

Zoom Link

DISTRICT BUDGET COMMITTEE MEETING AGENDA

Thursday, February 2, 2023 · 1:30 – 3:00 PM

SJECCD District Office

40 S. Market St., CR112 San Jose, CA 95113

1.) 1:30PM	Call to Order	Jorge Escobar	ACTION
2.) 1:30-1:35	Approval of February 2, 2023 Meeting Agenda	Jorge Escobar	ACTION
3.) 1:35-1:40	Approval of November 17, 2022 Meeting Minutes	Jorge Escobar	ACTION
4.) 1:40-2:00	Recommend to District Council to continue free tuition with the existing parameters for the 2023-24 academic year.	J Edward Stevenson, All	DISCUSSION/ ACTION
5.) 2:00-2:10	FY 2021-22 Final Audit Reports	Joseph Chesmore	INFORMATION
6.) 2:10-2:15	SJECCD Governance Handbook update/ Administrative Services survey results	Amber Machamer	INFORMATION
7.) 2:15-2:20	Calendar Year 2023: payroll, closing Q2, tax season, next data point, Budget Study and Tentative budget timeline, link to the latest categorical compendium: <u>2022-23 California</u> <u>Community Colleges Compendium of Allocations</u> <u>and Resources</u>	Joseph Chesmore	INFORMATION
8.) 2:20-2:30	Carryover and fund balances summary: key program balances, strong workforce, facility rentals, lottery; colleges' HEERF and COVID relief spend plans	Joseph Chesmore	INFORMATION
9.) 2:30-2:55	FY 2022-23 Q2 Budget Report	Joseph Chesmore	INFORMATION
10.) 2:55-2:59	 Future Agenda Items a) Foundation, Fund 83: Mr. Gonzalez made a motion that no money is allocated to the new Foundation account, Fund 83 approved at the Board of Trustees meeting on 11/15/22, until there is clarification on the role of the Foundation and funding. b) Foundation presentation is scheduled for March 2. 	All	INFORMATION
11.) 3:00PM	Adjournment	Jorge Escobar	ACTION



DISTRICT BUDGET COMMITTEE MEMBERS

ADMINISTRATORS

CHAIR Jorge Escobar

BUSINESS OFFICERS (4) Andrea Alexander, EVC Christopher Hawken, SJCC Joseph Chesmore, DO Vacant, DO

MSC (2)

J. Edward Stevenson SJCC Victoria Menzies, SJCC

STUDENTS (2)

Ayan Dalmar, ÉVC Leif Benson, SJCC

FACULTY

ACADEMIC SENATE – EVC (2) Lisa Hays Garry Johnson

ACADEMIC SENATE – SJCC (2) Fabio Gonzalez Judith Bell

ACADEMIC SENATE – DISTRICT (1) Emily (Phuong) Banh

AFT 6157 (2)

Steven Mentor Philip Hu

CLASSIFIED

CSEA 363 (4) Andrea Lopez Dan Hawkins

CLASSIFIED SENATE - SJCC (2) Yesenia Ramirez Angela Gullerud

CLASSIFIED SENATE – EVC (2) Sarai Minjares Abeer Abdel Halim



DISTRICT BUDGET COMMITTEE MEETING MINUTES

Thursday, November 17, 2022 · 1:30 - 3:00 PM

SJECCD District Office

Zoom Link

40 S. Market St., CR112 San Jose, CA 95113

DISTRICT BUDGET COMMITTEE MEMBERS

ADMINISTRATORS

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BUSINESS OFFICERS (4)

Andrea Alexander, EVC Christopher Hawken, SJCC Joseph Chesmore, DO Vacant, DO Jonathan Camacho

MSC (2) J. Edward Stevenson SJCC Victoria Menzies, SJCC

STUDENTS (2)

Ayan Dalmar, EVC Leif Benson, SJCC <u>FACULTY</u> ACADEMIC SENATE – EVC (2)

<mark>Lisa Hays</mark> Garry Johnson

ACADEMIC SENATE – SJCC (2) Fabio Gonzalez Judith Bell

ACADEMIC SENATE – DISTRICT (1) Emily (Phuong) Banh

AFT 6157 (2) Steven Mentor Philip Hu **CSEA 363 (4)** Dan Hawkins Joe Lugo, Jr. José Luis Pacheco

CLASSIFIED

CLASSIFIED SENATE - SJCC (2) Yesenia Ramirez Angela Gullerud

CLASSIFIED SENATE – EVC (2) Sarai Minjares Abeer Abdel Halim

GUESTS Amber Machamer Jennifer Le Diep Hong Yang Shana Carter (recorder)

1.) 1:30PM	Call to Order Executive Director Joseph Chesmore called the meeting to order.	ACTION
2.) 1:30-1:35	Approval of November 17, 2022 Meeting Agenda M/S/C (Camacho/Stevenson) to approve the November 17, 2022 Meeting Agenda.	ACTION
3.) 1:35-1:40	Approval of October 27, 2022 Meeting Minutes M/S/C (Ramirez/Camacho) to approve the October 27, 2022 Meeting Minutes.	ACTION
	Abstention: Fabio Gonzalez	
4.) 1:40-1:45	Chapter 6 BP/AP Update Chapter 6 will be presented to District Council today.	INFORMATION
	ED Chesmore explained the plan is for Chapter 6 to go to the Board of Trustees in January.	
	VP Hawken asked about the suggestion he submitted via email from the Facilities and Safety Committee regarding building naming. The emailed response, per VC Escobar, was that topic is a larger conversation VC Escobar with the Foundation and District Facilities. The AP in question could be changed in 2023. VP Hawken also has requested a fee schedule increase for facility	



	rentals. ED Chesmore responded they would like to keep the language broad in the APs to avoid continuous updates. VP Hawken referenced the Civic Center Act and stated their current fee schedule is below recouping their cost. Dan Hawkins suggested VP Hawken add this as an action item on a Board of	
	Trustees meeting agenda. Dean J Edward Stevenson asked if the District Budget Committee	
	(DBC) has approved this draft. ED Chesmore clarified many drafts have been presented. The latest version of Chapter 6 will be presented for approval to District Council today. Mr. Hawkins pointed out Administrative Procedures can be changed by an action of the Chancellor at any time.	
	Shana Carter clarified the most recent version was in last month's DBC packet, along with Chapter 6 having been on the agenda several times in 2022. The review of Chapter 6 started in December 2020 and has been ongoing.	
	Emily Banh expressed her concern in getting input from faculty. She noted there were not edits in purple, the color assigned to faculty. The edits are predominantly in green because they were received from Fiscal Services. ED Chesmore pointed out he could make a critical or urgent change immediately if necessary, and it is never too late to suggest an edit.	
5.) 1:45-1:50	Tax Data Point Released 11/4/2022 Joseph shared the current property tax data point is 6.04%, which is a \$6.7M dollar difference from the prior year.	INFORMATION
6.) 1:50-2:15	SJECCD Governance Handbook Amber Machamer reviewed the <u>SJECCD Governance Handbook</u> <u>Fall 2022</u> . This will be updated twice a year. Each page's footer has a live link to email questions and comments.	INFORMATION
	Ms. Banh publicly commended Ms. Machamer for her great work. She finds the document impressive.	
	ED Chesmore echoed Ms. Banh's comments. He requested this item be added to the agenda in February.	
7.) 2:15-2:25	Q1 Budget Report Presented at BOT Meeting, 11/15/2022 ED Chesmore reviewed the Q1 Actuals, and stated there is no projection for Q2 yet.	INFORMATION
	Jonathan Camacho asked if there would have been a deficit if there were no HEERF funds. ED Chesmore would need to investigate that and we cannot make a conclusion.	
	Fabio Gonzalez in chat: Do we know how much money is still available at each college now per HEERF funds?	



INFORMATION

ED Chesmore responded, in the last report available to him, SJCC's HEERF balance is \$5M. EVC's HEERF balance is \$13.3M. These amounts change daily, and noted that the balances need to be spent by June 30. VP Hawken stated they plan to close out their HEERF funds by February.

8.) 2:25-2:30 Updated FY 2022-2023 Chart of Accounts ED Chesmore shared the updated <u>FY 2022-23 Chart of Accounts</u>. Hard copies will be delivered and it is on the website.

He informed the DBC that the Foundation is moving from QuickBooks to Colleague, and Fund 83 is included in the updated draft along with other new funds.

Dean Stevenson asked for clarification on page 9 regarding revenue and contract education funds. ED Chesmore responded that Fund 16 is mainly Adult Education, Contract Education, and fees for services. Dean Stevenson suggested there needs to be clarity regarding Fund 16 in the Chart of Accounts.

Email any edit suggestions directly to ED Chesmore.

9.) 2:30-2:55 Continue Free Tuition

VP Hawken stated both campuses have made tremendous effort to provide access to all students in our communities, and enrollment is stabilizing. He is concerned the impact abruptly ending free tuition will have on students. Once HEERF ends, how will we continue offering students free tuition and emergency grants? How do we maintain enrollment stability? He is hoping this group could make a recommendation up the ladder to continue free tuition across the district with certain parameters. Students are required to apply for financial aid before HEERF funds are used. It may be \$1M across the district per year.

VP Alexander commented EVC has more financial aid students. They are looking at 325-400 per semester. They have surveyed students and findings are that free tuition does not matter because they qualify for financial aid, but paying for textbooks is what impacts them. She will share the studies she is mentioning once she receives them from ASG.

VP Hawken stated data supports that free tuition has increased enrollment.

Fabio Gonzalez supported what VP Alexander said and stated the message of free tuition is confusing, misleading, and frustrating to staff helping the students. He emphasized forcing students to apply for financial aid is wrong; it sends them in a circle. It is especially taxing on foster youth. He suggested funds should be used to zero out their accounts.

Dean Stevenson suggested the DBC put a notice motion on the floor to expand this conversation to each campus. The notice

DISCUSSION



motion states: The District Budget Committee recommends to District Council to continue free tuition with the existing parameters for the 2023-24 academic year.

This would be brought back as an action item in the future.

ED Chesmore suggested an amended motion: *Bring this topic of free tuition to the next meeting as an action item along with supporting data.*

VP Hawken stated that data should not be part of the motion, but should support the discussion. Yesenia Ramirez requested data be shared two weeks prior to taking action.

Mr. Gonzalez seconded the notice motion. This topic will be taken to the campuses for recommendations to be brought back.

Mr. Gonzalez in chat: As long as you can close the balance of every student who owes fees, I will agree with that motion.

Motion carried unanimously.

ED Chesmore encouraged all to bring more data to the next DBC meeting, prior to making a motion.

Mr. Hawkins commented the concept is good, but the textbook fees are what the students have trouble with.

Ms. Ramirez asked how many students have a balance. If there is a balance then tuition is not actually free. ED Chesmore responded he could provide the data on balances.

VP Hawken stated, at SJCC, they provide debt relief in the first round of HEERF funds. An option for the existing HEERF funds is student debt relief.

Ms. Banh commented that VP Alexander raised a valid point. She just returned from the plenary, which had a series of resolutions in regards to zero cost for students, along with resolutions for Open Educational Resources (OEI). She supports the motion on the table.

VP Alexander shared that this started as a bad debt relief program in fall 2021. They paid students' prior debt so they could come back to school, but they still had to pay fall tuition because free tuition had not started yet. Legally, they cannot go back to those who were not impacted by COVID (prior to March 2020) and provide debt relief. Free tuition started spring 2022. She will provide data to this committee.

Ms. Machamer pointed out that equal does not necessarily mean equitable. She suggested targeting the free tuition to students who



cannot get financial aid. She would like to have this conversation and keep with our values of social justice.

Ms. Ramirez asked to resend a notice to address future agenda item: *a.) Foundation: the structure, function, fund structure, supporting evidence (Yesenia Ramirez)*

• Chancellor would need to discuss this.

She stated she brought up this topic in May and would like it addressed as a courtesy. She would like to understand the Foundation's role.

Dean Stevenson recommended a request for a presentation on the Foundation be elevated to District Council.

Mr. Hawkins stated hearing the Foundation is moving into Colleague sends up red flags, as the Foundation is a subsidiary outside of the District. Now it is being brought into the public sector and this is treading into legal territory. He stated concern with having an employee paid out of Fund 10 working with the Foundation, and the murky lines this creates. We should contact the Foundation for Community Colleges for advice on whether this is appropriate.

Ms. Ramirez asked how the Foundation got into the updated Chart of Accounts without her requests being addressed. VP Hawken pointed out there is a similar issue with ASG being moved into regular funds.

ED Chesmore clarified the Foundation is an auxiliary of the district and they can use the ERP system as long as it is managed by the Executive Director.

Mr. Hawkins voiced concern with the access to Foundation accounts in Colleague, specifically at the executive level, with our current security structure.

ED Chesmore suggested the committee entertain a motion for this item to be carried in District Council.

Mr. Gonzalez agreed with his colleagues. He stated the Board may not have been informed on what they voted on regarding establishing Fund 83. This DBC is now asked to be responsible for the Foundation account. The explanation is it is just used for tracking purposes. He suggested if questions are not welcome to be answered regarding the Foundation, then the DBC is being misled and lied to. He suggested the alternative would be to remove it from the District, as it should be its own identity. This looks like the commingling of funds, which is illegal. We cannot pay the Director from Fund 10, and the Foundation Director cannot be an employee of the District. He restated this is misleading and we are being lied to.



VP Hawken added according to his recollection, the Foundation is in the negative, and he shared concerned that debt is being carried to the responsibility to this group. ED Chesmore confirmed the Foundation debt is over \$1M.

Dean Stevenson suggested each constituency group represented in this meeting should be notified of the conversation taking place today, and the concerns should be advanced. There needs to be a formal notice from this group to the District Council regarding this item.

Ms. Banh asked for clarification on how the Foundation came into this debt.

VP Hawken offered background on hearing the status of the Foundation account at a DBC meeting last year. He stated we should be able to request a presentation especially now that it has been brought into the Chart of Accounts.

Ms. Ramirez stated this item should have been answered before it was put into the Chart of Accounts. This item has been ignored.

Ms. Ramirez recommended the acting DBC Chair take this request on behalf of the committee, stating the originator of this request is feeling completely ignored. Mr. Hawkins added, and therefore the entire committee is now making this request.

Mr. Gonzalez made a motion that no money is allocated to the new Foundation account, Fund 83 approved at the Board of Trustees meeting on 11/15/22, until there is clarification on the role of the Foundation and funding.

Mr. Hawkins seconded the motion. Motion carried unanimously.

10.) 2:55-2:59 Future Agenda Items

INFORMATION

a) Foundation: the role, function, fund structure, supporting evidence (Yesenia Ramirez)

• Chancellor would need to discuss this.

- b) SJECCD Governance Handbook further discussion (Joseph Chesmore)
- Notice motion: Recommend to District Council to continue free tuition with the existing parameters for the 2023-24 academic year. (J Edward Stevenson)

11.) 3:00PM Adjournment

The meeting adjourned at 3:05pm.

ACTION



Joseph Chesmore Executive Director of Fiscal Services

40 South Market Street San José, CA 95113

December 12, 2022

TO:	College Presidents, Vice Presidents of Administrative Services,	
	College Fiscal Services Directors, Business Services Supervisors	
FROM:	Joseph Chesmore, Executive Director of Fiscal Services	
SUBJECT:	Year-End Closing of the Fiscal Year 2022/2023 Financial Records	

As we are approaching the end of Fiscal Year 2022/2023, we all need to start reviewing our records to make sure all expenditures and revenues are recorded and recognized accurately. The rule is: "<u>if an item is received or if services are</u> <u>rendered in a given fiscal year, then the expense / revenue for that item or service is to be recognized in that fiscal year</u>." In order to maintain the integrity of the District's financial records and yet perform the year-end closing in a timely manner, we have established the following due dates for recording and posting the year-end activities for the Fiscal Year 2022/2023. Your Business Services Office may have accelerated this timeline at the campus for internal processing; however, please be advised of the District Office timelines:

Deadline	Action
May 12, 2023	Last day to submit all requisitions for all funds to Purchasing, or goods/services will not be able to
(Friday)	be purchased for FY 2022-2023. All documentation (pertinent quotes, contracts and invoices) must accompany the submission of the requisition and forwarded to Purchasing.
	Please make certain that all requisitions have been processed and are not incomplete or unapproved. Approval in Colleague, along with supporting documentation to the requisition, must be completed no later than May 12, 2023. Do not risk delaying or have requisitions unprocessed due to unresolved issues along the approval path in Colleague.
	REQUISITIONS CAN NO LONGER BE INITIATED FOR FY 2022-2023 AFTER THIS DATE.
June 9, 2023	You may start entering requisitions for FY 2023-2024 that are critical to operations and must be in
(Friday)	place on July 1, 2023. <u>Please remember that the requisition date must read 07/01/23</u> . Once the requisition has been flagged as done, you may not change the requisition date, for doing so, will result in funds being encumbered in FY 2022-2023 instead of FY 2023-2024.
	End users may initiate BPO Renewal Requests for FY 2023-2024 so that Purchasing may establish an encumbrance. Please initiate the BPO renewal with the BPO Renewal Request Form.

	For Maintenance renewals, please upload documentation to Square 9 such as quotes and Contracts. A requisition does not need to be established for these type of renewals.
	Please make certain that your FY 2023-2024 Adopted Budget has budget appropriation to support these encumbrances. Otherwise, once the FY 2023-2024 Adopted Budget is uploaded, it will result in an overage in the assigned GL Account. This may either delay your purchase because there is insufficient budget appropriation to support your encumbrance, or delay payment altogether. If you are uncertain whether a budget appropriation exists or is sufficient, please check with your Business Services Office.
June 20, 2023 (Tuesday)	For late paper timesheets of prior pay periods, last day to approve and submit hourly paper timesheets to be paid on July 11, 2023 and charged to FY 2022/2023
June 30, 2023 (Friday)	All materials and services must be received by COB. Invoices not yet received for materials and/or services provided in FY 2022-2023 by said date, must be accrued. Please contact Accounting to book an accrual. FAILURE TO BOOK ANY ACCRUAL IS A VIOLATION OF THE "MATCHING PRINCIPLE" AND WILL SUBJECT THE DISTRICT TO AN AUDIT FINDING.
July 3, 2023 10:00 AM (Monday)	For <u>current timesheets</u> processed through WebTime Entry via MyWeb, last day to approve and submit hourly timesheets to be paid on July 11, 2023 and charged to FY 2022/2023. Timesheets are to reflect through June 30th and must be approved by 10:00 am on Friday, July 3, 2023.
July 3, 2023 (Monday)	Purchase Requisitions for FY 2023-2024 may be processed as normal.
July 6, 2023 (Thursday)	Last day to submit conference, mileage, petty cash, and other reimbursement claims to the District's Accounting Department.
July 14, 2023 (Friday)	Last day for submission of FY 2022/2023 budget transfers to the District's Accounting Department. Note: the District's Accounting Department does not automatically "clean-up" deficit budgets. <u>This</u> <u>remains the responsibility of the appropriate department administrators in conjunction with the</u> <u>respective Business Services Office.</u>
July 14, 2023 (Friday)	Accounts payable for FY 2022/2023 closes at 1:00 PM. This is the last day to submit invoices for payment or accruals for FY 2022/2023. Please make sure to submit invoices for all services rendered or supplies purchased on or before June 30, 2023. IF YOU DO NOT HAVE AN ACTUAL INVOICE, BUT KNOW THAT GOODS AND SERVICES WERE PROVIDED ON OR BEFORE JUNE 30, 2023, PLEASE CONTACT BUSINESS SERVICES. PROVIDE DETAILS BY EMAIL SO THAT DS ACCOUNTING MAY ACCRUE THE EXPENSE. Actual payment for such items will be processed later in FY 2023/2024, but the expenses must be booked in FY 2022/2023.
	All invoices for goods or services rendered on or before June 30, 2023 submitted to DS Accounting after 1:00 PM on Thursday, July 20, 2023 that have not been accrued will be charged to and paid out of the FY 2023/2024 budget and WILL NOT BE IN COMPLIANCE WITH GENERALLY ACCEPTED ACCOUNTING PRINCIPLES AND WILL SUBJECT THE DISTRICT TO AN AUDIT FINDING.
July 27, 2023 (Thursday)	Last day to submit journal entries for FY 2022/2023 to the District's Accounting Department.
August 10, 2023 (Thursday)	Last day for DS Accounting / Business Services Offices to complete the year-end review and to post any final year-end adjusting entries to the General Ledger.
Week of August 7 th , 2023	DS Fiscal Services Management to conduct a final comprehensive review of all funds to ensure all revenue and expenses are recorded accurately and that all funds are in balance; and validate compliance with the 50% Law.
August 15, 2023 (Tuesday)	The Controller to freeze all GL accounts for FY 2022/2023.

If you have any questions, please contact the following staff members:

General Ledger Payables	Richard Su	Extension 6512
General Ledger Receivables	Arlene Rapinan	Extension 6436
Employee Reimbursements	Thao Doan	Extension 6355
SJCC Accounts Payable	Amanda Ikner	Extension 6464
EVC Accounts Payable	Arlene Rapinan	Extension 6436
DO/DW/CEM Accounts Payable	Arlene Rapinan	Extension 6436
Journal Entries (JEs)	Thao Doan	Extension 6355
Budget Transfers (BTs)	Jennifer Le	Extension 6572
Grants & Categoricals	Yumei Chen	Extension 6864
Bond Funds	Hong Yang	Extension 6284
Payroll Questions	Connie Hilbert (District Office)	Extension 6286
	Sheryll Truong (District Office)	Extension 6470
	Hien Cao (District Office)	Extension 6708
	Jennifer Green (SJCC)	Extension 3767
	Tina Nguyen (EVC)	Extension 6515
Bond Purchases (EVC, DO)	Wesley Chu	Extension 6407
Bond Purchases (SJCC, Milpitas)	Cindy Giesing	Extension 6487
Non Bond Purchases (SJCC, Milpitas)	Carlos Marquez	Extension 6431
Non Bond Purchases (EVC, DO)	Abby Abdel Halim	Extension 6489
Additional Help	Jonathan Camacho	Extension 5108
Additional Help	Mark Hua	Extension 6421

For your quick reference:

- 1. The existing SJCC Free Tuition program description:
 - a. <u>https://sjcc.edu/admissions-records/no-tuition.aspx</u>
 - b. It explains what's covered, who's eligible, and more.
- 2. Next, bibliographic annotations of academic studies and reports
 - a. Linking Financial Aid (in broad terms) to student success
 - b. Speaking directly to Free Tuition (or similar, aka "Promise") programs to student success.
 - c. Identifying areas of improvement for Financial Aid programs in general

Thanks.

-J. Edward

Campbell, C., Cochrane, D. and Love, I. (2017) "Aiding Success the Role of Federal and State Financial Aid in Supporting California Community College Students." Association of Community College Trustees <u>https://www.jbay.org/wp-content/uploads/2017/11/Aiding-Success-TICAS.pdf</u>

Key Findings:

• Financial aid supports student success. Low-income students who received more financial aid in their first year succeeded at much higher rates than those who received less.

• Federal, state, and institutional aid work together to support low-income students. Virtually all financial aid recipients received one of just four combinations of federal and state awards, and those who received federal, state, and institutional grants/waivers had the highest rates of success: 47 percent of these students graduated or transferred within six years, including 67 percent of students flagged as academically prepared.

Campbell, C.; Deil-Amen, R/; Rios-Aguilar, C. (2015). "Do Financial Aid Policies Unintentionally Punish the Poor, and What Can We Do about It?" *New Directions for Community Colleges*, n172 p67-76.

https://doi.org/10.1002/cc.20164 Win. https://coe.arizona.edu/sites/default/files/migrated/N DDC.Do%20Financial%20Aid%20Policies%20Punish%20the%20Poor.pdf

There are gaps in the way state and fed aid qualifications are designed. Although the federal financial aid system was created with the idea of determining the financial need

of recent high school graduates who are dependent on their parents and attend college full time, community college students are a diverse group and do not fit this model. SJECCD's efforts recognize this challenge and has implemented many of this study's recommendations including:

- 1. Direct Subsidies.
- 2. Improved Information Dissemination.
- 3. Better Data Collection.
- 4. More Flexible Disbursement.

Long, T.B. (2011). "Financial Aid: A Key To Community College Student Success"; The White House Summit on Community Colleges Conference Papers; Harvard Graduate School of Education. <u>https://www2.ed.gov/PDFDocs/college-completion/08-financial-aid.pdf</u>

- Decades of work confirm the link between free-tuition or similar financial programs and student success (persistence/graduation).
- "For example, Dynarski (2008) finds that the state merit-based aid programs of Arkansas and Georgia reduced the college dropout rate.
- Moreover, Scott-Clayton (forthcoming) examined the West Virginia PROMISE Scholarship and found that it had positive effects on a range of outcomes, including credit accumulation.
- One study that focuses on community colleges examined the effects of a scholarship that was provided to low-income students in reward for reaching minimal course-related benchmarks. The researchers found that this had positive and significant effects on credit accumulation and full-time enrollment (Richburg-Hayes, et al., 2009).
- There are a number of additional studies that demonstrate a positive correlation between financial aid and persistence and college graduation (St. John, 1989; Cabrera, Stampen, and Hansen, 1990; Singell, 2004)."

Pingel, S., Parker, E., & Sisneros, L. (2016). Free Community College: An Approach to Increase Adult Student Success in Postsecondary Education. Special Report. Education Commission of the States.

The best practices and effective strategies proposed here are currently at work in the SJECCD free tuition framework. Stemming from a nation-wide analysis of Free Tuition legislation, free tuition policies should include three main components within their overall architecture: lay out eligibility criteria, define free and specify the time at which the award will be made. SJECCD currently incorporates these and other effective practices.