Strategic Planning / Linking Planning to Budget and 2013/14 Tentative Budget Workshop
June 11, 2013

Presented by:
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GCCCD Mission & Areas of Focus

• Provides the framework for comprehensive GCCCD planning efforts
  • Student Access
  • Learning and Student Success
  • Value and Support of Employees
  • Economic and Community Development
  • Fiscal and Physical Resources

• Informs all plans, including staffing plans, technology plan, education and facilities master plans
GCCCD Planning Cycle

2012-13

- Develop 2013-14 goals, activities, and resource needs for FY 2013-14
- Implement 2012-13 goals & activities
- Evaluate progress on achieving 2011-12 goals & activities

2013-14

- Develop 2014-15 goals, activities, and resource needs for FY 2014-15
- Implement 2013-14 goals & activities
- Evaluate progress on achieving 2012-13 goals & activities

2014-15

- Develop 2015-16 goals, activities, and resource needs for FY 2015-16
- Implement 2014-15 goals & activities
- Evaluate progress on achieving 2013-14 goals & activities
Grossmont College
Sunita Cooke
President
Grossmont College Planning Process

- **Long-term Cycle**
  - Evaluation: Unit Program Review → Recommendations → Long-Term Unit Goals

- **Annual Cycle**
  - Annual Program Review Update (of Long-Term Unit Goals)
  - Resource Allocation & Implementation
  - Annual Planning Activities and Staffing Requests

- **Planning**
  - Strategic Plan
  - Student Success Plan
  - DE Plan
  - Tech Plan
  - Staffing Plan
  - Facilities Plan
Grossmont College Planning Process

1. Departments
2. Program Review
3. Staffing
4. Activity Proposals (Equipment, Technology, Facilities)
5. Planning & Resources Council
6. President’s Cabinet
Grossmont College Strategic Planning
Goals & Activities

• **Student Access: Respond to Evolving Community Needs**
  • Early Admissions Opportunity (EAO)
  • Comprehensive assessment, orientation, advising for new high school graduates
  • Over past 2 years served 1,103* students
  • % of students understanding college success strategies doubled.
  • Course Retention up 5% and Success up 13.4%
  • Average # units completed up >30%
  • Will be funded through ongoing funds in 13/14 at a cost of $41,000
Grossmont College Strategic Planning
Goals & Activities

• Learning & Student Success: Provide an Exceptional Learning Environment to Promote Student Success
  • Focus on closing the Achievement Gap (Approx. $120,000)
  • Student Engagement (Approx. $61,550)
  • Learning Communities and Freshman Academy (Approx. $288,000)
Grossmont College Strategic Planning Goals & Activities

• **Fiscal & Physical Resources: Promote Institutional Effectiveness**
  
  • Create a Dean of Planning & Institutional Effectiveness
  
  • Hire critical staff to support core functions (replacement and newly configured)
    
    • 6 faculty
    
    • 3 administrators
    
    • 8 staff
  
  • Approximately $1.3 million including benefits
Cuyamaca College Planning Process

Mission

Core Values

Five Areas of Strategic Focus

Learning Outcomes
The mission of Cuyamaca College is to serve a diverse community of students who seek to benefit from the College’s wide range of educational programs and services.
Cuyamaca College Planning Process

Core Values

• Academic Excellence
• Student Access & Success
• Environmental Stewardship
• Strong Community Relations
  • Innovation & Creativity
  • Diversity & Social Harmony
Cuyamaca College Planning Process

Areas of Focus

• Student Access
• Student Learning & Success
• Value & Support of Employees
• Economic & Community Development
• Fiscal Resources
Cuyamaca College Planning Process

Learning Outcomes

• Personal Responsibility
• Critical & Creative Thinking/Innovation
• Career and/or Transfer Readiness
• Environmental Stewardship
  • Civic Responsibility
• Global Awareness/Cultural Competence
Cuyamaca College Planning Process

INSTITUTIONAL EFFECTIVENESS = Planning Strategies + Resource Allocation + Outcomes Reporting + Dialogues & Information Sharing

Core
Effectiveness & Resource Council (IERC)

Closing the Loop

Student Services Program Review

Instructional Program Review

Admin Services Program Review

President’s Cabinet

Internal/External Data & Information
Cuyamaca College Strategic Planning Goals & Activities

**BUDGET CRITERIA**

*Using data to inform its decisions while working within fiscal constraints, the college will:*

1. **Strategically ensure student access to learning**
   - Optimize course schedule to reach enrollment goals
   - Reestablish outreach and marketing activities

* *High School Outreach (Approx. $126k)*
Cuyamaca College Strategic Planning Goals & Activities

2. **Support the quality of the overall educational experience.**
   - Restore critical operational department budgets
   - Provide adequate wrap-around services
   - Fund student success initiatives
   - Increase full-time faculty and staff contract positions

- **First Year Experience Program (Approx. $243k)**
- **Reinvigorate Tutoring Departments (Approx. $110k)**
- **Human Resources (Approx. $933k)**
  - 3—Faculty
  - 9—Classified
  - 2—Administrators

*Reorganization of Instruction Unit to include a Dean of Career and Technical Education*
Cuyamaca College Strategic Planning Goals & Activities

3. Support ongoing planning & accreditation priorities
   - TracDat Implementation (Approx. $63k)

4. Invest in revenue generating infrastructure
   - Hire a grant writer to retain Hispanic Serving Institution (HSI) status and to assist in the application for a Title V–“Strengthening Institutions Grant”, (Approx. $43k)
   - Potential funding is $4 million over the next five years
District Services
Sue Rearic
Vice Chancellor-Business Services
District Services Planning Process

• District Services Leadership Council (DSL)
  • Commenced Spring 2010
  • Council Members:
    • Classified Senate Representatives
    • Bargaining Units Representatives
    • Auxiliary & FGCC Representatives
    • All Managers & Supervisors
District Services Planning Process

• Monthly DSL meetings include planning, budget & other District Services issues

• Developed a multi-year calendar with established steps

• Link planning to all department activities
District Services Planning Process

District Services Strategic Planning Timeline: 2013 – 2014 Planning Cycle

Plan
- Develop 2014-15 plan by:
  - Reviewing planning assumptions, based on external/internal data
  - Setting new goals & priorities
  - Creating activities to carry out goals
  - Identifying resource needs based on projected plans.
- Resource requests for FY 2014-15 presented to DSL.

Budget
- Complete Adoption Budget for FY 2013-14.
- Submit all resource requests for FY 2014-15 budget.

Implement
- Implement goals and activities from the 2013-14 plan.

Evaluate
- Planning Retreat Evaluate:
  - 2012-13 KPIs
  - 2012-13 goals & activities
  - Planning & Budgeting Process
- Report 2012-13 Strategic Plan progress to the Board of Trustees.
- District Services Survey 2014
- Departments Evaluate:
  - Survey data/KPIs
  - 2013-14 goals & activities
  - Annual accomplishments

Legend:
= 2012-13 Planning Year
= 2013-14 Planning Year
= 2014-15 Planning Year
District Services Strategic Planning
Goals & Activities

• Continue to enhance our vision of leadership that enables & supports educational excellence

• Goals & related activities by department

• Staffing Plan requests considered at our planning council

• Some planned activities become budget requests
District Services Strategic Planning
Goals & Activities

• Funding allocations within current funds

• 2013/2014 Planning Resource Requests:
  
  • Radio & TV advertisements regarding enrollment access $30,000
  
  • Technical training for IT Staff $20,000
  
  • Contract services to support RPIE and grant development research $55,000
Summary: Next Steps

2012-13
- Develop 2013-14 goals, activities, and resource needs for FY 2013-14
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2013-14
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Total Tentative Budget

- **Today’s Workshop**
  - PowerPoint Presentation
  - Tentative Budget Packet

- **Total Budget $135,053,554**
  - **General Fund:**
    - **Unrestricted Fund**: $102.9m, $98.4m, $101.4m
    - **Restricted Fund**: $19.1m, $19.4m, $16.9m
    - **Total General Fund**: $122.0m, $117.8m, $118.3m
  - **Other Funds**: $50.9m, $28.7m, $16.8m
  - **Total Budget**: $172.9m, 146.5m, $135.1m
Tentative Budget

In Millions

- 2009/2010: 106.8
- 2010/2011: 104.0
- 2011/2012: 102.9
- 2012/2013: 98.4
- 2013/2014: 101.4

Unrestricted General Fund
State Budget Looks Brighter than Last Few Years

Still lower than 2009/10 level

Tentative Budget is presented for Governing Board approval in June:

- Required by Education Code by 6/30 each year
- Required to continue operations on July 1st
- Required to fund commitments for new fiscal year
No structural shortfall in 2013/14 or out years
- 2008-09: $14.5 billion
- 2009-10: $41.6 billion
- 2010-11: $19.9 billion
- 2011-12: $25.4 billion
- 2012-13: $9.2 billion
- 2013-14: $0

Invest in both K-12 and Higher Education

Continue to pay down the Wall of Debt
- 2010-11: $35.0 billion
- 2012-13: $27.0 billion
- 2016-17 Goal: $4.7 billion
California Community Colleges

May Revise includes:

- 1.57% Cost-of-living adjustment
- 1.63% Enrollment Restoration/Access
- $50 million additional for Student Success and Support Program
- $16.9 million to increase the number of courses available through the use of technology
- Pay down additional $179.9 million in deferrals in current year and additional $64.5 million in 2013-14
Tentative Budget Assumptions

- 1.57% Cost-of-Living adjustment: $1.3 million
- 1.63% Enrollment Restoration: $1.3 million
  - FTES CAP: 17,291
  - 277 additional FTES
- 4% Budget set aside: $3.7 million
  - Set aside for possible revenue shortfall this year
- One-time 12/13 funds dedicated: $2.3 million
  - $3.9 million current year
  - $8.2 million last year
- Beginning balances at prior year TB level: $2.5 million
Workload Reduction Summary

2009-10 revenue reduction $(3,049,857) -3.35%
2010-11 workload restored $ 2,123,704  2.14%
   Workload restoration remaining $( 926,153) -1.21%

2011-12 additional revenue reduction $(6,340,043) -7.65%
2012-13 workload restored $ 926,153 1.21%
2013-14 workload restoration $1,283,311 1.63%

   Remaining Workload Reduction $(5,056,732) 6.02%

Apportionment Reduction
In addition to the ongoing workload reduction, the State imposed one-time deficit funding totaling $3.2 million over the last 4 years
2012-2013 FTES Forecast

Total FTES CAP = 17,014
## State General Apportionment Payment Deferrals

<table>
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<tr>
<th>Fiscal Year</th>
<th>Statewide Deferral</th>
<th>GCCCD Deferral</th>
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<tr>
<td>2007/2008</td>
<td>$200 M</td>
<td>$3.1 M</td>
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<tr>
<td>2008/2009</td>
<td>$540 M</td>
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<td>2009/2010</td>
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<td>$621 M</td>
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<tr>
<td>2013/2014</td>
<td>$558 M</td>
<td>$8.8 M</td>
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State General
Apportionment Payment Deferrals

- Deferrals are paid to the District by July of next fiscal year.

- January to June apportionment payments are reduced by the deferral amount.

- Impacts of Deferral:
  - Significant challenges with cash flow
  - Cost of borrowing to meet operational expenses of the District.
## Site Allocations

### Unrestricted General Fund

<table>
<thead>
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<th></th>
<th>Amount</th>
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<tbody>
<tr>
<td><strong>Total Funds Available</strong></td>
<td>$101,387,437</td>
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<tr>
<td><strong>Less 5% Contingency Reserve</strong></td>
<td>(4,836,464)</td>
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<td><strong>Total Formula Allocation</strong></td>
<td>$96,550,973</td>
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<tr>
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<td>Grossmont College</td>
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<td>Cuyamaca College</td>
<td>25,320,133</td>
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<td>District Services</td>
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<td>Districtwide Commitments</td>
<td>4,628,647</td>
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<tr>
<td><strong>Total Allocations</strong></td>
<td><strong>$96,550,973</strong></td>
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Unrestricted General Fund Revenue - $91.9 m – Page6

- State General Apportionment: 91.2%
- Lottery: 2.5%
- Non Res Tuition: 4.3%
- Other State: 1.3%
- Other Local: 0.7%

Total State Revenue 95%
Budget Challenges

- Redevelopment Agency (RDA) backfill
- Proposition 30 is temporary tax increase
- Economic recovery is fragile
- Meeting FTES Goals
  - Increased competition provides students with multiple options
SUMMARY

Step 1  Consider 2013/14 Tentative Budget
- Tentative Budget must be approved
- Going to the Board for approval June 18
- Continue operations July 1, 2013

Step 2  Close Out 2012/13
- Final revenue & expenditures

Step 3  Develop 2013/14 Adoption Budget
- Update revenue per approved State budget
- Update beginning balance

Step 4  Monitor FTES Goals and Students Demand
- Students have more options available
- Continue to monitor class efficiency and fill rates
Questions?

District Strategic Planning & Budget Committee Members:

Alicia Munoz  Jeff Baker  Ryan Montalvan
Anne Krueger  Jesus Miranda  Sahar Abushaban
Arleen Satele  Jim Mahler  Steve Baker
Avelina Mitchell  Kim Widdes  Sue Gonda
Brian Nath  Linda Jensen  Sue Rearic
Chris Tarman  Mark Zacovic  Sunita Cooke
Cindy Miles  Michael Barendse  Teresa McNeil
Danene Brown  Michael Copenhaver  Tim Corcoran
Esau Cortez  Rocky Rose  Tim Flood
Jaclyn Marlow