

Board Retreat

FCMAT Report

February 23, 2013



Process to Date

- ◆ December Board Presentation by FCMAT/CBT
- ◆ Committees Reviewing FCMAT
 - ◆ START
 - ◆ Academic Senate
 - ◆ College Council
 - ◆ Executive Council



Assignments

- ◆ All 73 recommendations were assigned to one of the following:
 - ◆ Board of Trustees
 - ◆ Executive Council
 - ◆ Area Vice President (or combination of VPs)
 - ◆ Administrative Dean of Human Resources



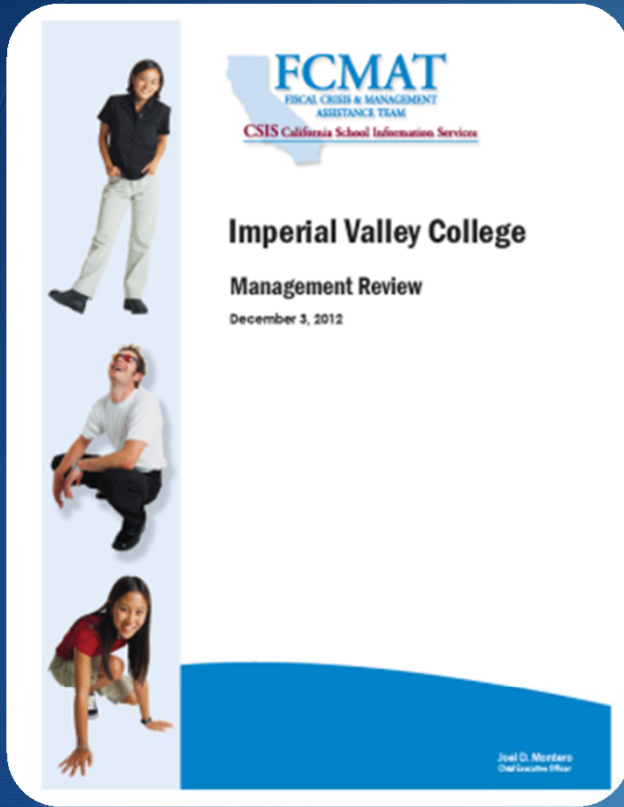
8	Ensure any additional revenue or savings are first used to improve its fund balance.	Board
10	More aggressively reduce expenditures by implementing ongoing budget adjustments to avoid insolvency	Board
13	Develop a plan to restore the ending fund balance and to fund ongoing obligations if the November tax measure passes	Board
21	Identify additional, permanent reductions instead of one-time items for 2012-13	Board
22	Clarify the roles, responsibilities and expectations for budget development and monitoring	Board
23	Establish a consistent report structure to enhance communication of important budget information	Board
25	An annualized projection model and template for current year budget performance.	Board
26	A budget presentation package, including templates and samples.	Board
27	A three-year modeling worksheet with examples.	Board
28	Peer district comparative analysis workbooks and documentation to allow for subsequent comparisons	Board
29	Use the budget-monitoring tool provided by FCMAT that directs attention to the end-of-year expected results so that staff can better anticipate fiscal year results, identify issues and make early adjustments if needed. By further broadening the application of this tool to each unit overseen by a vice president, the college can develop better budget monitoring and apply resources more effectively	Board
43	Consider redirecting the amount or a portion of the amount saved when the annual payment for retiree incentives ends towards funding of its other post-employment benefits (OPEB) obligation. The annual incentive cost as of the 2012-2013 budget year is \$728,000	Board



President's Recommendation

- ◆ Ensure any additional revenue or savings are first used to **improve its fund balance.**
- ◆ **Develop a plan to restore the ending fund balance** and to fund ongoing obligations now that the November tax measure has passed
 - ◆ **Recommendation:** Establish annual targets to reach an ending fund balance of ____% within 3 years.





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FCMAT Recommendations Tracking Tool

IVC Tracking #	Recommendations	Responsible Person/Group
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43	Consider redirecting the amount or a portion of the amount saved when the annual payment for retiree incentives ends towards funding of its other post-employment benefits (OPEB) obligation. The annual incentive cost as of the 2012-2013 budget year is \$728,000	Board
33	Regularly verify retiree status since given the annual cost of benefits, paying for even a few nonqualifying people is costly	Dean HR
35	Initiate negotiations with classified employees to reduce the percentage, the number of steps, or both on the annual step increment	Dean HR
36	Negotiate with employee groups to limit the rate of increase on health benefits, exploring changes that have the greatest impact on limiting costs while maintaining a reasonable level of health coverage	Dean HR
4	Discontinue the practice of providing paid release time to either employee union groups beyond that time required by the Rodda Act and PERB rulings.	Dean HR
1	Consider operating with three vice presidents instead of filling the open vice president position until there is sufficient growth to warrant a larger staff.	Executive Council
9	Develop a plan now for failure of the November 2012 state tax measure.	Executive Council
11	Assume a very conservative position with its tentative and adoption budgets, and limit spending to an absolute minimum until the November election. Any savings can be used to help address a worst case scenario in the current year.	Executive Council
74	Implement continuous cross-functional team process evaluation and improvement, which began the summer of 2012. Each department should review three processes during academic year 2012-13, with plans and structures for ongoing process evaluation and improvement for future years.	Executive Council
75	Implement the program evaluation and improvement process for the library, which was not included in a FCMAT program evaluation process during this study period. Any additional programs that were not part of the FCMAT process should also be evaluated	Executive Council
30	Establish a level of accountability for budget managers that is measured and addressed in evaluating performance	Executive Council
40	Develop a working enrollment management program using the guidance provided by FCMAT in this area	Executive Council
46	Examine and evaluate proposed budget increases and decreases to fully understand the impact on the 50% law calculation before they are initiated	Executive Council

47	Evaluate community services, ancillary services and auxiliary operations (TOP codes 6800 – 7390) to ensure that all direct expenses for services in these programs are accurately reported. Indirect costs to support these programs may also be included (e.g. custodial, accounting, etc.), and this practice may positively affect the 50% law calculation	Executive Council
48	Consider allocating all lottery proceeds to TOP codes 6000-6700, which might positively affect the 50% law calculation	Executive Council
52	Immediately establish at the senior administrative level an explicit, data-driven FTES planning process that relates the size of the course offering to the college's FTES target and other budget goals and will be the basis for all of the college's enrollment management efforts	Executive Council
54	Communicate the FTES planning process to the entire college so that it guides decision-making processes throughout the organization	Executive Council
55	Thoroughly evaluate the results of the FTES planning each year to ensure improvement from year to year	Executive Council
58	Link educational master planning, the college mission and purposes, and related planning processes to processes for cost reduction, prioritization of effort, and program efficiency decisions	Executive Council
59	Develop organizational, communication, and decision-making linkages or connections among the redesign team/process, program review, planning, and decision-making at the leadership and executive council levels	Executive Council
60	Prioritize and implement broad, clear, and accurate communication about the college budget, cost reduction activities, FTES issues, and program prioritization. Information should be easily available and accessible, and distributed regularly, to all faculty and staff, as well as the community	Executive Council
70	Openly communicate that any program requests for new faculty will be denied until the college's overall faculty obligation number decreases to the obligatory level set by the California Community College Chancellor's Office. Currently, the college's obligatory faculty obligation number is 94.3	Executive Council
37	Evaluate areas where the college spends significantly more than its peer districts to determine whether expenditure reductions should be made, with an emphasis on academic salaries, benefits, TOP code 6100 instructional support, TOP code 6300 counseling and TOP code 6700 general services	Executive Council
44	Evaluate all requests for categorical program subsidies against all other uses of unrestricted general fund monies, as well as with the college's other priorities. Subsidies should not be provided without analysis and discussion	Executive Council
12	Ensure multiyear projections include all cost increases such as those for retiree health benefits, utilities, normal step-and-column movement, employee benefits, and payroll. If a deficit occurs after including these items, the college should identify an ongoing revenue source and/or implement permanent cost reductions.	VP Business
14	Identify changes in revenues and expenditures that separate one-time adjustments from ongoing commitments so that there is a clear understanding of the budget's ongoing status. This includes items such as step/column and utilities and is also important in multiyear modeling	VP Business
15	Permanently implement a three-year budget model that allows for analysis of potential outcomes and consistently develop multiyear financial projections	VP Business
16	Incorporate the impact of the Title V transition into the multiyear modeling	VP Business
17	Compare actual revenues to expenditures to determine the surplus or deficit that would affect fund balance, instead of the current practice of including the reserve as a revenue line item since this masks the real operating results	VP Business
24	Implement a budget calendar that outlines the process, actions and dates that personnel districtwide should know	VP Business
32	Implement strict controls to limit expenditure budget transfers that decrease the ending fund balance	VP Business
41	Develop clear, consistent budget information to better present and inform those responsible for making key decisions, possibly using the examples provided by FCMAT	VP Business
45	Establish budget planning criteria for maintaining compliance with the 50% law	VP Business
49	Report all classroom teaching and instructional aide costs in TOP codes 0100-5900 to positively affect the 50% law calculation	VP Business
50	Develop a 1% rate sensitivity calculation so that when the budget is increased or decreased, the college can quickly determine the effect on the 50% law ratio. The 1% sensitivity calculation allows the college to know how many dollars of change it takes to alter the 50% calculation by 1% in either direction	VP Business

2	Consider restructuring the department chair model to either reduce the number of department chair positions, decreasing the amount of release time for department chairs, or move to a different model that has only deans, eliminating the department chair positions. If the department chairs are retained in some form, greater accountability should be established over class schedule building and faculty assignments to the department chairs.	VP Instruction
19	Develop a plan for tax measure passage that restores as much of the 449 lost FTES as possible. Recovery of these means revenue added to the base and is ongoing as long as the funded FTES is maintained	VP Instruction
31	Develop and share a regular schedule of FTES updates and modeling of annual FTES so that there is broad understanding of where the college stands regarding FTES targets, providing time for corrective action if warranted	VP Instruction
34	Initiate negotiations with faculty employees to discuss changes in class size, loading and release time	VP Instruction
42	Consider reducing the number of funded full-time faculty positions	VP Instruction
56	Take immediate action to make progress toward increasing average class size to 30 (510 WSCH/FTEF) within the next three years. Once this goal has been achieved and maintained, the college should strive to make steady progress toward an average class size of 35 (595 WSCH/FTEF).	VP Instruction
61	Continue evaluating academic programs, initiated and developed by college administrators and faculty in summer 2012 as an ongoing process	VP Instruction
62	Ensure each academic program recognizes its particular role in increasing the college's overall average class size. Lecture classes in the arts and sciences programs, such as history, psychology, sociology, and music appreciation, should increase well beyond the current class maximum of 40	VP Instruction
63	Carefully review career and technical programs that have a low current student demand, a low local labor market demand for the near future, and/or a low certificate or degree completion rate. The college should develop a plan to increase the minimum class enrollment to 20 for classes that have been allowed to operate with enrollments of much less. Programs should be discontinued if enrollment does not increase to an average class size of approximately 20. There should be few and clearly delineated exceptions for specified advanced courses (This will require discussion as a contractual issue in negotiations between the college and the faculty union.)	VP Instruction
64	Require instructional deans and department chairs to focus on scheduling courses that have the greatest student demand, specifically arts and sciences courses, those that fulfill general education requirements (such as United States history), and CTE courses that fulfill core competencies (such as business communication). Similarly, programs should avoid scheduling elective or optional courses, especially those offered at four-year colleges (such as East Asian history), or that provide skills that could be learned on the job (such as office transcription)	VP Instruction
65	Direct instructional deans and department chairs in arts and science disciplines to schedule courses required for upper division coursework in the related majors instead of courses needed to fulfill a single-discipline associate's degree major. For example, a student who earns an associate degree in English or psychology without transferring to a four-year college is not prepared for a successful career. Arts and sciences programs should schedule courses that fulfill multiple-discipline associate majors (such as humanities or behavioral sciences), which are also typically those within transfer general education patterns such as intersegmental general education transfer courses	VP Instruction
66	Encourage more students to complete certificates instead of simply taking courses and leaving. Selected certificate requirements for career technical education programs should be revised whenever possible so that certificates require fewer total units, focusing on core requirements. In some cases, this may mean offering two or more separate certificates, either in two areas or in beginning and intermediate levels. This will encourage and enable more students to complete certificates, before and after employment. Examples of programs that could benefit from this approach include electrical technology and business office technician. Because an unreasonable number of units is required for a certificate in many career technical education programs, many students drop out after earning enough units for entry-level employment	VP Instruction
67	Require the career and technical programs moving into the college's new complex in 2014 to develop multiyear plans that outline how they will utilize the facility as enrollment increases. These programs include welding, air conditioning/refrigeration, building construction technology, electrical trades, fire science, emergency medical services, and administration of justice	VP Instruction

68	Increase its online offerings in a variety of programs, whether courses are delivered completely or partially online, to help individuals living far away from the campus as well as those who live closer but wish to complete their coursework more quickly. Moving some classes to the online format such as selected courses in art history, child development, music appreciation, sociology, etc., would strengthen enrollments in many programs and make classroom space available for other courses. The college should also update its distance education plan (part of the college's educational master plan and last updated in 2011-12) to create an improved, coherent methodology, from the technological and educational perspectives, for expanding its online offerings	VP Instruction
69	Find ways to stabilize or increase enrollment in the next three years without adding new full-time faculty. This would necessitate increasing class sizes and fill rates and/or hiring more adjunct faculty	VP Instruction
71	Reduce the amount of release time assigned to faculty for managerial responsibilities, to improve the college's 50% ratio and create more hours of faculty teaching, generating more FTES for their programs. The managerial duties formerly assigned to faculty members would be assumed by instructional administrators	VP Instruction
72	Increase instructional programs and courses with low success rates to percentages close to the state average for the discipline. Several approaches could be used to accomplish this, including utilizing the student learning outcomes assessment and improvement process, increasing staff development in pedagogy, modifying course delivery practices such as providing shorter and variable term lengths, and revising course prerequisites	VP Instruction
73	Conduct an assessment to determine factors beyond instructional scheduling that contribute to decreasing enrollments and fill rates	VP Instruction
6	Seek to eliminate the faculty contract mandate providing an extra hour of pay per day for noninstructional faculty	VP Student Services
7	Redistribute some of the tasks assigned to coordinators to the managers in the student services unit. <i>Student Services has six management personnel, including the recently created position of dean of counseling and a number of coordinators (according to the faculty contract).</i>	VP Student Services
38	Ensure the Counseling Department participates in reviewing its budget given the study findings that counseling expenditures are high compared to peer districts	VP Student Services
76	Evaluate programs, especially those in student services, where the college's portion of their funding is in excess of the grant "match" requirement to ensure that IVC determines that subsidizing such programs is in line with IVC's priorities and that these evaluations are collaboratively conducted	VP Student Services
39	Explore ways to expand student capacity in classrooms	VPs Instruction & Business
18	Establish a closer link between budgeting for classes and the FTES targets, ensuring that the business office and instructional office monitor costs and FTES generated. This is important because these represent the greatest expense in the budget and the most significant revenue source	VPs Instruction & Business
20	Avoid spending more money in an attempt to regain FTES only to dilute productivity, leading to little change but higher costs. If the college merely adds sections that add cost and do not increase the FTES, it has spent more without additional FTES, which ends up achieving lower productivity in the process	VPs Instruction & Business
51	Ensure that the business office, in consultation with the instructional office, reviews the assignment of TOP codes and object codes for faculty to make certain the expenditures are correctly captured and reported	VPs Instruction & Business
53	Ensure that the FTES planning process is led by the vice president, academic services and the vice president, business service. This process should be dynamically continued throughout the academic year so the plan can be adjusted for external funding changes and actual enrollment results	VPs Instruction & Business
57	Consider its need for larger lecture classrooms with a capacity of 45 or 50 in future planning for new and remodeled facilities	VPs Instruction & Business
3	Limit the use of 199-day contracts. They should be used on a very limited basis if they are used at all.	VPs Instruction & Student Services
5	Make efforts to eliminate specific extra-duty language and pay amounts from the faculty contract. Much of the activity included is administrative and should be at the prerogative of the administration.	VPs Instruction & Student Services

FCMAT Recommendations Tracking Tool - Negotiations 2013

Recommendations by Area

CSEA

CTA

Organizational Review & Budget Development

- | | | | | |
|---|---|--|--|---|
| 2 | Consider restructuring the department chair model to either reduce the number of department chair positions, decreasing the amount of release time for department chairs, or move to a different model that has only deans, eliminating the department chair positions. If the department chairs are retained in some form, greater accountability should be established over class schedule building and faculty assignments to the department chairs. | | | X |
| 3 | Limit the use of 199-day contracts. They should be used on a very limited basis if they are used at all. | | | X |
| 4 | Discontinue the practice of providing paid release time to either employee union groups beyond that time required by the Rodda Act and PERB rulings. | | | X |
| 5 | Make efforts to eliminate specific extra-duty language and pay amounts from the faculty contract. Much of the activity included is administrative and should be at the prerogative of the administration. | | | X |
| 6 | Seek to eliminate the faculty contract mandate providing an extra hour of pay per day for noninstructional faculty | | | X |
| 7 | Redistribute some of the tasks assigned to coordinators to the managers in the student services unit. Student Services has six management personnel, including the recently created position of dean of counseling and a number of coordinators (according to the faculty contract). | | | X |

Fiscal Planning

- | | | | | |
|---|--|---|--|---|
| 1 | Initiate negotiations with faculty employees to discuss changes in class size, loading and release time | | | X |
| 2 | Initiate negotiations with classified employees to reduce the percentage, the number of steps, or both on the annual step increment | X | | |
| 3 | Negotiate with employee groups to limit the rate of increase on health benefits, exploring changes that have the greatest impact on limiting costs while maintaining a reasonable level of health coverage | X | | X |
| 9 | Consider reducing the number of funded full-time faculty positions | | | X |

50% Law

- | | | | | |
|---|--|--|--|---|
| 4 | Consider allocating all lottery proceeds to TOP codes 6000-6700, which might positively affect the 50% law calculation | | | X |
|---|--|--|--|---|

Enrollment and FTES Analysis

- | | | | | |
|---|---|--|--|---|
| 5 | Take immediate action to make progress toward increasing average class size to 30 (510 WSCH/FTEF) within the next three years. Once this goal has been achieved and maintained, the college should strive to make steady progress toward an average class size of 35 (595 WSCH/FTEF). | | | X |
|---|---|--|--|---|

Academic Program Evaluation

- | | | | | |
|----|---|--|--|---|
| 2 | Ensure each academic program recognizes its particular role in increasing the college's overall average class size. Lecture classes in the arts and sciences programs, such as history, psychology, sociology, and music appreciation, should increase well beyond the current class maximum of 40 | | | X |
| 3 | Carefully review career and technical programs that have a low current student demand, a low local labor market demand for the near future, and/or a low certificate or degree completion rate. The college should develop a plan to increase the minimum class enrollment to 20 for classes that have been allowed to operate with enrollments of much less. Programs should be discontinued if enrollment does not increase to an average class size of approximately 20. There should be few and clearly delineated exceptions for specified advanced courses (This will require discussion as a contractual issue in negotiations between the college and the faculty union.) | | | X |
| 4 | Require instructional deans and department chairs to focus on scheduling courses that have the greatest student demand, specifically arts and sciences courses, those that fulfill general education requirements (such as United States history), and CTE courses that fulfill core competencies (such as business communication). Similarly, programs should avoid scheduling elective or optional courses, especially those offered at four-year colleges (such as East Asian history), or that provide skills that could be learned on the job (such as office transcription) | | | X |
| 5 | Direct instructional deans and department chairs in arts and science disciplines to schedule courses required for upper division coursework in the related majors instead of courses needed to fulfill a single-discipline associate's degree major. For example, a student who earns an associate degree in English or psychology without transferring to a four-year college is not prepared for a successful career. Arts and sciences programs should schedule courses that fulfill multiple-discipline associate majors (such as humanities or behavioral sciences), which are also typically those within transfer general education patterns such as intersegmental general education transfer courses | | | X |
| 9 | Find ways to stabilize or increase enrollment in the next three years without adding new full-time faculty. This would necessitate increasing class sizes and fill rates and/or hiring more adjunct faculty | | | X |
| 10 | Openly communicate that any program requests for new faculty will be denied until the college's overall faculty obligation number decreases to the obligatory level set by the California Community College Chancellor's Office. Currently, the college's obligatory faculty obligation number is 94.3 | | | X |
| 11 | Reduce the amount of release time assigned to faculty for managerial responsibilities, to improve the college's 50% ratio and create more hours of faculty teaching, generating more FTES for their programs. The managerial duties formerly assigned to faculty members would be assumed by instructional administrators | | | X |