

COLLEGE OF
MARIN

Board of Trustees Special Meeting

Agenda

June 8, 2010

6:30 p.m.

Deedy Staff Lounge, Kentfield Campus

Web Address: <http://www.justin.tv/comtrustees>

Trustee Namnath will participate by telephone from 2121 Second St., B107 in Davis, California.

The Board shall act on posted items and shall not deliberate items that are not on the posted agenda.

In compliance with the Americans with Disabilities Act, if you need special assistance to access the Board meeting room or to otherwise participate at this meeting, including auxiliary aids or services, please contact Bob Balestreri at 485-9414. Notification at least 48 hours prior to the meeting will enable the District to make reasonable arrangements to ensure accessibility to the Board meeting.

If you wish to speak, complete card available at entrance, give card to recording secretary, get recognition from the Chair. Persons desiring to address the Board on items not on the agenda may speak under item number "A.2" on the agenda. Public comment presentations will be limited to no more than 3 minutes each.

Government Code §54957.5 states that public records which relate to any item on the open session agenda for a regular Board meeting should be made available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members of the Board. The Board has designated the Office of the Superintendent/President at 835 College Avenue, Administrative Center 123, Kentfield for the purpose of making those public records available for inspection.

SPECIAL MEETING AGENDA

6:30 p.m. – Deedy Staff Lounge, Student Services Building
Kentfield Campus

A. Special Meeting

1. Call to Order, Roll Call and Adoption of Agenda
2. Citizens' Requests to Address the Board on Non-Agenda Items
3. Chief Executive Officer's Report
 - a) Staff Reports
 1. WASC Update (*Fran White*) - *BP1.4a (Review institutional needs and assess institutional effectiveness, using Program Review, Administrative Planning and Assessment, the Strategic Plan and the Educational Master Plan)*
4. Update on COM Superintendent/President Search (*Eva Long*)
 - a) Date Change for Interviews: August 30 – September 3, 2010, 4:00 p.m.
5. Board Study Session
 - a) Budget Workshop (*Al Harrison*)
 - b) Review Board Priorities 2009/10 (*Fran White*)
 - c) Timeline for Board Priorities 2010/2011 (*Fran White*)
6. Recess to Closed Session

**B. Closed Session – 8:30 p.m. in Deedy Staff Lounge, Student Services Building,
Kentfield Campus**

1. **Call to Order, Roll Call and Adoption of Agenda**
 - (a) **Request for Public Comment on Closed Session Agenda**

2. **Closed Session: To consider and/or take action upon any of the following items:**
 - (a) **Under Government Code, Section 54957:**
PUBLIC EMPLOYEE PERFORMANCE EVALUATION
Title: Superintendent/President
 - (b) **Under Government Code, Section 54947:**
PUBLIC EMPLOYMENT
Interim Superintendent/President

C. Reconvene to Open Session

1. **Call to Order and Roll Call**

2. **Report of Closed Session for June 8, 2010**

3. **Adjournment**

BUDGET WORKSHOP STUDY SESSION

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ISSUES FACING THE DISTRICT

- NEGATIVE CPI INFLATION ADJUSTMENT FOR SECURED PROPERTY.
- SMALLER INCREASE IN SUPPLEMENTAL PROPERTY TAX REVENUE.
- ADDITIONAL REDUCTIONS IN CATEGORICAL FUNDS FROM THE STATE.
- MAJOR INCREASES IN EMPLOYEE BENEFITS, INCLUDING STRS & PERS RATES.

ISSUES FACING THE DISTRICT

- 2009/10 DEFICIT
- ELIMINATING 2010/11 BUDGET DEFICIT
- IMPLICATIONS OF CONTINUING NEED TO ELIMINATE BUDGET DEFICITS
- EVALUATING SHORT-TERM AND LONG-TERM SOLUTIONS TO ELIMINATE BUDGET DEFICITS

REVENUE ASSUMPTIONS SUMMARY

1. COMMUNITY SERVICES BUDGET SHOULD REMAIN STABLE IN WHICH REVENUE AND EXPENDITURES ARE EQUAL.
2. RESTRICTED GENERAL FUND BUDGETS FOR 2010/11 AND 2011/12 MAY BE LOWER THAN THE 2009/10 STATE FUNDING LEVELS. BUDGET AT 85% OF 2009/10 STATE ALLOCATION.

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REVENUE ASSUMPTIONS SUMMARY

3. FOR 2010/11, NEGATIVE CPI INFLATION ADJUSTMENT FOR SECURED PROPERTY TAXES WILL RESULT IN A DECLINE IN ANTICIPATED SECURED PROPERTY TAXES.

4. SUPPLEMENTAL PROPERTY TAXES WILL CONTINUE AT THE SAME FUNDING LEVELS AS WAS COLLECTED FOR THE 2009/10 FISCAL YEAR.

REVENUE ASSUMPTIONS SUMMARY

5. ENROLLMENT FEES ARE PROJECTED TO REMAIN CONSTANT PENDING LEGISLATION THAT MAY RESULT IN A FEE INCREASE.
6. STATE REVENUE IS BUDGETED AT 85% OF THE 2009/10 FUNDING LEVEL.
7. LOCAL REVENUE TO REMAIN CONSTANT.

SOURCES OF FUNDS

FISCAL YEAR	ACTUAL 2007-2008	ACTUAL 2008-2009	% CHANGE	ESTIMATED ACTUAL 2009-2010	PROJECTED BUDGET 2010-2011	% CHANGE
PROGRAM-BASED FUNDING						
STATE SUBVENTIONS	\$ 286,240	280,416	-2.0%	267,685	267,685	0.0%
TOTAL	286,240	280,416	-2.0%	267,685	267,685	0.0%
PROPERTY TAXES						
SECURED	35,766,615	37,713,052	5.4%	37,781,783	37,543,962	-0.6%
SUPPLEMENTAL	1,174,183	751,877	-36.0%	386,880	386,880	0.0%
UNSECURED	777,392	798,323	2.7%	850,212	850,212	0.0%
PRIOR-YEAR	114,667	103,062	-10.1%	80,492	80,492	0.0%
TOTAL TAXES	37,832,877	39,366,314	4.1%	39,099,367	38,861,546	-0.6%
ENROLLMENT FEES	1,420,403	1,338,495	-5.8%	1,750,000	1,750,000	0.0%
TOTAL PROGRAM-BASED	39,639,620	40,805,225	3.7%	41,117,052	40,879,231	-0.6%
FEDERAL REVENUE	232	245	5.6%	23,278	250	-98.9%
STATE REVENUE						
PARTNERSHIP FOR EXCELL	1,667,129	1,742,873	4.5%	1,153,040	1,153,040	0.0%
OTHER STATE	1,133,719	941,969	-16.9%	678,062	737,056	8.7%
TOTAL STATE	2,800,848	2,684,842	-4.1%	1,831,102	1,890,096	3.2%
LOCAL REVENUE						
INTEREST	22,524	97,271	331.9%	100,000	100,000	0.0%
NON-RESIDENCE FEES	493,225	682,286	38.3%	740,000	740,000	0.0%
OTHER STUDENT CHARGES	97,166	86,838	-10.6%	95,000	95,000	0.0%
NON-RESIDENCE INSURANCE	39,583	35,103	-11.3%	39,500	39,500	0.0%
MISCELLANEOUS	267,959	230,712	-13.9%	234,000	234,000	0.0%
	920,457	1,132,210	23.0%	1,208,500	1,208,500	0.0%
TOTAL REVENUE	\$ 43,261,057	\$ 44,802,522	3.6%	\$ 44,179,932	\$ 43,978,077	-0.5%

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EXPENSE ASSUMPTIONS SUMMARY

1. ANNUAL STEP AND COLUMN SALARY INCREASES WILL CONTINUE.
2. BENEFITS COSTS WILL CONTINUE TO RISE.
3. HOLD OTHER COSTS FLAT.
4. CATEGORICAL AND COMMUNITY EDUCATION PROGRAMS ARE SELF-FUNDED.

USES OF FUNDS

FISCAL YEAR	ACTUAL		ESTIMATED	PROJECTED	DOLLAR CHANGE	% CHANGE
	2007-2008	2008-2009	2009-2010	BUDGET 2010-2011		
USE OF FUNDS						
SALARIES	\$ 28,907,717	\$ 27,899,435	\$ 28,628,286	\$ 28,762,767	\$ 134,481	0.5%
BENEFITS	9,232,333	9,537,655	9,717,973	10,399,700	681,727	7.0%
TOTAL SALARIES & BENEFITS	38,140,050	37,437,090	38,346,259	39,162,467	816,207	2.1%
FIXED EXPENSES						
FIXED EXPENSES	1,894,892	1,880,347	1,904,362	1,940,000	35,638	1.9%
OTHER OPERATING	3,111,161	3,514,111	3,449,836	3,211,572	(238,264)	-6.9%
CAPITAL OUTLAY	330,630	211,918	210,380	114,427	(95,953)	-45.6%
OTHER OUTGO	609,966	1,313,096	815,207	271,663	(543,544)	-66.7%
EDUC. EXCELLENCE RESERVE	-	-	-	-	-	n/a
TOTAL OTHER EXPENSES	5,946,649	6,919,472	6,379,785	5,537,662	(842,123)	-13.2%
TOTAL USES	\$ 44,086,699	\$ 44,356,562	\$ 44,726,045	\$ 44,700,129	\$ (25,916)	-0.1%

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SOURCES AND USES OF FUNDS

FISCAL YEAR	ACTUAL	ACTUAL	ESTIMATED	PROJECTED	DOLLAR	%
	2007-2008	2008-2009	ACTUAL 2009-2010	BUDGET 2010-2011	CHANGE	CHANGE
SOURCES OF FUNDS						
REVENUES						
PROGRAM-BASED FUNDING	39,539,520	40,985,225	41,117,052	40,879,231	(237,821)	-0.6%
FEDERAL	232	245	23,278	250	(23,028)	-98.9%
OTHER STATE	2,800,848	2,664,842	1,831,102	1,890,096	58,994	3.2%
OTHER LOCAL	920,457	1,132,210	1,208,500	1,208,500	-	0.0%
TOTAL SOURCES	43,261,057	44,802,522	44,179,932	43,978,077	(201,855)	-0.5%
USE OF FUNDS						
SALARIES	26,907,717	27,899,435	28,628,286	28,762,767	134,481	0.5%
BENEFITS	9,232,333	9,537,655	9,717,973	10,399,700	681,727	7.0%
TOTAL SALARIES & BENEFITS	36,140,050	37,437,090	38,346,259	39,162,467	816,207	2.1%
FIXED EXPENSES	1,894,892	1,880,347	1,904,362	1,940,000	35,638	1.9%
OTHER OPERATING	3,111,161	3,514,111	3,449,836	3,211,572	(238,264)	-6.9%
CAPITAL OUTLAY	330,630	211,918	210,380	114,427	(95,953)	-45.6%
OTHER OUTGO	609,966	1,313,096	815,207	271,663	(543,544)	-66.7%
TOTAL OTHER EXPENSES	5,946,649	6,919,472	6,379,785	5,537,662	(842,123)	-13.2%
TOTAL USES	44,086,699	44,356,562	44,726,045	44,700,129	(25,916)	-0.1%
SOURCES OVER (UNDER) USES	(825,642)	445,960	(546,113)	(722,051)	(175,939)	32.2%
TRANSFER IN (OUT)	(25,756)	(148,519)	(122,203)	-	122,203	-100.0%
BEGINNING FUND BALANCE	\$ 5,469,895	4,618,497	\$ 4,915,938	\$ 4,247,622	\$ -	0.0%
ENDING FUND BALANCE	\$ 4,618,497	4,915,938	\$ 4,247,622	\$ 3,525,571	\$ (175,939)	-4.1%
RESERVE	10.5%	11.1%	9.5%	7.9%		

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SHORT-TERM SOLUTIONS FOR ELIMINATING A DEFICIT

- ▶ % REDUCTION ACROSS THE BOARD
- ▶ STOP SUBSIDIZING CATEGORICAL PROGRAMS
- ▶ REDUCE INSTRUCTIONAL UNITS IN ALL SEMESTERS
- ▶ FREEZE VACANT POSITIONS

SHORT-TERM SOLUTIONS ARE NOT
SUSTAINABLE YEAR OVER YEAR

IMPLICATIONS OF SHORT-TERM SOLUTIONS

1. BUDGET CUTS MAY OR MAY NOT BE STRATEGIC.
2. POTENTIAL DECLINE IN ENROLLMENT.
3. PERMANENT FORCE REDUCTIONS IN CATEGORICAL PROGRAMS.
4. NOT VIABLE IN THE LONG-TERM.

OUTLOOK FOR THE FUTURE

1. UNCERTAIN PROPERTY TAX REVENUES – ANTICIPATE A SLOW RECOVERY.
2. INCREASING SALARIES AND BENEFITS.
3. CONTINUED REDUCTION IN STATE FUNDING OF CATEGORICAL PROGRAMS.

NEED RESERVE LEVELS THAT CAN WITHSTAND ECONOMIC DOWNTURNS.

PROPERTY TAXES

	ACTUAL	ACTUAL	%	ACTUAL	%	ACTUAL	%	ACTUAL	%	ESTIMATED	PROJECTED		
	2004-2005	2005-2006	CHANGE	2006-2007	CHANGE	2007-2008	CHANGE	2008-2009	CHANGE	2009-2010	CHANGE	2010-2011	CHANGE
PROGRAM-BASED FUNDING													
STATE SUBVENTIONS	\$ 286,689	\$ 282,928	-1.32%	\$ 287,630	1.66%	\$ 286,240	-0.48%	\$ 280,416	-2.03%	\$ 267,685	-4.54%	\$ 267,685	0.00%
TOTAL	286,689	282,928	-1.32%	287,630	1.66%	286,240	-0.48%	280,416	-2.03%	267,685	-4.54%	267,685	0.00%
PROPERTY TAXES													
SECURED	28,100,100	30,615,880	8.95%	33,450,887	9.26%	35,766,615	6.92%	37,713,052	5.44%	37,781,783	0.18%	37,543,962	-0.63%
SUPPLEMENTAL	1,466,253	1,811,902	9.93%	1,247,943	-22.58%	1,174,183	-5.91%	751,877	-35.97%	386,880	-48.54%	386,880	0.00%
UNSECURED	853,649	649,442	-0.48%	727,137	-14.40%	777,392	6.91%	798,323	2.69%	850,212	6.50%	850,212	0.00%
PRIOR-YEAR	93,181	63,309	-32.08%	133,711	111.20%	114,687	-14.23%	103,062	-10.14%	80,482	-21.90%	80,482	0.00%
TOTAL TAXES	30,513,183	33,140,533	8.61%	35,559,778	7.30%	37,832,877	6.39%	39,366,314	4.05%	39,099,367	-0.68%	38,861,546	-0.61%
TOTAL	\$ 30,799,882	\$ 33,423,461	8.52%	\$ 35,847,408	7.25%	\$ 38,119,117	6.34%	\$ 39,646,730	4.01%	\$ 39,367,052	-0.71%	\$ 39,129,731	-0.60%

PROPERTY TAXES HAVE DECLINED
FOR THREE YEARS

LABOR-RELATED COSTS ARE THE DISTRICT'S LARGEST EXPENSE

▶ DISTRICT PAID PENSION COSTS:

	<u>2001</u>	<u>2009/10</u>
PERS	7.00%	16.709%, 17.879%, 26.338%
STRS	8.25%	8.25%

▶ DISTRICT PAID HEALTH CAP:

	<u>2001</u>	<u>2009/10</u>
HEALTH	\$7,247	\$14,375 AND \$15,094
DENTAL/VISION	<u>\$1,308</u>	<u>\$ 1,728</u> <u>\$ 1,728</u>
TOTAL	\$8,555	\$16,103 AND \$16,822

▶ THESE COSTS WILL CONTINUE TO RISE

▶ NEED TO FIND WAYS TO CONTROL BENEFITS COSTS

SOURCES AND USES OF FUNDS

FISCAL YEAR	ACTUAL	ESTIMATED	PROJECTED	PROJECTED	PROJECTED
	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013
SOURCES OF FUNDS					
REVENUES					
PROGRAM-BASED FUNDING	40,985,225	41,117,052	40,879,231	41,379,904	41,882,078
FEDERAL	245	23,278	250	250	250
OTHER STATE	2,684,842	1,831,102	1,890,096	1,765,437	1,652,308
OTHER LOCAL	1,132,210	1,208,500	1,208,500	1,212,126	1,215,762
TOTAL SOURCES	44,802,522	44,179,932	43,978,077	44,357,716	44,750,398
USE OF FUNDS					
SALARIES	27,899,435	28,628,286	28,762,767	29,062,767	29,362,767
BENEFITS	9,537,655	9,717,973	10,399,700	10,599,700	10,799,700
TOTAL SALARIES & BENEFITS	37,437,090	38,346,259	39,162,467	39,662,467	40,162,467
FIXED EXPENSES	1,880,347	1,904,362	1,940,090	1,940,000	1,940,000
OTHER OPERATING	3,514,111	3,449,836	3,211,572	3,211,572	3,211,572
CAPITAL OUTLAY	211,910	210,380	114,427	114,427	114,427
OTHER OUTGO	1,313,096	815,207	271,663	271,663	271,663
TOTAL OTHER EXPENSES	6,919,472	6,379,785	5,537,662	5,537,662	5,537,662
TOTAL USES	44,356,562	44,726,045	44,700,129	45,200,129	45,700,129
SOURCES OVER (UNDER) USES	445,960	(546,113)	(722,051)	(842,413)	(949,730)
TRANSFER IN (OUT)	(148,519)	(122,203)	-	-	-
BEGINNING FUND BALANCE	4,618,497	\$ 4,915,938	\$ 4,247,622	\$ 3,525,571	\$ 2,683,158
ENDING FUND BALANCE	4,915,938	\$ 4,247,622	\$ 3,525,571	\$ 2,683,158	\$ 1,733,428
RESERVE	11.1%	9.5%	7.9%	5.9%	3.8%

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LONG-TERM SOLUTIONS FOR ELIMINATING A DEFICIT

- ▶ PRIORITIZE RESOURCE ALLOCATIONS
- ▶ BENCHMARK AGAINST OTHER DISTRICTS
- ▶ CONTROL BENEFIT COSTS

TOUGH DECISIONS WILL NEED TO BE
MADE

RESOURCE ALLOCATION

- ▶ REVIEW CURRENT RESOURCE ALLOCATION:
 - OVERALL STUDENT INSTRUCTION/ADMINISTRATION
 - ADMINISTRATION
 - FUNDING OTHER PROGRAMS FROM UNRESTRICTED FUND

- ▶ EVALUATE PROGRAM OFFERINGS:
 - TRANSFER EDUCATION
 - CAREER TECHNICAL EDUCATION
 - BASIC SKILLS

- ▶ OTHER BOARD PRIORITIES:
 - RESERVE LEVEL
 - UNFUNDED LIABILITIES
 - EMPLOYEE EQUITY STUDY
 - CONTRACT NEGOTIATIONS
 - FACILITIES MAINTENANCE

PRIORITIZE LIMITED RESOURCES

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RESOURCE ALLOCATION

ORGANIZATION	Adoption Budget	5/31/10 YTD	2009/10 Annualized	% 2009/10
College Skills Department - DW	\$ 2,050,160	\$ 2,313,948	\$ 2,621,332	5.84%
Fine and Visual Arts	1,253,200	1,739,938	1,971,070	4.39%
Health Sciences	1,583,937	1,708,554	1,835,519	4.32%
Mathematics	1,384,282	1,687,710	1,821,278	4.06%
Life and Earth Sciences	1,416,888	1,528,265	1,731,280	3.86%
Career Education - DW	1,386,571	1,513,365	1,714,402	3.82%
Performing Arts	1,246,084	1,469,700	1,664,934	3.71%
Physical Education	1,161,777	1,356,847	1,537,090	3.43%
Business; Information Systems - DW	1,074,461	1,217,605	1,379,352	3.08%
Physical Sciences	1,000,784	1,180,340	1,337,136	2.98%
English and Humanities	882,677	1,014,888	1,149,819	2.56%
Social Sciences	743,309	839,851	951,428	2.12%
Communications	691,837	834,505	945,362	2.11%
Modern Languages	749,417	808,221	915,585	2.04%
Behavioral Sciences	745,743	792,912	888,242	2.00%
Noncredit	122,595	137,275	155,511	0.35%
Instructional Activities	\$ 17,492,812	\$ 20,084,034	\$ 22,729,340	50.68%
Admissions and Records	\$ 839,160	\$ 1,083,473	\$ 1,227,402	2.74%
Counseling	884,758	1,011,190	1,145,516	2.55%
Deans	821,553	710,997	805,446	1.80%
Library	536,123	571,407	647,312	1.44%
Financial Aid	371,725	458,661	519,589	1.16%
Academic Svcs; Articulation	330,050	423,256	479,481	1.07%
Media Services	283,171	377,204	427,312	0.95%
Learning Resources Center	204,132	237,759	269,342	0.60%
Student Developmt; Spec Svcs	285,840	252,489	286,030	0.64%
EOPS A	181,313	138,782	157,218	0.35%
Testing	82,502	127,883	143,965	0.32%
Student Affairs	112,101	126,400	143,191	0.32%
Transfer Center	43,142	70,147	79,466	0.18%
Outreach and School Relations	50,585	58,092	63,543	0.14%
Tutoring	50,000	39,497	44,743	0.10%
Student Support Services	\$ 4,796,155	\$ 5,684,430	\$ 6,439,557	14.38%
EXPENDED TOWARD STUDENTS	\$ 22,288,967	\$ 25,768,470	\$ 29,168,897	65.04%

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RESOURCE ALLOCATION

ORGANIZATION	<u>Adoption Budget</u>	<u>5/31/10 YTD</u>	<u>2009/10 Annualized</u>	<u>% 2009/10</u>
President	\$ 385,887	\$ 397,043	\$ 449,787	1.00%
Board	114,899	186,894	211,721	0.47%
VP - Student Learning	486,211	394,087	446,438	1.00%
Academic Senate	126,248	116,823	132,342	0.30%
VP College Operations	254,972	239,927	271,799	0.61%
Police	525,048	643,602	729,098	1.63%
Information Technology	1,244,970	1,537,030	1,741,209	3.88%
Fiscal Services	795,837	833,978	944,763	2.11%
Maintenance	2,505,294	3,324,789	3,766,454	8.40%
Districtwide Expenses	12,032,732	1,976,086	2,238,750	4.99%
Utilities	1,628,200	1,166,115	1,321,021	2.95%
Human Resources	668,656	760,878	861,953	1.92%
Planning, Research & Institutional Effectiveness	339,461	382,182	432,952	0.97%
Communication; Comm Relations	513,834	479,226	542,886	1.21%
Logistics	514,952	671,955	761,217	1.70%
Administration	\$ 22,137,201	\$ 13,110,515	\$ 14,852,390	33.12%
Categorical Programs Funded with Unrestricted Funds				
DSPS		\$ 233,974	\$ 233,974	0.52%
Economic Workforce Development		231,000	231,000	0.52%
Child Care Fund	\$ 92,503	92,503	92,503	0.21%
BFAPS		85,669	85,669	0.19%
Puente		34,700	34,700	0.08%
Workstudy		6,200	6,200	0.01%
Matriculation-Noncredit		20,000	20,000	0.04%
Miscellaneous		712	712	0.00%
Community Services		122,203	122,203	0.27%
External Funding Allocations	\$ 92,503	\$ 826,961	\$ 826,961	1.84%
TOTAL EXPENSES	\$ 44,426,168	\$ 39,686,046	\$ 44,848,248	100.00%

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BENCHMARK AGAINST OTHER DISTRICTS

REVIEW BEST PRACTICES AT OTHER DISTRICTS

- EVALUATE STUDENT ENROLLMENT
- EVALUATE ORGANIZATION STRUCTURE
- EVALUATE STAFFING NEEDS
- IMPLEMENT BENEFITS FROM BANNER INTEGRATION
- EVALUATE OTHER OPPORTUNITIES FOR STREAMLINING

“RIGHT-SIZE” THE DISTRICT

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CONTROL BENEFITS COSTS

EMPLOYER PORTION OF BENEFITS FOR SOME STAFF IS > 74% OF SALARY

<u>SALARY</u>	<u>BENEFITS</u>	<u>% OF SALARY</u>
\$35,000	\$26,100	74%
\$50,000	\$30,200	60%
\$75,000	\$35,700	47%
\$115,000	\$29,600	26%

EXPECT 30% INCREASE IN PERS OVER THE NEXT FEW YEARS

HEALTH BENEFITS WILL CONTINUE TO INCREASE

MAY NEED TO RE-EVALUATE EMPLOYEE BENEFITS

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IMPLICATIONS OF LONG-TERM SOLUTIONS

1. RENEWED FOCUS ON THE DISTRICT'S MISSION AND PURPOSE.
2. POTENTIAL DECLINE IN ENROLLMENT.
3. PERMANENT FORCE REDUCTIONS.
4. CREATING A VIABLE ENTITY THAT CAN WITHSTAND ECONOMIC DOWNTURNS.

BOARD (BUDGET) PRIORITIES 2009/2010

APPROVED AT MARCH 17, 2009 BOARD MEETING

BP1: Fiscal Accountability

1.1 Set appropriate reserve levels.

1.1a Establish a prudent reserve level range.

1.2 Unfunded Liability

1.2a Continue to fund the unfunded liability.

1.3 Equity Study

1.3a Determine strategy to fund the Equity Study.

Timeline: Fall 2009 and review annually

1.4 Improve coordination and balance of institutional and program needs for proper use of basic aid funds.

1.4a Review institutional needs and assess institutional effectiveness, using Program Review, Administrative Planning and Assessment, and the Educational Master Plan.

Timeline: Begin Fall 2009

1.5 Implement asset management for long-term fiscal health.

1.5a Identify resource models for consideration and planning.

Timeline: Begin 2009/2010

BP2: Improve Student Access and Success in Instruction and Student Services

2.1 Review and evaluate the current EMP on an annual basis.

Timeline: Ongoing

2.2 Continue to improve enrollments, retention, transfer, completion rates in credit and non-credit.

Timeline: Ongoing

2.3 *Continue efforts in marketing and outreach.*

Timeline: On-going

BP3: Facilities

3.1 *Keep modernization program on track.*

3.1a *Comply with timelines, schedules, budgets, and reporting.*

Timeline: Ongoing

BP4: College Development to Open Doors for Academic and Student Success

4.1 *Implement the Strategic Plan for College Development.*

Timeline: Spring 2009

TO: Board of Trustees, COM
FROM: Fran White, Supt/President
DATE: June 8, 2010
SUBJT: Recommendations for Board Priorities

There are unmet needs and challenges at the College of Marin. Difficult decisions and sacrifices have been made, but more difficult decisions need to be made to achieve the goals of the Strategic Plan and the Educational Master Plan.

It's a choice between learning from the mistakes of the past versus letting it happen again! There needs to be strong board leadership to accomplish remaining issues.

Fiscal Solvency:

Reserves must be higher (there is data to support this) to maintain adequate rainy day funds.

Generation of income required (e.g., asset management, fundraising, bonds) to support people, programs and facilities. For example, how will the district fund the Ewing Study? How will the district fund upkeep of aging facilities (see IVC) long term?

Educational and Academic Relevancy:

It's all about student completion and success, program quality and relevancy.

Institutional data is available to make data driven decisions.

Program Review and Program Discontinuance (where warranted) are tools to ensure educational quality, accountability and relevancy***.

Facilities Maintenance and Upkeep:

Approximately \$150 million in maintenance and upkeep needs exist at KTD and IVC that were not addressed in the current bond spending plan. As you know, this has been brought to the board's attention before (Board Retreat, 9/17/08). Maintenance and Operations budgets are slim (inadequate state funding due to basic aid status) affecting levels of maintenance and upkeep to buildings and grounds. As new buildings come on-line, more dollars are needed for maintenance and repairs of college facilities.

***may provide potential savings that could be used to grow other "high demand" courses, programs and services.

May 11, 2010

TO: Fran White, Ph.D. Superintendent/President
FROM: Planning and Resource Allocation Committee
REGARDING: Recommendations for Programs, Restricted Funds, Unrestricted Funds, and Planning Process

After assessment of the 2009-2010 program reviews for instructional programs, student services, and administrative units, the Planning and Resource Allocation Committee is making recommendations in four areas as listed below:

1) **Programmatic Recommendations**

1. To hire a **Transcript Evaluator** for Admissions and Records
This request was made and approved last year but has not been advertised. It remains the top priority for PRAC.
2. To increase 80% position to **100% for Media Services**.
This request was made and approved last year but has not been fulfilled. This remains the second priority for PRAC.
3. To hire a full time **lab technician for Biology**
This request is new this year and is the third priority for PRAC.
4. To hire a **full time Administrative Assistant** to be shared by Nursing, Dental, MEDA and EMT for the IVC campus
This request was made and approved last year but has not been fulfilled and is the fourth priority for PRAC.
5. To **defer until completions of the museum, the hiring of a Museum Tech** for the geology/geography program.
This request was made and approved last year but has not been fulfilled.
6. To recommend continued review of the **Instructional Assistant** program
Both anonymous student and faculty surveys should be conducted to examine how the resource of Instructional Assistants can be utilized to best support students. The survey is to be completed by the end of spring semester 2010. A report and recommendations will be completed and presented to PRAC by December 2010.
7. To recommend **program revitalization** be initiated for the Auto Tech program, Court Reporting program, Film Studies program, and the Journalism program.
8. Review of program review requests and data for **faculty hires** will be conducted this summer by a sub-committee of PRAC.

2) **Recommendations for Restricted Funds**

1. To hire a **Counselor** with grant funding for BSI/Puente. Recruitment process is in progress.
2. To recommend approval of the *Technology Plan* with the understanding that the first priority is staffing necessary to implement the plan.

3) **Unrestricted Funds**

1. **Instructional Equipment**

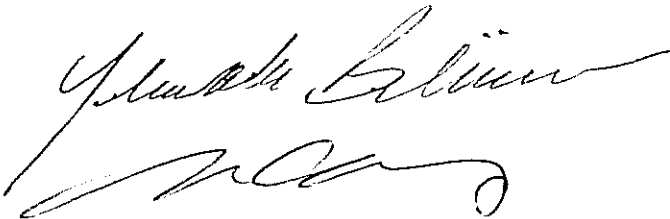
2009-2010 instructional equipment requests recommended in the amount of **\$25,621.38** with a strong recommendation that these equipment items be funded out of the general fund. Items not funded via the *Technology Plan* or *Modernization* should come back to the Instructional Equipment Committee for reconsideration.

2. **Instructional Supplies**

Recommend that the supplies budget totals remain the same as last year but PRAC will reallocate funds within the supplies budget to adjust unevenness of supplies budgets in some areas.

4) **Planning Process**

1. That Fiscal Services provide a **read only report or budget view** similar to the former *Legacy* budget view and that the report be made available to the campus. PRAC is further asking for a timeline as to when such a report function will be completed and available for use.
2. Planning Process recommendations based upon an evaluation of the integrated planning process will be forthcoming in a separate document.

A handwritten signature in black ink, appearing to read "Yusef Elwan". The signature is written in a cursive style with a long, sweeping underline.

TO: Yolanda Bellisimo, Nick Chang, Co-Chairs,
Planning and Resource Allocation Committee
FROM: Fran White, Supt/President
DATE: June 1, 2010
SUBJT: Response to Recommendations for Programs, Restricted Funds,
Unrestricted Funds, and Planning Process

Thank you for your recent memorandum outlining recommendations for programs, restricted funds, unrestricted funds, and planning process. The PRAC assessed the 2009/2010 program reviews for instructional programs, student services, and administrative units to derive the recommendations forwarded on May 11, 2010.

Please note my response to the recommendations below:

Programmatic Recommendations

Due to the district's projected budget (\$1.1million) shortfall for 2010-2011, all staffing position requests are being reviewed on a case-by-case basis. That said, the district does recognize the need for a Transcript Evaluator and will identify resources to comply with this recommendation. Recommendations #2-4 remain status quo at this time.

Recommendations #5-8 are accepted.

Recommendations for Restricted Funds

The district is in the process of hiring a counselor for BSI/Puente. This recommendation is accepted.

The district agrees that additional staffing is necessary to implement the Technology Plan. The division of College Operations has identified resources within its current general fund budget to fund 1FTE. The district agrees this is a priority. The administration will continue to review IT staffing to comply with this recommendation. However, it will be up to the district to identify the best source of funding, which may or may not fall under the Restricted Funds category. The recommendation is accepted.

Unrestricted Funds

Instructional Equipment

The district supports instructional equipment with dollars from state (categorical) funding, certain restricted funds and Measure C dollars identified for technology/equipment. In recent years, state funding for instructional equipment has dwindled, leaving the district to identify other sources to fund instructional equipment needs. To the extent possible and there is state funding, the district will use those dollars to fund equipment requests. Other funding sources such as Measure C, require specific

criteria and requirements for funding authorization, and may not be the best source for equipment funding requests. Additionally, the recommendation \$25,621 be funded out of the general fund will be a function of appropriateness and the availability of funds.

Instructional Supplies

The district accepts this recommendation.

Planning Process

The district acknowledges PRAC's request for a read only or budget review that can be made available to the campus. The timeline will be during fall 2010. The district accepts this recommendation.

Cc: Board of Trustees
Sara McKinnon, AS President

College of Marin
Integrated Planning Manual 2009

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Kentfield, CA 94904-2590

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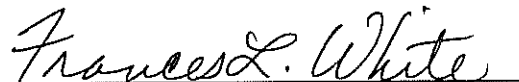
Introduction

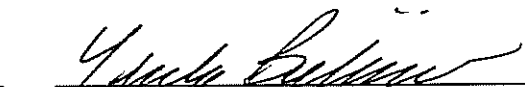
This manual has been developed to guide integrated, institutional planning at the College of Marin. The processes describe the ways that the college's constituent groups participate in and contribute to college planning.

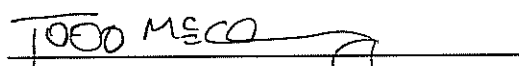
This document begins with a description of the integrated planning model and the planning documents that are key to that model, and then outlines the following:

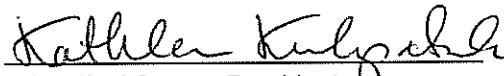
- Specific tasks to be accomplished,
- Processes by which decisions/recommendations will be developed,
- Timeline for each task,
- Individuals or groups responsible for completing the tasks, and
- Individuals or groups that will receive the recommendations and render final decisions.

The undersigned faculty, classified staff, and administrative representatives of the College of Marin have agreed upon the planning process structure and procedures described in this manual.


Superintendent/President


Academic Senate President


Associated Students President


Classified Senate President


Co-Chair, Institutional Planning Committee


Co-Chair, Institutional Planning Committee


Co-Chair, Resource Allocation Committee


Co-Chair, Resource Allocation Committee

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Integrated Planning

In an integrated planning process, all college planning is part of a functional system unified by a common set of assumptions and well-defined procedures, and is dedicated to the improvement of institutional effectiveness. The driving force for all college efforts is student learning. Assessments focus on how well students are learning and based on those assessments, changes are made to improve student learning and success.

The College of Marin's planning policies and practices both direct and demonstrate strategies for institutional effectiveness. Dialogue regarding the improvement of institutional effectiveness occurs in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation, implementation, and re-evaluation. These practices and policies are summarized in this planning manual.

To summarize the planning model:

The college's **Mission** describes the college's intended student population and the services the college promises to provide to the community. As such, this statement is the touchstone for the entire planning process.

↓

The college uses this statement, as well as the goals developed by the Board of Trustees, to assess its current status and anticipate future challenges in a long-term **Educational Master Plan**.

↓

This long-term plan is then the driver of the college's three-year **Strategic Plans** and its annual **Program Reviews**. The program reviews include a thorough analysis of each academic and student services program and administrative function, as well as programmatic planning at the unit level. The strategic objectives in the Strategic Plan and the unit plans in the Program Reviews also inform the subsequent editions of the Educational Master Plan; the long-term and short-term plans reciprocally inform one another.

↓

Resources are allocated based on college-wide strategic plans and unit-level plans, thereby ensuring the college's forward movement on the college's strategic objectives that were drawn from the recommendations in the Educational Master Plan and articulated in the Strategic Plan.

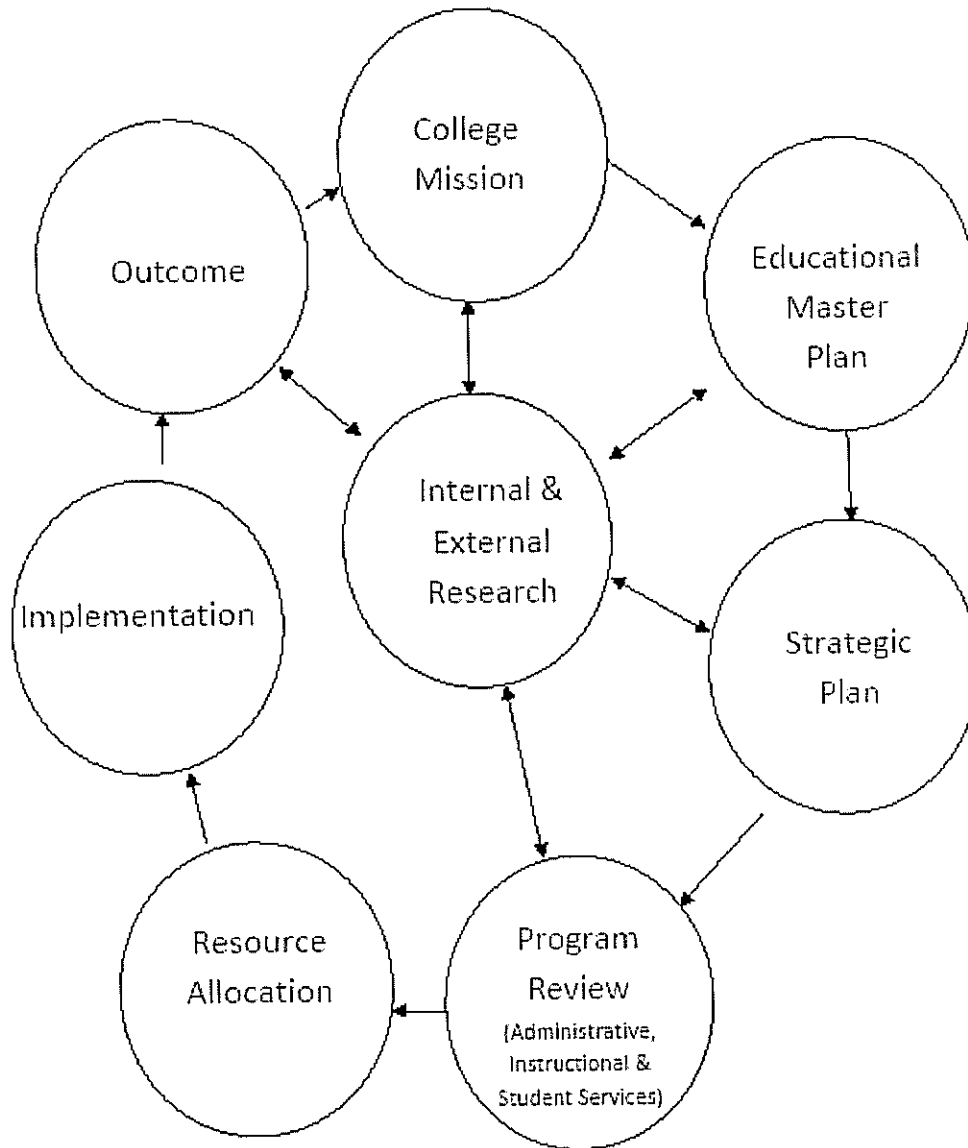
↓

Following the allocation of resources, the college mobilizes its resources to **implement its plans**.



The college **assesses progress** on the strategic objectives and makes adjustments in action steps as needed to continue the college's forward movement in fulfilling its mission. Assessment of the outcomes as well as assessment of the planning processes itself is embedded throughout the planning efforts.

Marin Community College District Integrated Planning



Mission

The college mission statement is the touchstone for the entire planning process in that it describes the college's intended student population and the services the college promises to provide to the community.

The college's schedule for reviewing the mission statement is every three years in a cycle that sequences this review during the year prior to the development of the next strategic plan. In keeping with the schedule identified later in this *Manual*, the college's mission will be reviewed in 2011, 2014, and 2018.

The current college mission statement is:

The College of Marin's commitment to educational excellence is rooted in our mission to provide excellent educational opportunities for all members of our diverse community by offering:

- preparation for transfer to four-year schools and universities;
- workforce education;
- basic skills improvement;
- intellectual and physical development and lifelong learning; and
- cultural enrichment.

The College of Marin is committed to responding to community needs by offering student-centered programs and services in a supportive, innovative learning environment with a strong foundation of sustainability, which will instill environmental sensitivity in our students.

(Mission approved by the Marin Community College District Board of Trustees on April 17, 2007)

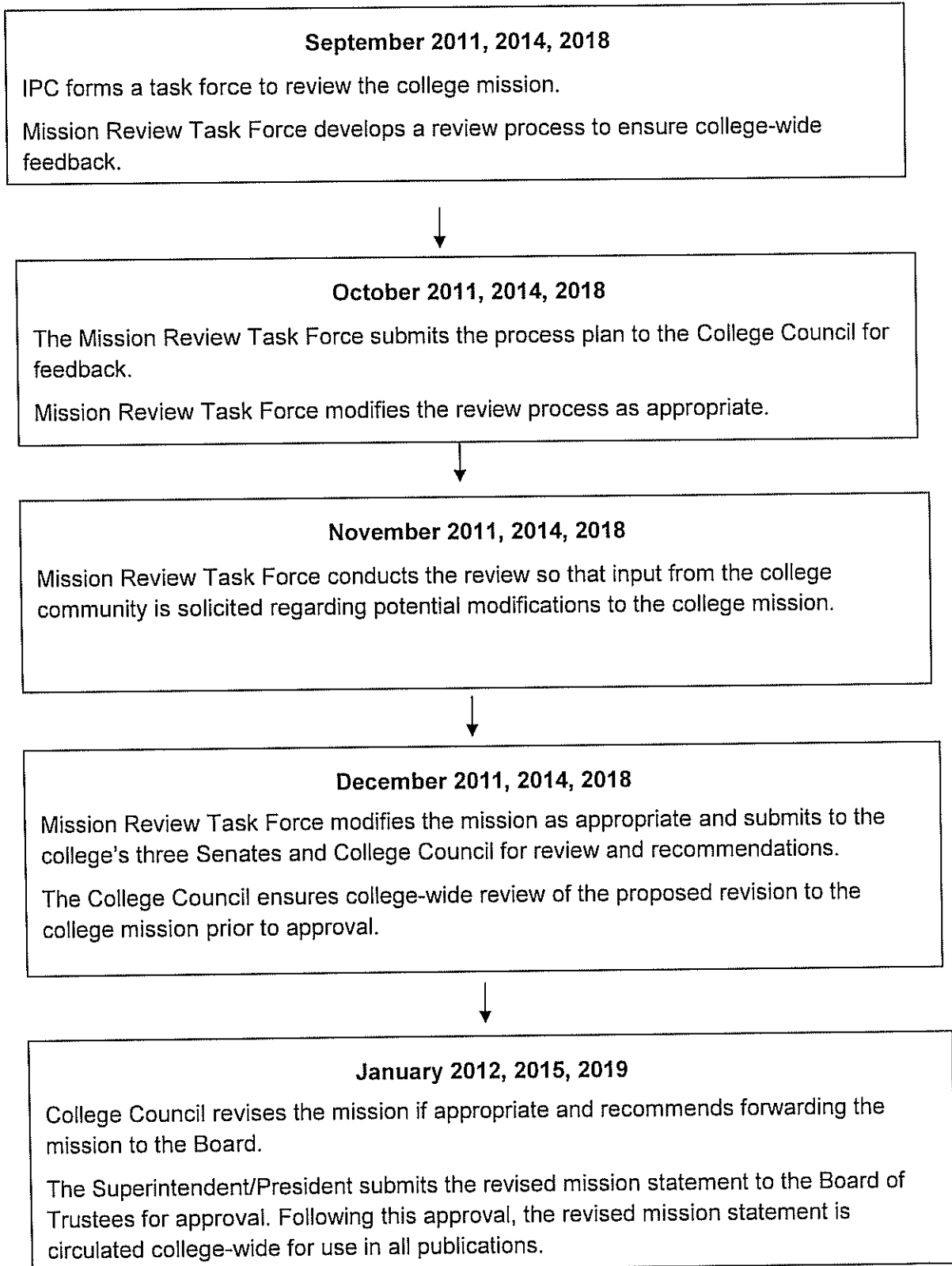
The Accrediting Commission for Community and Junior Colleges standard most relevant to the development and review of college missions is:

I.A. Mission

The institution has a statement of mission that defines the institution's broad educational purposes, its intended student population, and its commitment to achieving student learning.

1. The institution establishes student learning programs and services aligned with its purposes, its character, and its student population.
2. The mission statement is approved by the governing board and published.
3. Using the institution's governance and decision-making processes, the institution reviews its mission statement on a regular basis and revises it as necessary.
4. The institution's mission is central to institutional planning and decision making.

Timeline and Process for Review of the Mission



Educational Master Plan

The Educational Master Plan projects the future of College of Marin for the coming decade, and makes general recommendations that address current and foreseeable challenges.

The plan's analysis of internal and external data and the resulting recommendations provide a common foundation for the dialogue about the college's effectiveness in fulfilling its mission. These recommendations are intended to serve as the basis for the college's three-year Strategic Plans and to inform annual unit plans. In this manner a direction is established for the college under changing conditions and for the long-term development of programs and services.

The current Education Master Plan spans from 2009 to 2019. Subsequent iterations of the Educational Master Plan will be developed when the term of this plan expires. An update of this Educational Master Plan may be warranted if there is a major change of internal or external conditions.

The Accrediting Commission for Community and Junior Colleges standard most relevant to the development and implementation of the all processes described in the remainder of this *College of Marin Integrated Planning Manual 2009* is:

I. B. Improving Institutional Effectiveness

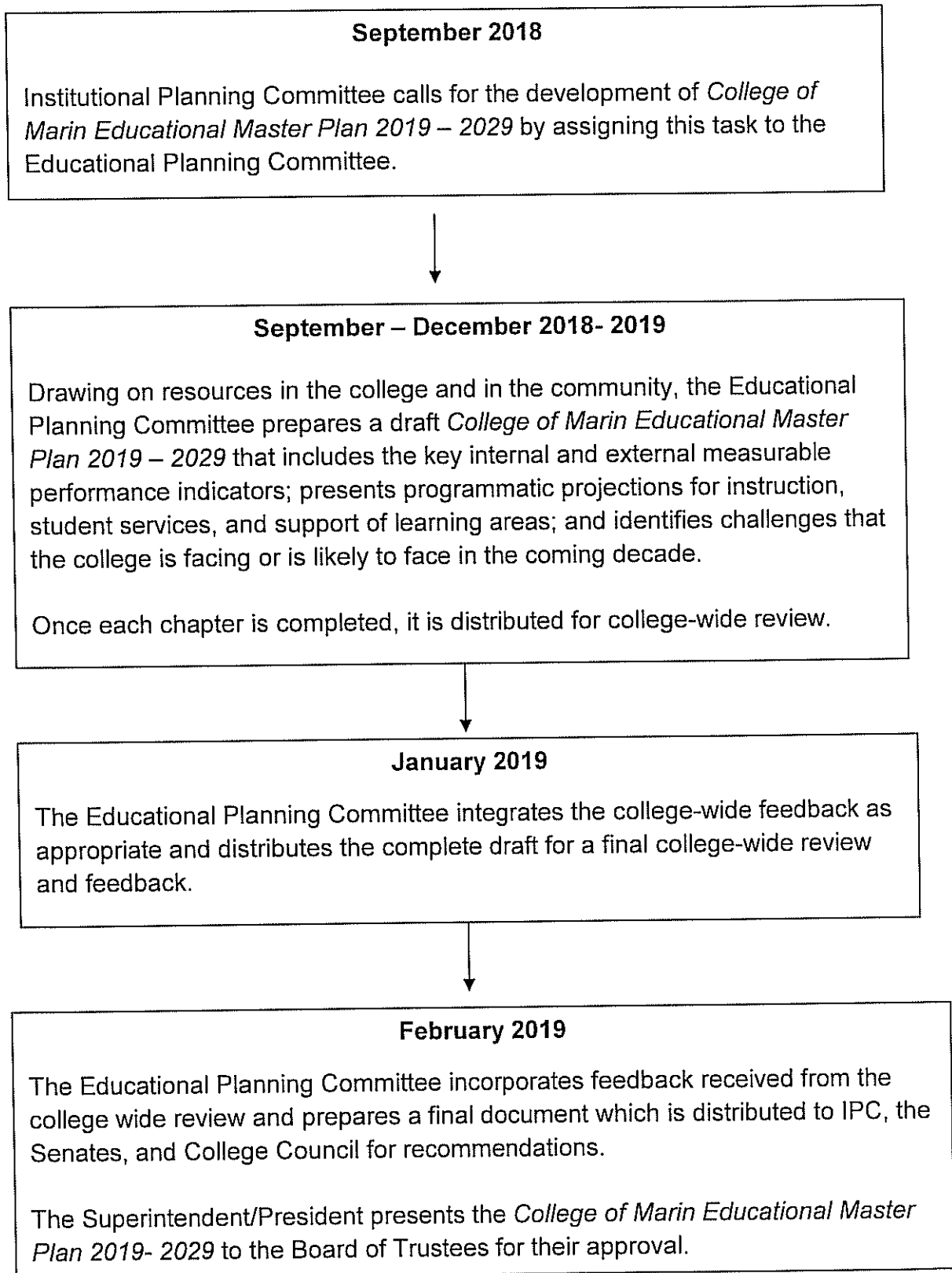
The institution demonstrates a conscious effort to produce and support student learning, measures that learning, assesses how well learning is occurring, and makes changes to improve student learning. The institution also organizes its key processes and allocates its resources to effectively support student learning. The institution demonstrates its effectiveness by providing 1) evidence of the achievement of student learning outcomes and 2) evidence of institution and program performance. The institution uses ongoing and systematic evaluation and planning to refine its key processes and improve student learning.

1. The institution maintains an ongoing, collegial, self-reflective dialogue about the continuous improvement of student learning and institutional processes.
2. The institution sets goals to improve its effectiveness consistent with its stated purposes. The institution articulates its goals and states the objectives derived from them in measurable terms so that the degree to which they are achieved can be determined and widely discussed. The institutional members understand these goals and work collaboratively toward their achievement.
3. The institution assesses progress toward achieving its stated goals and makes decisions regarding the improvement of institutional effectiveness in an ongoing and systematic cycle of evaluation, integrated planning, resource allocation,

implementation, and reevaluation. Evaluation is based on analyses of both quantitative and qualitative data.

4. The institution provides evidence that the planning process is broad-based, offers opportunities for input by appropriate constituencies, allocates necessary resources, and leads to improvement of institutional effectiveness.
5. The institution uses documented assessment results to communicate matters of quality assurance to appropriate constituencies.

Timeline and Process for the Educational Master Plan



Strategic Plan

The Strategic Plan is the college's short-term plan. This plan identifies the specific actions that the college must take to implement the recommendations identified in the Educational Master Plan.

This planning process is initiated by reviewing the Educational Master Plan recommendations and determining which will serve as the college's top priorities for the next three-four years. From these college priorities, a number of specific strategic objectives are identified. In turn each strategic objective is translated into a number of concrete, measurable action steps to be used to achieve the strategic objectives. Each action step includes a timeline for completion, a description of indicators of success, and the assignment of parties responsible for implementing the action.

The Strategic Plan promotes continual improvement over time because the process calls for the prioritization of a reasonable number of strategic objectives for college wide concentration each year. Each year the college produces an annual institutional effectiveness report that documents progress on the strategic objectives to reinforce and sustain the college dialogue on the college's long-term and short-term goals. See the section in this document titled "Timeline and Process for Assessing Progress on College Goals/Plans."

The Institutional Planning Committee calls for the subsequent strategic plan when the term of the current strategic plan expires or when all strategic objectives have been achieved. The schedule for the coming decade is:

Strategic Plan 2009-2012 (spring 2009 through spring 2012)
Annual Institutional Effectiveness Reports in spring 2010 and spring 2011
Final Institutional Effectiveness Report of SP 2009-2012 in spring 2012

Strategic Plan 2012 - 2015 (fall 2012 through spring 2015)
Annual Institutional Effectiveness Reports in spring 2013 and spring 2014
Final Institutional Effectiveness Report of SP 2012-2015 in spring 2015

Strategic Plan 2015 - 2019 (fall 2015 through spring 2019)
Annual Institutional Effectiveness Reports in spring 2016 and spring 2017
Final Institutional Effectiveness Report of SP 2015-2019 in spring 2019 --> these final strategic plan progress reports feed into the Educational Master Plan to be developed in the 2018 – 2019 academic year.

Timeline and Process for the Developing Strategic Plans Strategic Plan 2009-2012, 2012 – 2015, and 2015 – 2019

February 2009, 2012, 2015

The Institutional Planning Committee analyzes the recommendations in the *College of Marin Educational Master Plan 2009- 2019* and sets the college priorities for the next three- four years.



February - March 2009, 2012, 2015

The Institutional Planning Committee develops a draft *Strategic Plan 2009-2012* comprised of a reasonable number of strategic objectives and action steps for each college priority. The action steps identify specific tactics, a timeline for completion, and the party/parties responsible for completing each task.

The draft *Strategic Plan 2009- 2012* is distributed college wide for feedback.



April 2009, 2012, 2015

The Institutional Planning Committee incorporates the feedback from the college wide review and prepares the final strategic plan.

The strategic plan is presented to the Superintendent/President and College Council for review and approval.

Annually in late spring, IPC prepares an Institutional Effectiveness Report which documents and quantifies the progress on each of the college's strategic objectives and the unit plans presented in program reviews. Refer to "Timeline and Process for Assessing Progress on College Goals/Plans" in this manual for details on this annual assessment of progress.

Program Review

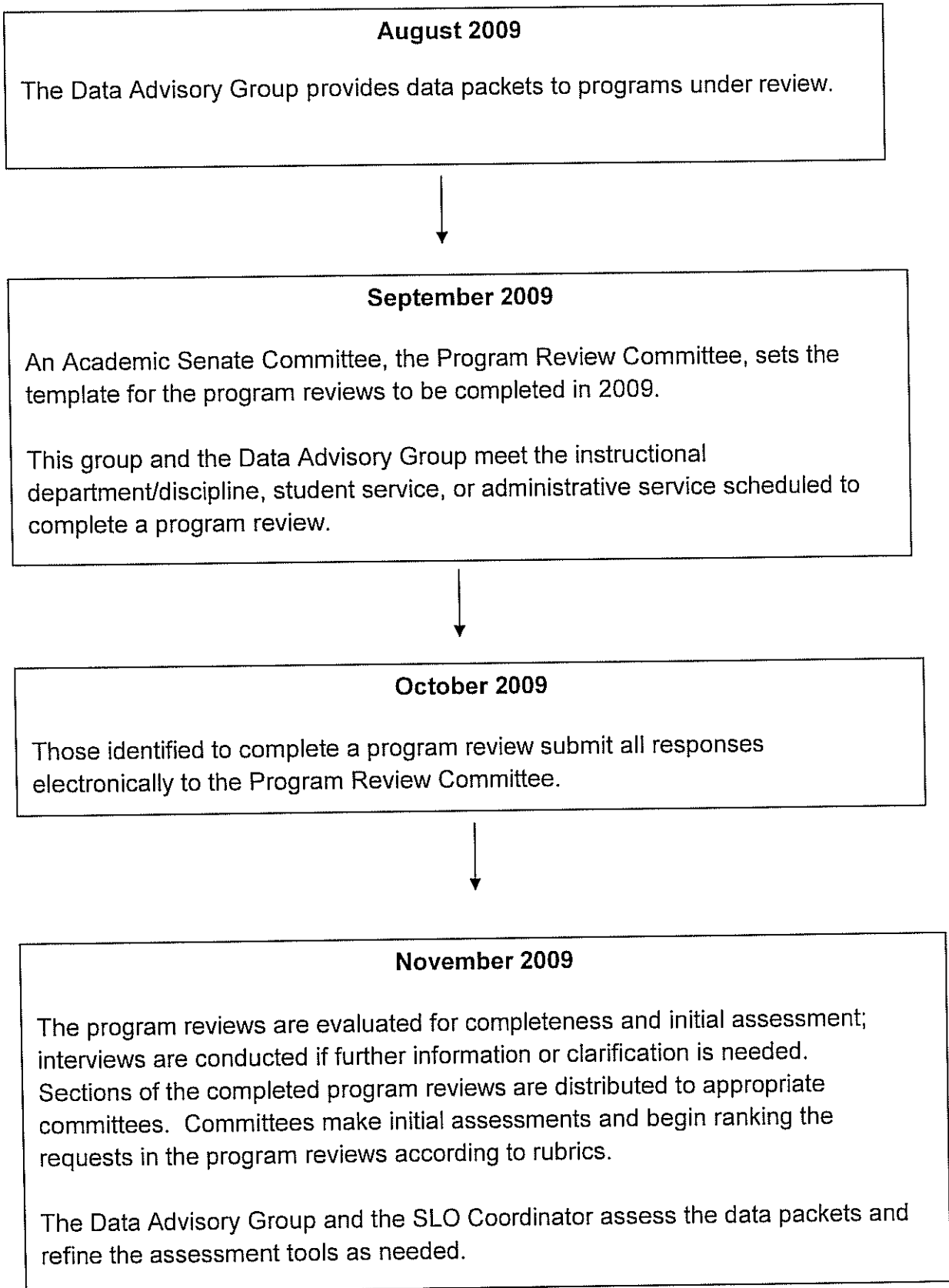
Program review is a systematic process involving the collection, analysis, and evaluation of quantitative and qualitative data about an academic program, student service or program, or an administrative work plan. Program review is an essential component of the college's dynamic cycle of planning → evaluation → improvement.

The process is designed to identify strengths and weaknesses as a foundational step in developing plans for improvement. It is a means for determining the effectiveness of the units and the administration of the academic and non-academic functions, including, but not limited to: instruction, student services, and administrative support of learning activities.

As a way to integrate planning, program review queries each component of the college as to its contributions to achieving the strategic objectives identified in the *College of Marin Strategic Plan 2009-2012*. This annual data-driven process includes both qualitative and quantitative outcomes.

The college launched program reviews for instructional programs in 2005 and for student services programs in the following year. In fall 2009, the college will develop and implement program reviews processes for all administrative services.

Timeline and Process for Program Review



Resource Allocation

The resource allocation processes link program reviews and strategic planning to the resources needed to accomplish the college goals.

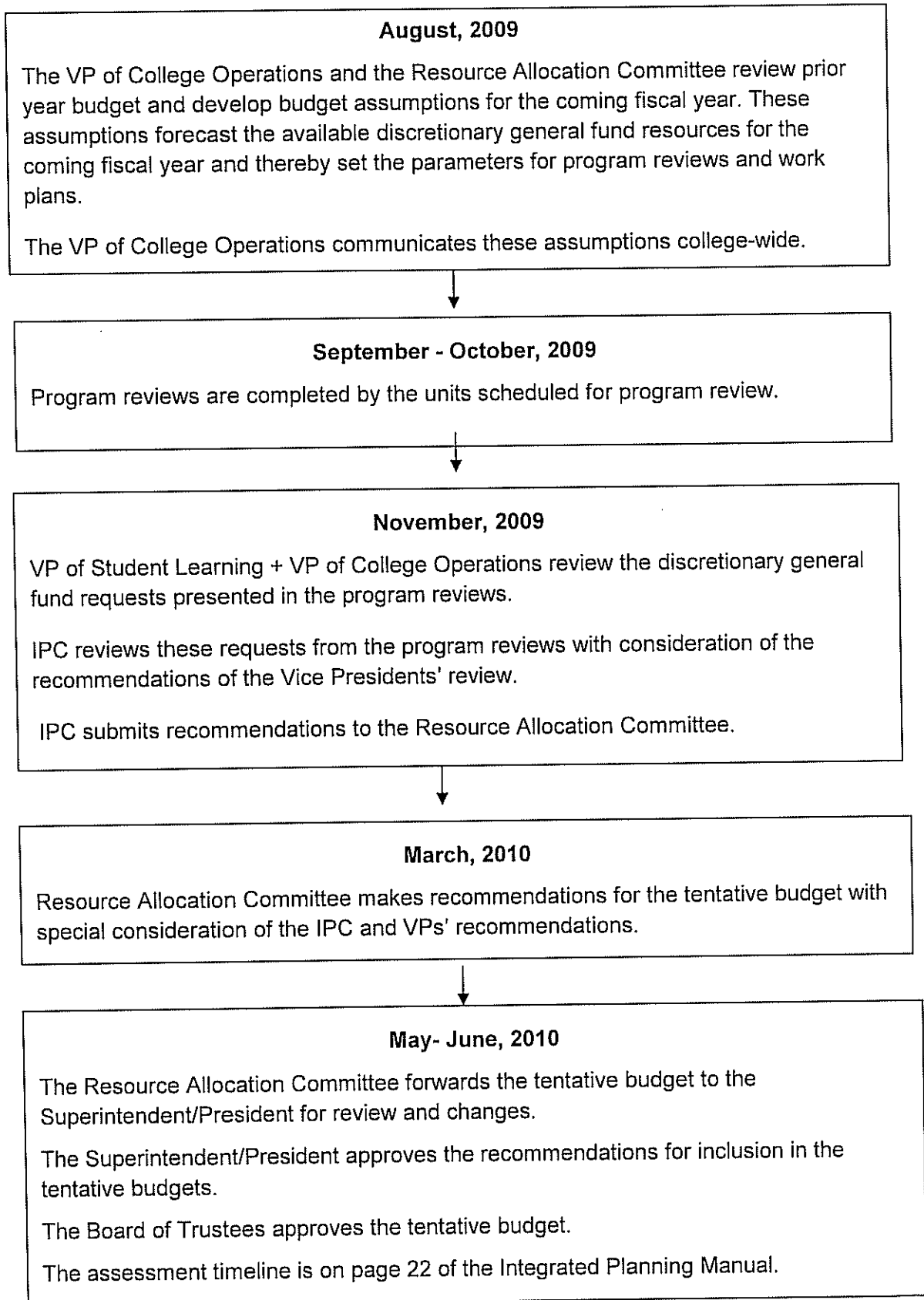
The guiding principles for all resource allocation processes are as follows:

1. Resources include all assets of the college including its fiscal resources, facilities, equipment, and the time and talents of its faculty and staff.
2. The processes for allocating resources are transparent. All members of the college community are informed about the routines and components of planning that lead to resource allocations.
3. The resource allocation processes begin in August of each year with the development of budget assumptions that forecast the available discretionary general fund resources for the coming fiscal year and thereby set the parameters for program reviews and work plans.
4. Priority will be given to resource requests that support
 - achievement of college strategic objectives and
 - health, safety, and accessibility.
5. To the extent that it is fiscally possible, the college will sustain an innovations fund to support faculty/staff ideas through a competitive mini-grant process.

The chart on the accompanying page presents the timeline and processes for allocating general fund resources that are used to directly support the college's strategic planning objectives. These funds include discretionary funds (funds beyond fixed costs) as well as reallocated funds from vacant positions or discontinued programs.

The chart on the accompanying page does not represent the timeline and processes for allocating other resources that will also be contingent on support for the college's strategic objectives, such as staffing, equipment, and facilities. Similar charts are being developed to describe these resource allocation processes and will be included in subsequent editions of this *Integrated Planning Manual*.

Timeline and Process for Resource Allocations for Funds in Support of Strategic Planning Objectives



Plan Implementation

Because the institutional plans in this manual include both program review activities and strategic plan action steps, plan implementation will vary significantly. Therefore, no single timeline and process is described here.

The individual(s) responsible for implementing plans are identified in the source documents, and they are charged with:

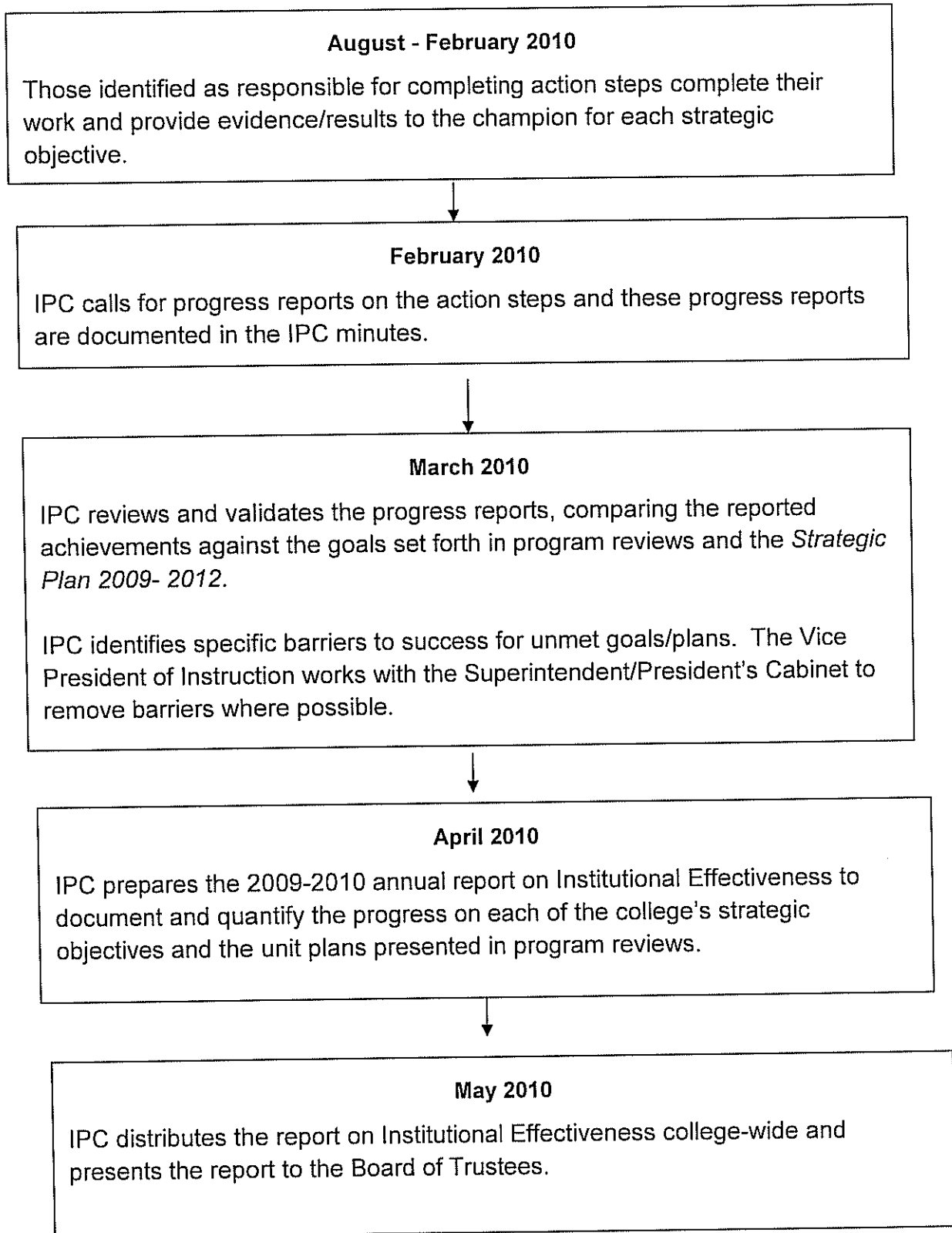
- developing appropriate timelines and processes;
- assessing success after the plans are implemented; and
- reporting the activities and results to IPC each February (refer to "Timeline and Process for Assessment of College Goals/Plans," the next section in this *Manual*).

The college community has access to information on the progress of plan implementation through TracDat, the college's intranet tracking system.

Assessment of Progress on College Goals/Plans

The annual Institutional Effectiveness report, a widely distributed report of the college's progress on its goals and plans, is the key benchmark of accountability in this integrated planning process.

Timeline and Process for Assessing Progress on College Priorities & Objectives



Assessment of the Planning Process

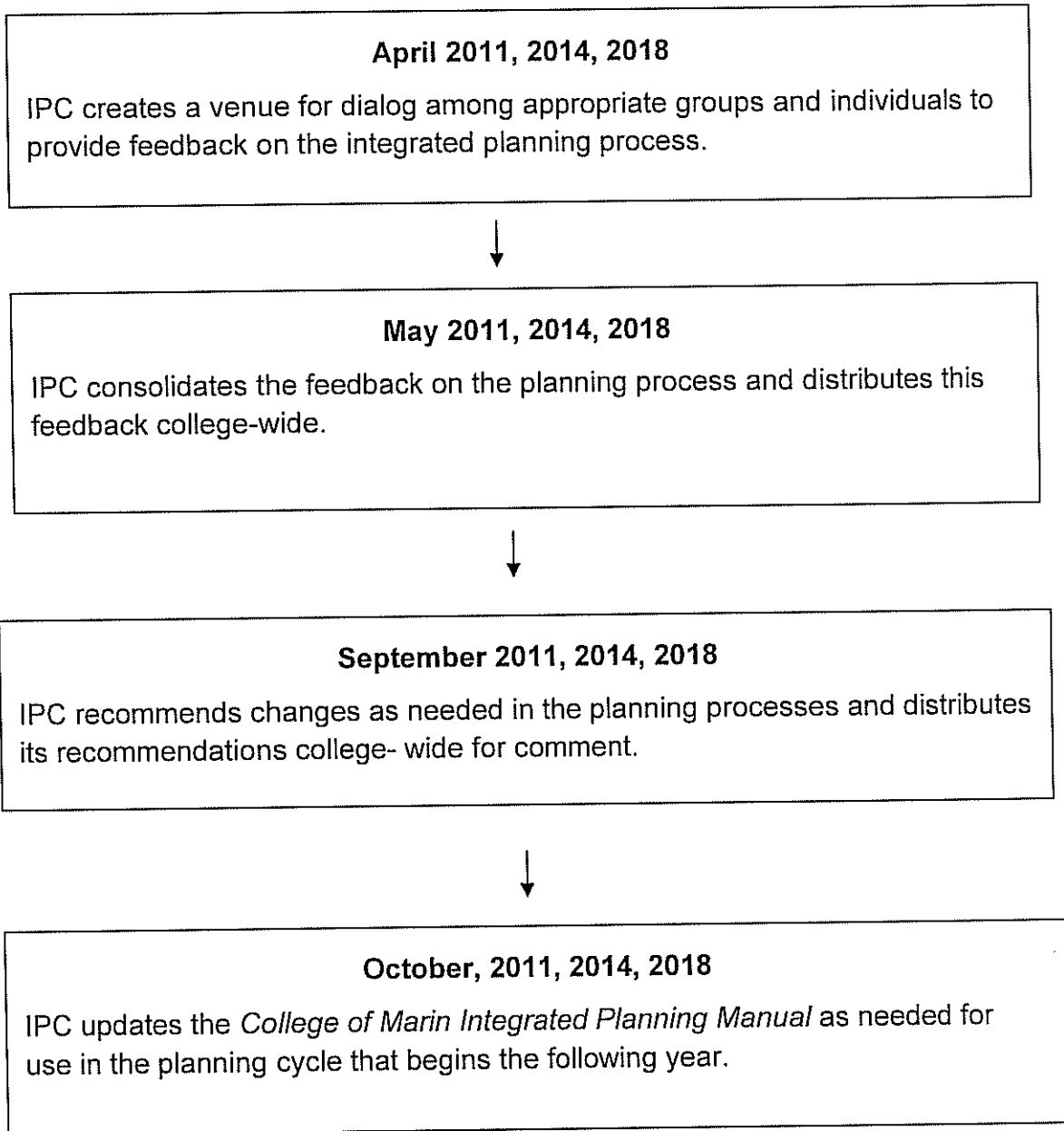
In keeping with the accreditation standard on institutional effectiveness (see previously in this *Manual*), the college routinely assesses its planning process.

The Institutional Planning Committee plans to create and publicize an ongoing, informal venue for providing feedback on any aspect of the college's integrated planning process.

In addition, each year the Institutional Planning Committee dedicates one meeting to an informal review of the posted comments and a celebration of the college's planning process. Members of the college community are invited to share comments on any aspect of the process; these comments will result in revisions of processes if appropriate.

A formal review of the components of the integrated planning process will take place during the year prior to the development of the next strategic plan, parallel to the schedule for the review of the college mission. In keeping with the schedule identified earlier in this *Manual*, the college's planning process will be formally reviewed and revised as needed in 2011, 2014, and 2018.

Timeline and Process for Assessing the Planning Process



Annual Research Agenda

Research is the centerpiece of the College of Marin Integrated Planning Model. As depicted in the graphic in the first chapter of this *Manual*, data drives the key components of the process: the mission, the educational master plan, the strategic plans, program reviews, and the outcome assessments, both of the progress on the college goals as well as of the planning process itself.

Given this central role, it is essential for the college to establish an annual research agenda that is focused on student learning and supports the various components of integrated planning.

Timeline and Process for Establishing the Research Agenda

August 2009

A Data Advisory Group is established, made up of faculty, administrators, and research staff, and is charged with collecting, evaluating, and prioritizing research requests.

The Data Advisory Group (DAG) begins monthly meetings.



September 2009

In its first meeting the DAG establishes

- Standardized definitions of key terms, such as retention;
- A process for members of the college community to submit research requests; and
- Guidelines for setting research priorities.



September - May 2010

DAG meets monthly to set the priority ranking for requests received, and coordinates the achievement of those requests with ongoing requirements for data reports, such as program review and the basic skills initiative.

DAG prepares a monthly research calendar of the tasks and makes the calendar available college-wide.

As reports are produced, DAG posts these reports online and alerts the college community of the location and content of each report.



May 2010

DAG summarizes the year's work in a report to College Council.