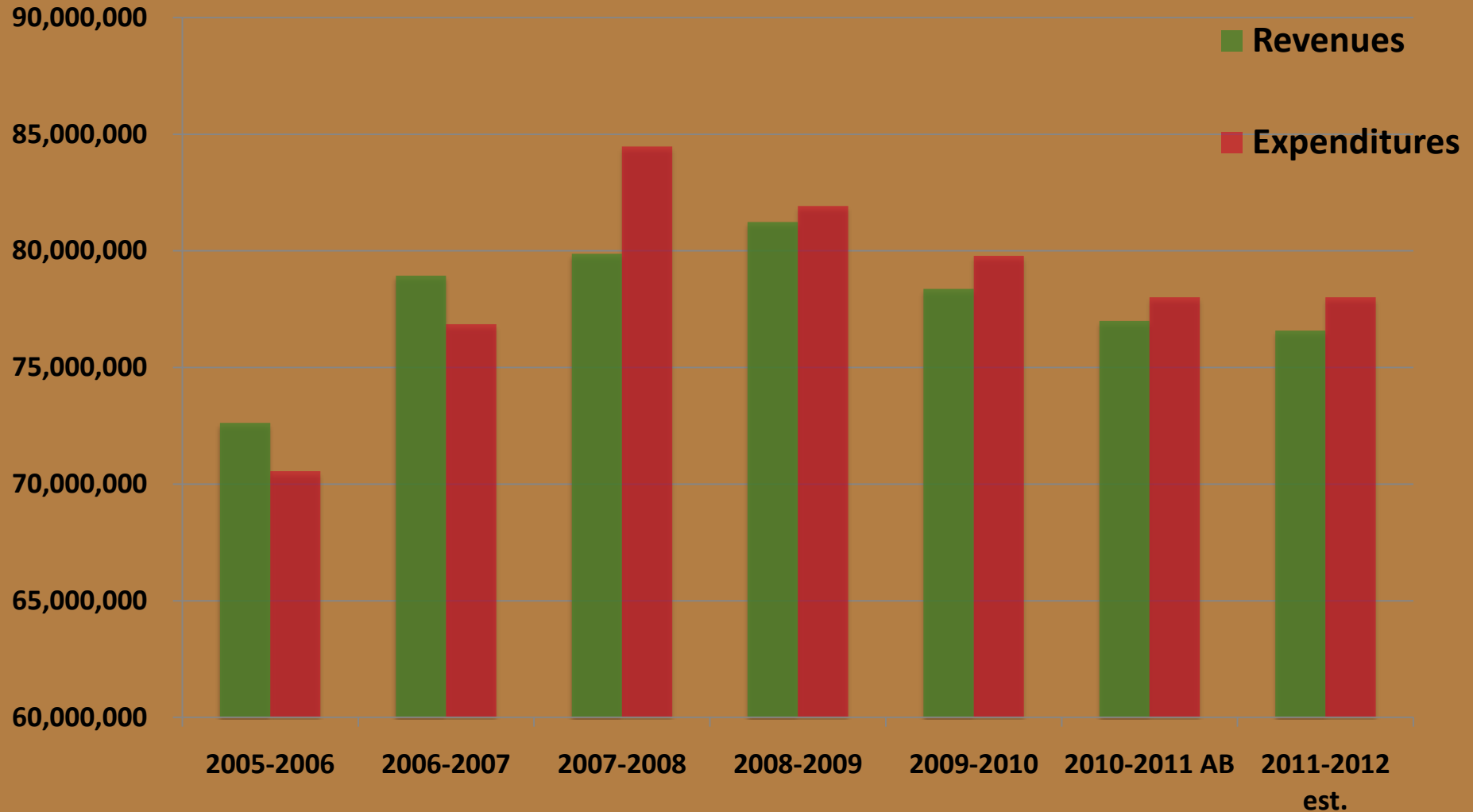
If we receive growth it would offset these reductions.

Outstanding Issues

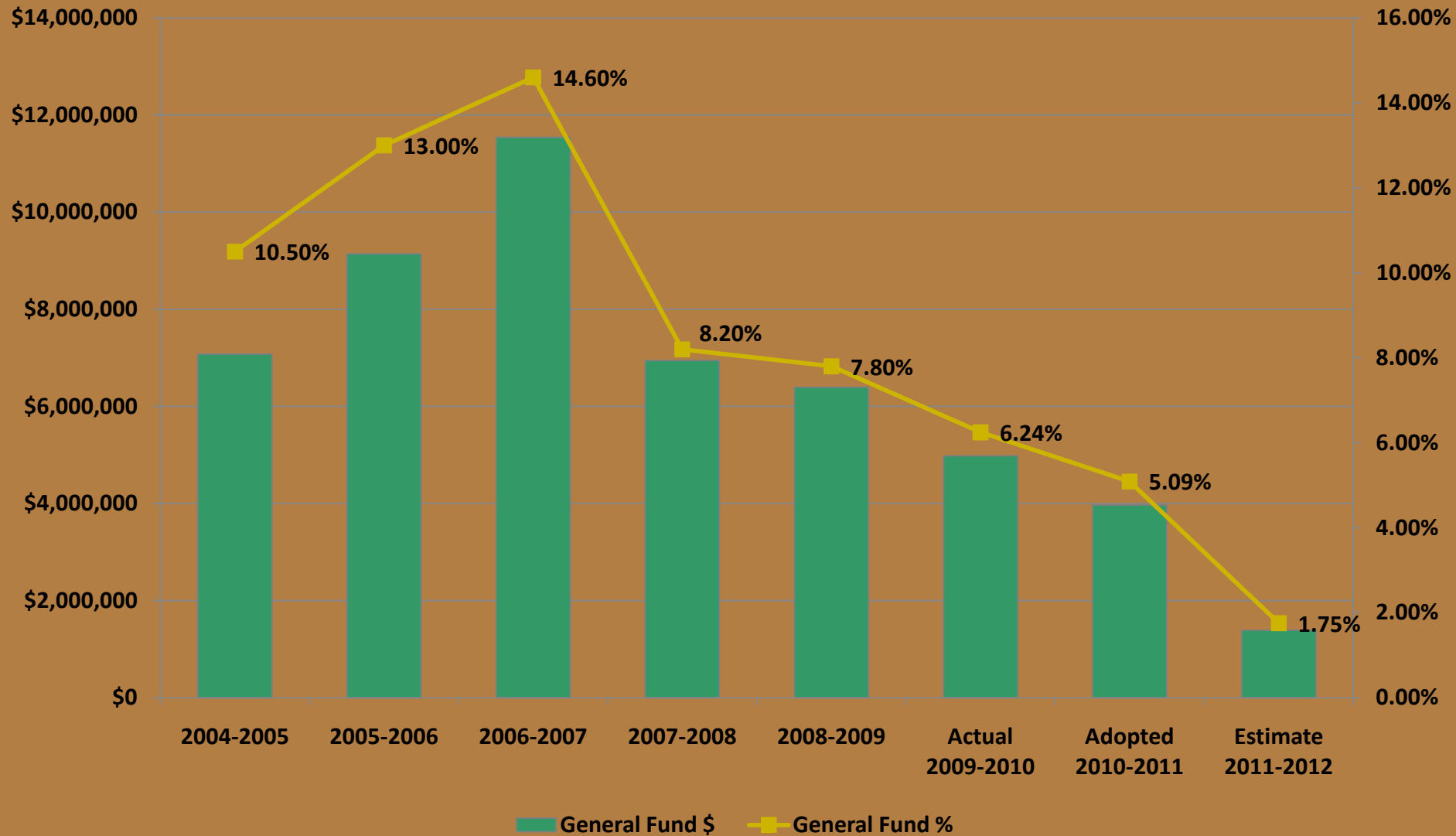
Budget is still structurally imbalanced (even with growth)!

Adopted Budget also includes \$467,000 to be negotiated salary savings.

Revenues & Expenditures (General Fund 10)



Ending Fund Balance (General Fund 10)



Why is a 5% Fund Balance Required?

State Defined Prudent Minimum Reserve Unrestricted
Fund Balance (State Chancellor's Office 10/25/05
Advisory)

1. OPEB Requirement on Bond Sale & Letter of Credit
2. Certificates of Participation & Bond Interest Rates
3. Cash Flow: 5% = Less than 1 month payroll

Next Steps:

Our first priority must be to align our ongoing expenditures to our ongoing revenues. We will be looking at a variety of ways to accomplish this task.

On the revenue side of the equation we will be considering:

- Aggressively Pursuing Grants
- Public/Private partnership to develop district property
- Measure G – 2010 to support employee costs related to implementing bond projects like Technology and Deferred Maintenance

Some of the strategies we will consider to reduce costs are:

- Benefit Revisions
- Organizational Review and Realignment
- Utility Savings from Energy Efficiency Projects in Measure G – 2010

QUESTIONS AND ANSWERS