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Funding was allocated over the summer to implement the new HR reorganization. While the District Budget Committee approved the added cost, the meeting took place during the summer. Although the meeting was pre-scheduled and compensation for faculty who were on summer break was available, no faculty attended. The District has since developed a process to ensure the participation of faculty in decision-making during the summer months.

Comment/Question: Can you show me the process?

Response:

The process includes a variety of steps to be taken during the fiscal year in order to ensure transparency and inclusiveness, and was discussed at various District Budget Committee meetings. In addition, administration recommended that the Board of Trustees include a budget directive stating that any new position must be approved through the process of program review or other established prioritization process.

- Step 1: Continue to offer compensation to faculty for summer attendance at District Budget Committee meetings.

- Step 2: Begin the District Office budget process prior to the colleges' budget process.

    - The District Office budget was moved back to December-January as seen in the fiscal year 2016-17 budget calendar, allowing the colleges to factor in the District Office assessment prior to their budget development process.

- Step 3: Provide a detailed District Office budget comparison from current year to proposed fiscal year.

    - The detailed comparison was emailed to all District Budget Committee members and will be discussed during the April 15th District Budget Committee meeting.

- Step 4: Develop options that can be implemented if/when extra funding becomes available from the State during final budget.

    - A prioritized list from program review for the District Office was generated and will be discussed during the April 15th District Budget Committee meeting.

    - Colleges' prioritized program review will be reviewed by the District Budget Committee at future meetings.

    - The Institutional Effectiveness, Research, and Planning Department has developed a document outlining the various processes in order to provide clarity and transparency.

Evidence:

- Minutes from District Budget Committee (FAQ on 2015-16 District Office Expenses – Tentative to Final):

http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Budget_Committee/2016/2015-10-15%20Minutes.pdf

- Minutes from District Budget Committee (Update – Accreditation): http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Budget_Committee/2016/2015-11-19%20Minutes%20Approved.pdf

- Board Budget Directives (with program review): http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Budget_Committee/2016/2016-01-21%20Board%20Directives%20for%202016-17%20Budget.pdf

- Fiscal Year 2016-17 Budget Calendar (District Office Budget Process Prior to Colleges Budget Process): http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Budget_Committee/2016/2015-09-17%202016-17%20Budget%20-%20Calendar%20Draft.pdf

- Fiscal Year 2016-17 District Office Budget Comparison (Current Year vs Proposed Budget): http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Budget_Committee/2016/2016-04-15%202016-17%20District%20Office%20Budget%20-%20Tentative.pdf

- Fiscal Year 2016-17 District Office Program Review (Prioritized): http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Budget_Committee/2016/2016-04-15%20District%20Services%20Program%20Review%20Objective%20Priorty.xlsx

- SBCCD Strategic Planning Process: See attached

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The Vice Chancellor of Fiscal Services and the Vice Chancellor of Human Resources attended meetings of the Academic and Classified Senates to answer accreditation-related questions. Both participated in monthly accreditation open forums at Crafton Hills College, and district updates were provided at college In-Service and Flex days. The Vice Chancellor of Fiscal Services met with the President, Vice President of Administrative Services and Academic Senate President of Crafton Hills College to discuss faculty concerns about the process the District used to allocate funds after the 2015-16 Budget had been approved.

Comment/Question: Was there any resolution to this issue?

Response:

This meeting was established to promote increased communication among college administration, the Academic Senate President and District Office staff. In my opinion, it was a great first step toward increasing communication and understand the Academic Senate President's point of view, as well as discussing the challenges presented by the State budget timeline. The resolution was that District Office will continue to set processes that promote collegial consultation and provide detailed budgets to

constituent groups in order to increase transparency and inclusiveness. Another meeting has been set for April 12th in order to discuss the District Office proposed budget for the fiscal year 16-17.

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The Board and District Administration have taken direct steps to improve collective decision-making, and to ensure inclusiveness in these processes. For example, District Administration revised processes to address faculty input into the budget process during summer months; implemented procedures that allow the District Budget Committee to have input on collective bargaining discussions that may have budgetary impacts; and included College vice presidents in one of the two monthly Chancellor's Cabinet meetings.

Comment/Question: Would like to see these processes.

Response:

See response to Page 2.

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Growth in the Crafton Hills College student population and College facilities prompted campus and District dialogues to take place about the adequacy of the RAM in promoting managed growth and fiscal sustainability at both campuses. To answer the concerns, the District Budget Committee developed and recommended the implementation of a revised RAM that allocates funding based upon actual FTES generation, rather than the 70/30 split.

Comment/Question: Can you please explain this a little more? What is the new distribution? Has the process been evaluated?

Response:

The new distribution established for fiscal year 2015-16 can be found on page 61 of the follow-up report. For fiscal year 2015-16, Resource Allocation Model (RAM) Guidelines were recommended by the District Enrollment Management Task Force on April 16, 2014 to the District Budget Committee and then revised by the District Budget Committee on August 20, 2014 in order to include the additional funded growth provided by the State.

This new RAM provides clear multi-year goals and expectations for both colleges. It also allows San Bernardino Valley College to continue growing, shifts the risk and reward of unfunded FTES generation to Crafton Hills College, and reduces the number of unfunded FTES districtwide. This new RAM is constantly evaluated to ensure applicability and our current assessment concludes the following:

1. The RAM continues to provide multi-year goals to the colleges
2. The RAM continues to allow San Bernardino Valley College to continue growing
3. The RAM eliminated competition among both colleges
4. The RAM promoted collaboration among both colleges and the District (District Enrollment Management Committee)

5. The unfunded FTES for the district has significantly decreased over the last three years.
    a. For FY 13-14 we had 824 unfunded FTES
    b. For FY 14-15 we are expecting 222 unfunded FTES
    c. For FY 15-16 we are expecting to 0 unfunded FTES
6. The RAM can be modified without controversy by dialog in the District Enrollment Management Committee
7. There is significant constituent input from the District Enrollment Management Committee and the District Budget Committee

Evidence:

- District Enrollment Management Task Force (Recommendation to District Budget Committee): http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Budget_Committee/2015/2015-04-16%20Enrollment%20Management%20Task%20Force%201%20Proposal%20to%20DBC.pdf

- District Budget Committee Resource Allocation Model Guidelines Recommendation (to include new funded growth from the State): http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Budget_Committee/2016/2015-08-20%20Meeting%20Materials%20-%20Recommendation3.pdf

- Enrollment Management Credit FTES Multi-Year Projections by College: http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Enrollment_Management_Committee/2016-01-25%20FY%2015-16%20Final%20Budget%20FTES%20Summary.pdf

- District Budget Committee Roster: http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Budget_Committee/2016/2015-16%20Membership%20Roster-February%202016.pdf

- District Enrollment Management Committee Roster: http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Enrollment_Management_Committee/2015-16%20DEMC%20Membership%20Roster%20-%20December%202015.pdf

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However, as the District Climate Survey results showed, the campus is still unclear about the how the RAM works, and how it aligns with the District Strategic Plan. The campus accreditation survey showed that 41 percent of the 25 respondents agreed or strongly agreed that the District is transparent and inclusive in matters pertaining to financial planning and budget development.

Comment/Question: Again, not sure that the conclusions are based on enough data…maybe more explanation needed.

Response:

Agree with comment. The best evidence about transparency and inclusiveness is to review all the work that has been done within the District Budget Committee and the District Enrollment Management Committee.

- District Budget Committee: http://www.sbccd.org/District_Faculty_,-a-,_Staff_Information-Forms/District_Committee_Minutes/District_Budget_Committee.

- District Enrollment Management Committee: http://www.sbccd.org/District_Faculty_,-a-,_Staff_Information-Forms/District_Committee_Minutes/enrollment-management

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Excellent progress has been made on the development of the District Enrollment Management Plan and the District Staffing Plan. The committees charged with developing these plans will continue to work on the integration of all planning documents (e.g., educational, facilities, technology, and staffing) and to develop an integrated timeline that shows the relationships between and among District and campus strategic planning processes. This is planned to be completed during spring, 2016.

Comment/Question: Did this get done?

Response:

The District Staffing Plan and the Enrollment Management Plan have been completed in a draft format and have been published for review/collegial consultation process.

Evidence:

- District Enrollment Management Committee (Committee's Webpage): http://www.sbccd.org/District_Faculty_,-a-,_Staff_Information-Forms/District_Committee_Minutes/enrollment-management

- District Enrollment Management Committee (Draft Enrollment Management Plan): http://www.sbccd.org/~/media/Files/SBCCD/District/District_Committees/District_Enrollment_Management_Committee/2016-04-04%20-%202016-19%20DEMP%20Draft.pdf

- Staffing Plan (Draft): See attached

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The district holds meetings regarding resource allocation and prioritization, but then decides to do whatever the Chancellor wants instead.

Comment/Question: This is indicative of the problem observed at the Comprehensive Visit. What is the sentiment now?

Response: This is a question for the College.