

Resolution F15.04 – Budget Processes

Whereas, as established by Board Policy 2510 the Board of Trustees of the San Bernardino Community College District has agreed to embrace the concept of collegial consultation and establish procedures to ensure faculty the right to participate effectively in collegial consultation in particular areas where they have their responsibility and expertise as specified in Title 5 regulations; and

Whereas, process for institutional planning and budget development, is identified as an academic and professional matter as defined by Title 5 Section 53200; and

Whereas, the Accrediting Commission for Community and Junior Colleges (ACCJC) District Recommendation #3 stated that the District follow their Resource Allocation Model focusing on transparency and inclusiveness, supported by a comprehensive district-wide Enrollment Management Plan and a Human Resource/Staffing Plan integrated with other district-wide programs and financial plans, broadly communicated to the colleges.

Whereas, the final 2015-2016 District Office budget, adopted in September 2015 includes an increase of 760% for the District Office from what was proposed to the District Budget Committee in May 2015; and

Whereas the process by which the District Office budget increase was determined was not supported by a comprehensive district-wide Enrollment Management Plan and a Human Resource/Staffing Plan integrated with other district-wide programs and financial plans, broadly communicated to the colleges as was required to resolve district recommendation #3.

RESOLVED, the Academic Senate recommends the Board of Trustees rely primarily upon the advice and judgment of the Academic Senate in regard to the process by which the district office budget is developed;

FURTHER RESOLVED, the Academic Senate recommends the district follow their Resource Allocation Model focusing on transparency and inclusiveness, supported by a comprehensive district-wide Enrollment Management Plan and a Human Resource/Staffing Plan integrated with other district-wide programs and financial plans, broadly communicated to the colleges as is required to meet ACCJC recommendation #3.

Board of Trustees Update

Response to CHC Academic Senate Resolution F15.04

The district embraces collegial consultation as stated in Board Policy 2510. As stated in our response to ACCJC, we have made tremendous improvements in meeting this recommendation.

For example: In response to the Collaborative Brain Trust (CBT) report on enrollment management received October 2014, the Chancellor formed an Enrollment Management Task Force comprised of eleven members representing both campuses and the district. The task force was charged with developing a recommendation on FTES goal distribution between the two colleges and a long-term enrollment plan to guide in the long-term financial plan. On April 16, 2015, the enrollment management task force recommended the “floating” Resource Allocation Model (RAM) be modified to a more systematically address the issues identified in the CBT report.

As a result of this recommendation, the District Budget Committee (DBC) revised the RAM Guidelines for FY 2014-15 and 2015-16 in August 2015. The new model provides clear goals and expectations from both colleges, allows Valley to continue growing, and shifts the risk and reward of unfunded FTES to Crafton as part of a long-term growth strategy. This was submitted as a recommendation to Chancellor’s Cabinet and they approved the recommendation. This long-term enrollment plan was then incorporated into the District’s Final Budget for 2015-2016 and the multi-year financial plan.

Our Human Resources Department is working with a collegial consultation task force to review the Staffing Plan that was prepared by the Collaborative Brain Trust in 2014 and to make modifications that can better connect to the campus and District program review processes as well as the budget process. We plan on completing the revised Staffing Plan that is integrated with other district-wide programs and financial plans during spring 2016 or before. Meanwhile, the Colleges and the District do have in place a staffing prioritization process that addresses staffing needs based on Program Review and tied to financial planning processes. The college president’s bring the results of the prioritization processes from each campus to the Chancellor’s Cabinet meeting, on a weekly basis, for review and final approval. Final hiring decisions are made in Chancellor’s Cabinet with the support from the prioritization process at each College and Program Review.

Finally, the District Office expenditures were reviewed by DBC on August 20, 2015 along with the resource allocation model, FTES projections, and multi-year forecast. This topic was discussed, at length, during the October 15, 2015 DBC meeting and some committee members felt the budget changes were not discussed with sufficient detail prior to implementation. The committee talked about the time constraints that the District faces given the release of final budget numbers from the State Chancellor’s Office at the end of July and the need to meet mid-August deadlines for preparing the budget for public review and submission to the Board of Trustees. To further challenge our efforts at collegial consultation, these dates coincide with the faculty’s summer hiatus.

At its October 15 meeting, DBC members agreed on the following measures.

- Begin the budget cycle earlier than usual
- Continue to offer non-instructional pay for faculty during the summer
- Continue working with aligning program review with the budget

Finally, the committee agreed that the budget changes that occurred were necessary and, in fact, have already benefitted the District. The district strongly encourages these types of discussions and appreciates the different points of view. These conversations are what will enable the District to develop processes that everyone can agree are conducive to collegial consultation.