2014-15 PRESIDENT'S CABINET PRPP REVIEW

PROCESS OVERVIEW:

Similar to the District's planning in prior years, the Program Review and Planning Process (PRPP) and the criteria utilized by the President and Cabinet Administrators to review and prioritize the 2014-15 PRPP data in the areas of budget requests (4000 and 5000 object codes), non-faculty staffing (classified, management, STNC, or student employees), and non-instructional equipment and technology was significantly influenced by the District's current financial condition.

As it does every year, the budget process starts with the Governor's January Budget. It should be noted that for 2014-15, the Governor proposed almost $1.3 billion in new funding for the community college system. Almost half of the proposed funding was for the "buy down" of deferred revenues. This funding does not increase college revenues, but it does provide colleges more of their apportionment revenue during the fiscal year (instead of after the year is over). Of the remainder, all but $237 million is being directed towards categorical programs. For programs like the Student Success and Support Program, the service-expectations that accompany this funding has necessitated new and specific staffing and expenditure requests. Because the District will not be in a position to garner any growth money in 2014-15, and given that the "one-time" funding for Mandatory Costs merely replaces similar one-time funding from the prior year, the only new discretionary money the District will receive in 2014-15 will be the 0.85% COLA, roughly $800,000. So despite the much-advertised, system-wide, additional funding, in 2014-15, the District's discretionary funds remain severely limited. This is especially true since the District is looking at a possible $6.2 million spend-down of Fund Balance in the coming year. Due to the lack of available funding, Cabinet level staff have been asked to limit their finalized budget and staffing requests to minimum needs.

The President and Cabinet Administrators met August 7, 2014 in an all-day retreat to discuss goals for 2013-14 and 2014-15, the District's Strategic Plan, Enrollment Management, and assess the District's financial future and review critical needs. Cabinet Administrators were reminded to consider this information to identify which needs in their units could be fully funded, partially funded, or not funded, through external funding or a reallocation of existing internal funds within a given component area. A report of actual expenditures is compiled at year end to close the loop between planning, budget prioritization, and eventual budget allocation.

In addition to the following criteria and guiding principles that were retained from the prior PRPP cycle, and utilized by Cabinet Administrators in the prioritization of PRPP requests, relationship to, and support of, the District's recently developed Strategic Plan became an added consideration.

Criteria

C1.   Critical to maintaining standards of educational and student services at District primary sites (Santa Rosa, Petaluma, Shone Farm Agricultural Center, Public Safety Training Center Southwest Center).

C2.   Necessary to meet legal and funding mandates.

C3.   Urgency in meeting core department functions that are essential to accomplish Sonoma County Junior College District and unit mission (access, retention, success, achievement).

C4.   Availability of other funding resources, i.e., grant or categorical.

Guiding Principles

G1.   Aligned with District academic, re-engineering and College Initiative priorities.

G2.   Achieves quality performance outcomes while assuring staff work in a safe environment with an equitable workload.

Cabinet Administrators compiled what they considered to be the highest priorities for 2014-15 within their component area. Those priorities were reviewed by the Institutional Planning Council (IPC) during September 2014 and subsequently posted to the SRJC Institutional Planning website. Priorities judged to meet the urgency or compliance criteria were funded through a reallocation of existing internal resources within a given component area either during budget development or after the beginning of the 2014-15 fiscal year. The vast majority of priorities, however, remained unfunded because no new funds were available for distribution

In looking towards 2015-16, the District anticipates that the State's improving economy should provide the District with additional funds that will offset the District's 2014-15 Fund Balance spend-down. The District will, of course, monitor, the State's revenue collections and fiscal projections, and if necessary, take measures to maintain the District's ending 2014-15 reserve above the State minimum of 5%.

ACADEMIC AFFAIRS:

Academic Affairs brief synopsis of its priorities is as follows:

The Academic Affairs prioritization process begins at the departmental level with the original PRPP submission in mid-spring semester. Resource requests were due on April 15, 2014; however the due date for the remaining sections of the document was postponed to August 29, 2014 in order to more fully incorporate new strategic planning goals. Resource requests were reviewed at the cluster level at the end of the spring semester, and the cluster deans brought their numerically ranked priorities forward during an Academic Affairs Council (AAC) retreat in June. The focus at the retreat was solely upon the high priority items in the following categories:
- Budget requests

- Classified, Student, STNC and Management position requests
- Facilities requests

Faculty Staffing requests are submitted directly to the Faculty Staffing Committee each fall using the prescribed District process. Instructional Equipment is submitted from the cluster deans via that prescribed process for final review and approval by the three Component Vice Presidents involved: Academic Affairs, Student Services and Petaluma Campus. Classified, Student, STNC and Management positions are prioritized by AAC, which by vote recommends to the Vice President the top twelve requests for 2014-15. Facilities requests are reviewed by the VPAA and the Dean, Facilities Operations once the State Chancellor's Office confirms the allocation.

The final Academic Component high priority list was drawn from those high priority cluster items that were gleaned and consolidated into a final Academic Affairs Council "high" priority list. Despite the passage of Proposition 30 in December, 2012, budget constraints at the College continue again this year. Therefore, the final Academic Component high priority list was condensed and reflected only the few highest priorities of the District. Once again the focus will be on meeting as many of the priorities as possible by looking at re-allocation or sharing of existing resources. Flexibility within the top band of priorities remains critical, particularly in light of the increased activity around grants and alternate resource development within Academic Affairs.

A major limiting factor in addressing District needs is trying to recover from the severe recession of 2008 through 2013, and coping with changing enrollment patterns, including limited repeatability in CTE disciplines, KAD, Music, Theatre and Art. By 2012-13, the college had reduced its overall class schedule by 25%. In 2013-14, the college was able to restore 13.7% of the schedule, but that investment yielded only about 1-2% growth in FTES. In 2014-15, the College added 3.3% to the schedule, but again, FTES increases were minimal and class cancellations higher than usual. This combined with a very modest COLA for 2014-15 has limited the resources that Academic Affairs needs in order to sustain student success.

This year the vast majority of requests requiring funding were replacements for empty classified and managerial positions, augmentations to already strained department budgets, and replacements for outmoded equipment and technological enhancement. Academic Affairs is committed to seeking out innovative and creative solutions involving potential grant funding, partnerships with other colleges and community based organizations, and consolidation of existing resources.

BUSINESS SERVICES:

Business Services brief synopsis of priorities is as follows:

The Business Services prioritization process begins at the department level with the submission of the PRPP documents in spring. Because of the closeness of the managerial oversight between Purchasing and Graphics, Police Services and Parking, Fiscal Services and Payroll, the department/unit prioritization is somewhat simultaneous as the PRPP documents are put-

together. Once completed, this documentation is combined with information from the Bookstore to create a listing of "all" priorities. During a regularly scheduled meeting of the Business Services Managers, the merits of all of the priorities are discussed between the departmental manager and the Vice President of Business Services. Criticality and funding availability are the parameters by which consensus is arrived for a "final list."

For Business Services, the priority items listed are principally carry-overs that were "unfunded" in the previous years. Emergency Preparedness remains a concern of all component areas; however, Police Services has an expanded role, especially in "active shooter" situations. To properly prepare, the Police Department has identified several expenditures for training and emergency equipment that need to be made. The requests from Purchasing and Graphics that are "new" this year are for equipment and software to improve operation efficiency.

HUMAN RESOURCES:

Human Resources brief synopsis of priorities is as follows:

For 2013-14, the Human Resources PRPP priorities were identified as a result of discussion and input from the staff who had collected data over the previous year in "broad metrics" such as the total number of recruitments, the number of interviews scheduled , the number of insurance enrollment forms processed, the number of complaints received and investigated, etc.

This year, for 2014-15, there was a discussion among the managers in Human Resources that these "broad metrics" that had been collected previously, were not directly relevant, nor did they actually measure the priorities that emerged in previous years. Therefore, we have not continued asking for this information from staff. Instead, it was determined that the priority items listed for Human Resources from 2013-14 that were unfunded or not complete, would become the highest priorities for 2014-15.

This means that for 2014-15 what emerges as the highest priorities for Human Resources fall under the category of durable equipment/furniture; facilities (i.e., a new work location for Professional Development); and technology. Also in the area of staffing, Human Resources is requesting that the District fund a position (i.e., Human Resources Technician) that previously was eliminated due to budget constraints.

OTHER DISTRICT SERVICES:

This category of PRPP priorities encompasses, Information Technology, Institutional Research, Facilities Planning and Operations, Public Relations, SRJC Foundation, and the Office of the President. Supervising Cabinet Administrators compiled the PRPP requests in each of these areas and in meetings with each area's supervising administrator determined the requests that were deemed absolutely essential to institutional operations or of high priority to the area. This categorization was developed under the cloud of budget reductions that were being made across

the District. Essential and high priority requests were then reviewed by the President for possible funding through the reallocation of internal resources.

FACILITIES PLANNING & OPERATIONS

Facilities Planning and Operations brief synopsis of priorities is as follows:

Facility Planning and Operations, as one of the largest college divisions (after Academic Affairs and Student Services), continues to be extremely diligent and cost-conscious with prioritizing the needs of the District. In support of the District's Strategic Plan, a collaborative evaluation is conducted for Continuous Quality Improvement by the leadership team (FPO–L) throughout the year as part of our Balance Score Card measures. As required by ACCJC (IIIB-2A) for our accreditation, we continue to emphasize Total Cost of Ownership (TCO) with regards to custodial, grounds, maintenance, health, safety and emergency management utilizing principles of sustainability. FPO was finally able to begin restoration of equipment, that was 20 years or older and past its life cycle

Our PRPP equipment requests continue to address obsolescence and end of life cycle needs. In addition to phasing equipment replacements, FPO's priority this year is staffing. With the district-wide approach towards facilities management, FPO now has less staffing than before the 909,000 gsf. expansion of Measure A bond-developed space. This includes 1 manager, 5 staff, and 12 STNC (6 Full-Time) positions lost through re-engineering or non-replacement, in areas of administrative support, custodial, grounds, skilled trades, and management. Our staffing request not only addresses the service to the SRJC community, but also the TCO of maintaining our highest valued asset – both the built and natural environment. Our APPA levels of maintenance, grounds and custodial continue to deteriorate. With the increase of space and usage, also comes increased new technology, equipment to maintain, customer needs, event set-ups, cost of operations etc. The FPO-L team came to this priority based not only on best practices, but also because a comparison with our peer cohort (single college districts with similar FTEs) demonstrates we were the second largest in gross square feet, but second lowest in annual Facilities funding. This was compounded by a triple increase in service requests and event set-up pre-Measure A from the JC community and public.

Finally, one of our programs that continually impact all component areas is mandatory training and new regulations, such as--Globally Harmonized System (GHS). Unlike other programs, all of the District's EHS programs are required by regulations, as well as the increased possibility of loss exposure. Fortunately, both these can be addressed with a district-wide application - 1) an easy to use web based online-learning module system is our priority in supporting this goal through education and tracking of training attendance, and 2) an easy to use chemical inventory and Safety Data Sheet system.

INFORMATION TECHNOLOGY

Information Technology brief synopsis of its priorities is as follows:

The Information Technology budget requests identified as top priorities for the 2014-15 PRPP cycle were related to maintenance and operational needs of users of district information systems and infrastructure needed to deliver educational services to the SRJC students. Requests came forward from faculty, administrators, and support staff across the District via ITG, PRPP, Help Desk Requests and other means and were prioritized by the IT Leadership Team in cooperation with District management throughout spring and summer 2014 with the intent to fund critical needs through a planned allocation of existing internal resources, Bond funds were allocated by ITG for new software and hardware, and District funding via PRPP for critically needed additional staffing and infrastructure. The IT Leadership Team (Systems and Programming, Network Infrastructure and Instructional Computing) meets each semester with the District Vice Presidents to review project priorities and staffing plans. Requests for IT services exceed existing staffing and funding significantly, so regular periodic reviews are done to maintain alignment to deliver the most value to the District with the existing staffing.

The top IT initiatives for this fiscal year will be:

- Conversion of the District web pages to DRUPAL will enable our web pages to be mobile compatible (adaptable to be viewed easily on smart phones and tablets), easily updated by anyone in the District (self-maintenance) and easier to search on Google and to use Google Analytics to get data on usage.
- Investigation, evaluation and implementation of a remote imaging solution for the 2,000+ student use computers in the District that must be updated at least 2x per year will enable IT to serve student instructional needs more efficiently with limited staff.
- Completing the conversion of the District telephone infrastructure from analog to digital will enable the SRJC to migrate to an integrated digital voice email and video communications system for the District.
- The District must complete the upgrade of all computers to Windows 7, as XP went out of support in the spring of 2014, which means we are at greater risk for viruses and data theft if we don't upgrade. Also, the upgrade will enable the SRJC to migrate to a new cloud based email version of Microsoft Outlook that will give users significantly, 1000x, more storage space and allow IT to implement more efficient email backup and recovery.
- Other priorities will continue to be upgrading computers used by staff, faculty and students with the declining bond funds, purchase, maintenance and upgrading of District software, continued incremental addition of wired and wireless infrastructure to all instructional areas of the District. This next year we will continue to update our plans for network infrastructure expansion: bandwidth, speed, access points and security. We will also continue to upgrade wiring and add wiring to buildings on the Santa Rosa site that do not have appropriate digital infrastructure needed for digital phones, smart classrooms and internet access.
- Finally, the systems and programming team will work with other Administrators to start defining the needs of the next generation of student information system for the District. The SRJC is one of two community colleges left in the state with a home grown student information system. The costs to keep up with the growing number of state mandated changes for data collection will require we migrate to a commercial system to maintain

compliance with the changing Ed code requirements. The planning for that change will start this year.

INSTITUTIONAL RESEARCH

Institutional Research brief synopsis of priorities is as follows:

The Office of Institutional Research's highest priority is to increase staff time in order to address the growing demand for data and research. Specifically, the .5 Research Technician should be increased to a full time position in order to meet research requirements for the new Student Equity regulations. In addition, as grant funding is available, staffing will be increased as budgeted in the grants.

PUBLIC RELATIONS

Public Relations brief synopsis of priorities is as follows:

The 2014-15 PRPP for Public Relations acknowledges a dramatically increased workload due to the creative vision and goals of the President, the need for enrollment growth (and thus, nearly year-round promotion), and rapidly changing and growing social media demands. That requires a small staff to produce a very high volume of work on a constant basis. In addition, departments and administration requests for more frequent communication products and greater online presence have impacted existing staff.

Our previous administrative assistant has been reclassified as Communications & Marketing Specialist. The addition of a part-time staff member with general office skills and a part-time production designer will greatly increase the ability of the department to respond to the evolving needs of the College. The broad success of the current STNC photographer, for the short-term supported by Cal-Works, makes a convincing argument for a more permanent part-time photographer to effectively support growing demands, as marketing and social media are voracious users of imagery. We are requesting funds for a part-time videographer, as well, to support enrollment and outreach marketing. We've also asked for a small amount of funds for printing to expedite District jobs such as Fact Facts.

All of this will help us collaborate even more successfully with departments such as Student Services and Academic Affairs to ensure that our marketing efforts support increased enrollment. We will continue working with counseling and others to find interns or others who can help handle the workload cost-effectively.

We plan to continue supporting effective, and cost-effective, implementation of social media, digital advertising, and other rapidly developing communications/marketing tools.
Our web site has been far behind the times and behind many of our competitors. A top goal, with the rollout of the new web site this fall, is to guide our site to high standards that bring us up to 2014-d15.

SRJC FOUNDATION

SRJC Foundation brief synopsis of priorities is as follows:

For 2014-15, no requests were made by the SRJC Foundation via PRPP for resources to be funded by the District budget.

The SRJC Foundation priorities are determined by the ongoing and ever increasing needs of the College for private support. In fiscal year 2014-15 the Foundation is committed to raising significant funds to support student scholarships and instructional needs of the College.

The SRJC Foundation's Advancement Plan defines the major areas of fundraising focus: major and transformational gifts, donor prospecting, alumni relations, corporate relations, Board involvement in fund development, enhanced marketing and communications, and database expansion.

PETALUMA CAMPUS:

The Petaluma Campus brief synopsis of priorities is as follows:

The Petaluma Campus budget requests identified as the highest priorities for the 2014-15 PRPP cycle were related to support for student instructional programs and services, and operational needs of the campus and its facilities. Requests came forward from faculty, department chairs, administrators, and support staff across the college via PRPP and other means and were prioritized by the Petaluma Leadership Team throughout spring and summer 2014 with the intent to fund critical needs, if possible, through a planned reallocation of existing internal resources.

Non-Faculty Staffing was identified as *the most critical need* for the Petaluma Campus in 2014-15. The campus has been chronically understaffed since the expanded campus opened in 2008 and the recession hit in 2009. PRPP priorities for 2014-15 focused on those positions considered most critical to 'right size' classified staffing in particular in instructional, facilities and campus support areas. Requests include administrative assistant support to Student Services/Instruction, Facilities Operations, Business Services, Student Affairs, Counseling, Tutorial Center and DRD. Other support staff in critical needs areas were also identified in Media Services, District Police, Chemistry and Life Sciences, Facilities Operations, the Tutorial Center, Business Services, Veterans/CalWORKS/Career Services. The campus has an ongoing need for an additional instructional dean. STNC requests focused on meeting critical support needs not met by the shortage of sufficient classified staff. The most critical need for student employees was in the Chemistry lab, the Vet Tech program and in all the areas across campus left understaffed due to insufficient Federal Work Student funds (i.e., Student Affairs, Grounds/Recycling, Media, Puente, Counseling, A&R, KAD, Library, Resource Center) and to increase student workers in the Open Computer Lab. Faculty Staffing Requests were reviewed by the Petaluma Faculty Forum (PFF), and submitted directly to the Faculty Staffing Committee using the prescribed district process.

The most significant Budget needs for 2014-15 were for funds to support emergency preparedness, outreach to the community for instructional programs and student services, instructional materials and supplies, and maintenance of campus facilities, equipment and technologies that are aging and no longer under warranty. All budget reallocations were for one-year, one-time expenditures, some of which may be included in next year's budget development.

Requests for Instructional Equipment were submitted via PRPP as required by that process for final review and approval by the three Cabinet Vice Presidents involved: Academic Affairs, Student Services and Petaluma Campus. Instructional equipment priorities for Petaluma focused on critical equipment needs in Earth and Space Sciences, Anthropology, and the Kinesiology, Athletics Dance (KAD) CTE-based Fitness, Health and Nutrition certificate/major. Priorities for Facilities Requests for the Petaluma Campus focused on safety systems, including fire alarms and campus lighting, wayfinding/signage upgrades, water and energy conservation technologies, and classroom upgrades. The priority for Non-Instructional Equipment and Technology was related to office furniture systems to accommodate program growth, maintenance of the expanded campus, outreach and counseling technologies, and equipment intended to support Ellis Auditorium. Of particular note were the number of requests to expand videoconferencing technologies across the campus prompted in large part by how frequently the current videoconference facilities are fully booked.

STUDENT SERVICES:

Student Services brief synopsis of priorities is as follows:

The priorities established for the proposed Student Services PRPP requests reflect departmental emphasis on staffing and resources considered essential to support student success and student equity.

The need for facility space to accommodate expanding programs is the highest resource priority. Technology support, both in respect to software acquisition and durable equipment, a critical Student Services priority. The highest ranked classified position would be designated for Student Financial Services so that financial aid can be expedited for new students. Currently there is insufficient staff to process aid applications in a time responsive manner. Additional staff priorities are in Student Affairs, International Students, Veterans Benefit Specialist and ELL Outreach. Augmentation of the counseling adjunct budget is critical to restore counselor assisted education plans, intervention with at-risk-students and valuable degree completion advisement. The Student Services agenda of new initiatives is realistic and focused on program efficiency, access and retention plans.

The Student Services PRPP resource priorities were identified as a result of a collaborative evaluation process that involved members of the Student Services Council (SSC) at key stages. At a Student Services Council retreat held in June, the rationale for each PRPP resource request was verbally explained by the program manager. The council agreed on a ranking rubric that each SSC member assigned to each of the requests. Total points were aggregated for the requests

and submitted to the Vice President, Student Services as a resource priority advisement. The final budget ranked priorities were communicated by the Vice President, Student Services to the college President based on SSC feedback and a detailed analysis of department budget resources. In many cases, individual programs are required to utilize their own budget resources to fund new obligations or program priorities. This was accomplished during budget development back in April 2014 or more recently in Fall 2014. The restoration and expansion of categorical funding from the state will reinforce service delivery in key areas of Student Services across district locations. Student Success funding will augment counseling and follow-up services to near pre-recession levels. The addition of Student Equity and the Hispanic Title V grant will augment specialized services for high risk, disadvantaged students.

The Vice President recommended the high priority budget requests as determined by the criteria applied on the rating rubric by the SSC members. The guiding principles agreed by SSC in ranking budget requests were first, that the request is clearly aligned with District educational and Student Success priorities; and second, that the request would assure that program staff work in a safe environment, with an equitable workload and can achieve quality performance outcomes. SSC applied a criteria based point system to each request which is aligned with the District's established criteria and guiding principles for 2014-15.

1st Draft 9-11-14
FINAL 9-16-14