

## **2018-19 PRESIDENT'S CABINET PRPP REVIEW**

### ***PROCESS OVERVIEW:***

Similar to the District's planning in prior years, the criteria utilized by the President and Cabinet Administrators to review and prioritize the 2018-19 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 influenced by the District's financial condition.

The District's budgeting process began in January with the Governor's 2018-19 Budget Proposal. By the time of the Governor's May Revise, with the exception of the new Student Centered Funding Formula, many of the upcoming year's funding changes were known. On June 27, 2018, Governor Brown signed into law a budget which provides California community colleges with an additional \$606.2 million in on-going funding plus another \$358.4 million in one-time funding; Of that \$964 million, \$491.6 million is in unrestricted funding and \$473.1 million is in restricted funding, although SRJC will not be eligible for, or entitled to, some of it. The new Student Centered Funding Formula was also finalized, creating new challenges for SRJC. The formula creates funding categories for student success and low income students rather than the previously funding being solely generated by FTES.

Because SRJC is receiving the emergency conditions fire waiver for 2018/19, and with the hold harmless provision under the implementation of the new Student Centered Funding Formula, the unrestricted funding from the State will provide SRJC with approximately \$2.9 million in unrestricted COLA funding.

In 2017/18, the District's spending was \$4.2 million more than its revenues, so the District had to transfer money from other funds, reduce the budgeted transfer to the retiree benefit fund and had a decrease to the District's ending fund balance, leaving a general fund balance of \$7 million (representing a 5.4% reserve).

Although the District is receiving \$2.9 million in new funds in 2018/19, the increased expenditures are such that the District is budgeting \$5.3M in reductions to non-instructional programs and an additional \$2.8M to instructional programs. The budgeted 2018/19 General Fund ending fund balance is \$8.05 million, which represents an ending fund balance of 6.4%. This increase in fund balance is part of a long term strategy the District is developing to poise it to be fiscally viable at the expiration of the fire waiver and is not available for spending on new expenses. Finalized budget and staffing requests will continue to be closely monitored and limited to only critical needs.

The President and Cabinet Administrators met August 9, 2018 in an all-day retreat to discuss 2017-18 accomplishments, and the President's/District's/Cabinet Administrator's goals for 2018-19.

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 (for 2017-18 Funding Outcomes see [https://planning.santarosa.edu/sites/planning.santarosa.edu/files/2017-18%20Funding%20Outcomes\\_0.pdf](https://planning.santarosa.edu/sites/planning.santarosa.edu/files/2017-18%20Funding%20Outcomes_0.pdf)).

In addition to the following funding criteria and guiding principles carried over from prior PRPP cycles, Cabinet Administrators also considered the District's Strategic Plan and President's annual goals in the prioritization of PRPP requests.

### **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, and 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 the District Strategic Plan.
- 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 2018-19 within their component area. Those priorities were reviewed by the Institutional Planning Council (IPC) during fall 2018 and subsequently posted to the SRJC Institutional Planning website (<http://planning.santarosa.edu/>). 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 2018-19 fiscal year. The vast majority of priorities, unless fundable by Measure H or another categorical or external funding source, remained unfunded because of due to budget reductions of discretionary on-going funds.

The District will be going through a realignment to align current expenditures with current level of students served. To accomplish that, there will be multiple years of reductions to allow the district time to do so in a thoughtful manner. Until this has been accomplished, the District will continue to be conservative with the expenditures it can allow, in order to maintain its commitment to maintaining a 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 due in mid-spring semester. Resource requests were due to the supervising administrator by end of April 2018. Resource requests were reviewed at the cluster level by the end of the spring semester, and the cluster deans brought their numerically ranked priorities forward during the annual Academic Affairs Council (AAC) retreat on September 5, 2018. The focus at the retreat was solely upon the high priority items in the following categories:

- Budget requests: The most critical requests for budget increases were shared and discussed at the AAC retreat. Given budget reductions in 2018-19, cluster deans and departments do not anticipate any new funds for these requests and must reallocate existing funds or utilize external funds as available.
- Classified, Student, STNC and Management position requests are prioritized at the AAC Retreat. For 2018-19, there were 17 classified staffing requests, 14 of which were prioritized at the AAC Retreat.
- Minor Facilities Requests were briefly discussed at the AAC retreat and later discussed in detail by the Vice President of Academic Affairs with the Senior Director of Capital Projects and the Director of Facilities Operations to prioritize resources. For 2018-19, 54 facilities requests were discussed at the AAC retreat.
- Non-instructional equipment and technology were briefly discussed at the AAC PRPP retreat. A total of \$301,405 of equipment and technology requests were put forth in this category; however since there is no dedicated funding stream for such requests; they were not ranked.
- Faculty Staffing information was provided by departments are part of the PRPP process. Faculty Staffing requests for 2018-19 have been limited to those meeting legal requirements or those vacated with two years of hire as a result of tenure review or resignation. Retirements and the Faculty Obligation Number (FON) determined the number of faculty to be hired for 2018-19.

- Instructional Equipment and Library Materials (IELM). The total amount allocated for the Instructional Equipment and Library Materials (IELM) budget in 2018-2019 was \$519,503. This one-time allocation received from the State Chancellor's Office represented a reduction of \$230,497 from the previous year. Requests were articulated in the PRPP by departments, priority ranked by cluster deans, and approved for distribution by the vice presidents. This equitable and intentional approach resulted in funding of nearly 60 requests for instructional materials and ensured the careful stewardship of State funds. IELM allocations were distributed to every Academic Affairs instructional cluster, the Petaluma Campus, and Student Services.

For 2018-19, the Academic Affairs component reduced its Unrestricted General Fund budget by \$1,820,491 in contribution to the District's \$3.4 million budget reductions. This has resulted in a significant impact on department and program operations and will require discussions throughout the year to determine how best to address budget shortfalls.

***STUDENT SERVICES:***

*Student Services brief synopsis of priorities is as follows:*

Each department administrator ranked and submitted resource requests via the PRPP process. The Vice President, Student Services reviewed all resource requests with the Student Services Cabinet group and ranked requests with input from the group. The final budget priorities were communicated by the Vice President, Student Services to the college President.

Budget request priorities include additional funding to support Student Health Services. This department is primarily funded by student enrollment health fees. With the decline of student enrollment during recent years, funding for Student Health services has been reduced creating a \$130,591 deficit for Student Health Services.

In 2018, Student Services officially established services for Second Chance Program students. The program serves an important role in assisting and supporting reentry and formerly incarcerated students with their transition and success at SRJC. Also, the program aligns with SRJC's Academic Affairs' efforts to expand its Jail program. A request of \$50,000 from categorical or general funds is needed to fully fund this program's staffing and operational costs.

The Financial Aid department is in the process of selecting a Scholarship Management System to improve the scholarship awarding process from start to finish. The current manual process is labor intensive and human-error prone. A new system will streamline the process and provide a better experience for students, selection committees, and staff. The costs of the system will be covered by one-time funds that were allocated by the state to help support financial aid technology enhancements.

Student Services is currently exploring the idea of developing a summer bridge program that will provide support to underprepared students that will be placed in college-level English or Math

due to AB705. Also, Dream Center services are being expanded. New funding for both services is being requested.

During the 17-18 fiscal year, as part of the District's budget deficit reduction, Student Services reduced its budget by \$640,000. This was accomplished primarily through consolidation of vacant positions and the elimination of three management positions. For the 18-19 fiscal year, student services budget reduction target (excluding IT) is \$1,009,360 as part of the Districts \$5.5 million deficit reduction.

**FINANCE AND ADMINISTRATIVE SERVICES:**

*Finance and Administrative Services brief synopsis of priorities is as follows:*

The Finance and Administrative Services prioritization process begins at the department level with the submission of the PRPP documents in spring. The prioritization is somewhat simultaneous for the areas of Fiscal Services and Payroll, Purchasing and Graphics, Police Services and Parking as the PRPP documents are put-together because of the close managerial oversight. During a regularly scheduled meeting of management in each area, the merits of each unit's priorities are discussed and are the prioritized. Criticality and funding availability are the major factors by which consensus is arrived at for the final listing.

For the Business Services area of Finance and Administrative Services, the priority items listed are principally carry-overs that were unfunded in the previous years. Emergency Operations/Preparedness and Safety remain a concern of all component areas; however, Environmental Health and Safety and Police Services have continued to make great strides in this area. To properly prepare, both departments have identified several expenditures for training and communications equipment that need to be made.

For Facilities Operations, compliance with ACCJC Standard IIB-2A remains a top priority. We continue to emphasize Total Cost of Ownership (TCO) with regards to custodial, grounds, maintenance, and energy/sustainability management, while at the same time utilizing principles of efficiency. The PRPP equipment requests continue to address equipment obsolescence and end of life cycle needs. The staffing requests are in recognition of TCO compliance and the fact that Facilities Operations now has less staffing now than it did before the addition of 909,000 GSF from Measure A bond-developed space, and this will continue with the new planned space from Measure H. Over the last several years there has also been a dramatic increase in service requests and event set-ups. Comparisons with our peer cohort (single college districts with similar FTES) demonstrates SRJC is the one of the larger in gross square feet, but one of the lowest in annual Facilities funding.

For 2018-19, Finance and Administrative Services has had to reduce their expenses by over \$1 million, which will have an impact on services and will require the departments to closely examine how and what they do and what they will look like in the future.

## **HUMAN RESOURCES:**

*Human Resources brief synopsis of priorities is as follows:*

The Human Resources prioritization process includes input from staff with consideration given to the human resources programs and services offered for all constituent groups at the District.

For 17/18, our primary goals were to evaluate professional development services for streamlining and any other improvements; prepare for implementation of a District-wide climate survey to be offered to all faculty, staff and students; research an online performance evaluation system; and cross-train to hire a replacement for the HR Benefits Specialist position. Several improvements have been made to the professional development services including combining the full-time and adjunct faculty new hire orientation into one session, rather than two separate sessions where presentations and other aspects were previously duplicated. These improvements have been implemented with no additional cost to the District, in fact the Coordinator/Professional Development position that previously supported the District's Professional Development program had to be eliminated in 16/17 to meet targeted budget reductions. We will continue our process improvement review in this area for 18/19 to consider other options to streamline Professional Development services for 18/19. The District-wide climate survey will be implemented in Fall 2018 to solicit input from our college community regarding the climate at SRJC – this information will be used to inform any improvements to our EEO plan. The cost of the survey was already covered by EEO/Multiple Methods funds in 17/18, so there is no general unrestricted fund expense with this ongoing goal in 18/19. We implemented a pilot for online management survey evaluations in Fall 2018; if the pilot is successful, the online evaluation process could be used as a model for offering online faculty and classified evaluations. Human Resources staff implemented the new online system with an existing program offered through IT, Formstack, so there is no additional cost to the District for this implementation. This process will be reviewed in 18/19 to decide if it is sustainable for future years, or if it needs to be replaced with a different system. Lastly, the cross-training, recruitment and onboarding process to hire the replacement HR Specialist/Benefits position has been a success with the selection of a new individual to serve in this position; training for the individual selected will continue in 18/19.

New goals for 18/19 include the following:

- a. Develop and implement process for consolidation of positions to address budget deficit
- b. Collaborate with Information Technology for implementation of data security training (may need to be negotiated) – no unrestricted general funds needed if we implement this training with existing compliance training program
- c. Continue development of 'Building Community' workshops and trainings through Embracing a Culture of Inclusion Training Program – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds

- d. Development and implement second cohort to SRJC Leadership Academy – may be possible to implement this in-house academy in 18/19 utilizing existing remaining grant funds; will need additional funds in 19/20
- e. Develop and implement online benefits and hiring orientation videos – no unrestricted general funds needed
- f. Develop and implement recruitment outreach fair program to connect with students who are interested in pursuing careers in teaching at SRJC – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds
- g. Develop and implement online PAF forms through Escape – project lead by Fiscal Services
- h. Develop and implement classification/salary study for classified unit members – cost of study negotiated in 16/17
- i. Collaborate with SRJC Foundation to distribute fire relief funds to employees with identified needs
- j. Develop and implement system for EEO data accountability – no unrestricted general funded needed as this would be funded by Multiple Methods/EEO funds

**SRJC PETALUMA:**

*The SRJC Petaluma campus brief synopsis of its priorities is as follows:*

The SRJC Petaluma campus prioritization process begins at the department/area level with the PRPP submission due in late spring. Requests were solicited and came forward from faculty, department chairs, administrators, and support staff across the college and campus via PRPP, and other means. Requests were reviewed and ranked by departments and supervising administrators, then prioritized by the Petaluma Leadership Council (PLC) throughout summer 2018 in the following areas: Budget Requests, Classified/Management/STNC/Student Staffing Requests, Instructional Equipment, Non-Instructional Equipment, and Minor Facilities Requests. The intent is to fund critical needs through a planned allocation of existing General Fund resources, specific categorical funds provided by the State Chancellor’s Office, including Student Success and Support Programs (SSSP), Student Equity, Career Education grants, and Instructional Equipment/Library Materials (IELM), as well as Measure H bond funds as appropriate. Faculty Staffing requests were discussed with and reviewed by the Petaluma Faculty Forum (PFF) and are submitted directly to the Faculty Staffing Committee each fall using the process prescribed by Board Policy.

Requests identified as the highest priorities for the 2018-19 PRPP cycle were related to support for student instructional programs and services, and operational needs of the campus and its facilities. For 2018-19, SRJC Petaluma reduced its Unrestricted General Fund budget by \$194,737 in contribution to the District's \$3.4 million budget reductions. In addition, the campus lost further SSSP funding due to a reduction in funds allocated to SRJC for the 2018-19 fiscal year.

Staffing of classified staff, management team, STNC and student employees continues to be the most critical need for SRJC Petaluma in 2018-19. The campus has been chronically understaffed since the expanded campus opened in 2008 and the Great Recession hit in 2009. PRPP priorities for 2018-19 focused on those positions considered most critical to 'right size' classified staffing; specifically, in instructional, facilities, outreach, and campus student services and support areas. There is a critical need for skilled maintenance staff to maintain campus systems; the demand for skilled HVAC technician support on the Petaluma campus is at crisis levels. The escalating housing, food, and clothing needs of students correspond to a need for adequate staffing in Student Engagement to support these student needs and better coordinate engagement programs. There is also a growing need to support sciences labs, as well as the increasing student demand for Tutorial Center/Writing Center/ESL Tutoring services. Requests for classified staff positions also include administrative assistant support to Facilities Operations, Business Services, Gateway to College, Counseling, Student Engagement, and the Tutorial Center. Other support staff in critical needs areas were identified in Media Services, Gateway to College, Intercultural Center, Career Center, Business Services/Accounting, and Facilities Operations. SRJC Petaluma management positions experienced significant reorganization in the summer of 2018 when the Vice President of the Petaluma campus was assigned an interim position as the Vice President of Academic Affairs. The duties for the Vice President of the Petaluma campus were dispersed to Working Out of Class assignments for the Interim Vice President of Academic Affairs, the Petaluma Dean of Student Services, the Petaluma Dean of Instruction and Enrollment Management, and the Director of the Office of Institutional Research. Ongoing discussions within the District and the community reveal a strong need for the reinstatement of this Vice President position. In addition, SRJC Petaluma has an ongoing need for an additional instructional dean or instructional manager, especially given that the current Dean of Instruction and Enrollment Management is the sole instructional administrator on a campus of nearly 5,000 students. STNC requests focus on project-based or seasonal needs. The most critical need for student employees were for student tutors, peer coaches, student ambassadors, and coordinators in support of student engagement and success initiatives such as the National Society of Leadership and Success, CyBear Center, Student Film Festival, Student Success Teams, and Student Housing.

The most significant Budget needs for 2018-19 were for funds to support supplies for expanded science and art course offerings; fees, materials and supplies to support campus-wide programs that increase student engagement and retention; professional development opportunities for faculty, staff and managers; and community outreach efforts. There is an urgent need for sufficient funds to maintain campus mechanical systems (especially HVAC), 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 prescribed process for final review and approval by the three Cabinet Vice Presidents involved: Academic Affairs, Student Services and Petaluma. Instructional equipment priorities for Petaluma focused on critical equipment needs in Gateway to College, Art, Film, Computer Science, Geology and

Environmental Science, along with multiple requests to upgrade and improve classroom/lab instructional technologies and furniture.

Priorities for Minor Facilities Requests for SRJC Petaluma were reviewed by PLC and the Vice President while the District Director of Facilities Operations position was in recruitment. Priorities were categorized according to urgency and the appropriateness of the project for funding via State funds, Measure H bond funds, District Accessibility Committee (DAC), or District funds. Priorities for 2018-19 focused on repairs to existing buildings, wayfinding/signage upgrades, card reader access, and classroom upgrades.

The priorities for Non-Instructional Equipment and Technology were related to furniture and technologies to accommodate student indoor and outdoor gathering spaces and student engagement programs, maintenance of the expanded campus, office equipment/furniture, and equipment intended to support various operational units such as Faculty Support and Facilities Operations.

### ***OTHER DISTRICT SERVICES***

This category of PRPP priorities encompasses Institutional Research, Information Technology, Public Relations, and the SRJC Foundation. The supervising Vice Presidents and/or Administrator for each area 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 pressure for budget reductions that were being made across the District. Essential and high priority requests were then reviewed for possible funding through the reallocation of internal resources or via external funds.

### ***INSTITUTIONAL RESEARCH***

In addition to supporting the District, the Office of Institutional Research (OIR) supports categorical programs, grants, and contracts that require research. Unrestricted general funds cover less than 30% of OIR staffing costs, and priorities are made in part by the requirements of funding sources. The CTE Outcomes Survey covers 40% of OIR staffing costs. There are no major resource requests for the coming year other than filling a vacant staff position to support the statewide CTE Outcomes Survey, which is funded by the Chancellor's Office and administered by OIR at SRJC.

### ***INFORMATION TECHNOLOGY***

Requests from faculty, administrators, and classified staff across the District came through the Institutional Technology Group (ITG), PRPP, Help Desk and other means, were prioritized by the

IT Leadership Team in cooperation with District management with the objective of funding critical needs. Bond funds were identified as the resource for ITG requests for new hardware and emergency operations communications.

Budget requests identified as top priorities for the 2018-19 PRPP cycle were related to: 1) licensing cost increases, 2) upgrading our network, 3) maintenance and operational needs of users of district information systems and 4) infrastructure needed to deliver educational services to the SRJC students. Most items listed under the IT PRPP are on-going costs funded by the IT budget or District's bond funds. They are included in PRPP to demonstrate transparency on IT priorities and budget.

As stated in previous years, the District's institutional software continues to age, particularly our homegrown student information system (SIS). The District started the process of investigating a replacement of SIS in spring 2016. In Spring 2017, a request for proposal (RFP) was issued. Due to the fires, vendor demonstrations were delayed until spring 2018. The evaluation process reviewed proposals and demos from three commercial SIS systems. In general, most evaluation teams agreed that a migration to a new system could benefit SRJC. Ellucian Banner was the most popular solution with seven teams accepting Banner as a viable option. Finance, HR, and Payroll would prefer to remain on Escape. At least three teams strongly recommended against migrating to a new system without full integration from all departments. Workday showed promise, but most felt the system was not fully developed. Oracle was the least desired system by most. Based on advice from the evaluation teams, SRJC decided to postpone deciding on a new SIS system for at least one or two years while monitoring progress by Ellucian Banner, Workday, and other systems. Measure H bond funding will be the budgetary resource for these expenditures.

As part of the 2018-19 budget reductions, the IT department was able to identify \$80,000 in one-time savings as part of the district's \$3.5 million reduction. These savings will need to be converted to permanent savings by the end of the 2018-2019 fiscal year.

## **PUBLIC RELATIONS**

*Public Relations brief synopsis of priorities is as follows:*

Public Relations priorities are driven by the District's need for enrollment growth, support for outreach, constantly growing social media opportunities and requests, increased numbers of District events, grants received by various departments, and Measure H projects, all of which require support from Public Relations. That means a very small staff is tasked with producing a very high volume of work on a constant basis.

Recent budget reductions have resulted in significant losses for PR. Therefore, PR priorities are for a modest increase in staff, totaling 1.5 FTE employees: Marketing Assistant (from .5 FTE to 1.0), Videographer (.25 FTE), Photographer (.25 FTE), Graphic Production Designer (.5 FTE).

Also, PR productivity would greatly benefit additional funding for a student worker (10 additional hours per week).

The result will be more strategic and successful enrollment advertising (in a wide variety of media, digital and traditional), maintenance of strong imagery, growth of video (essential for growing enrollment among younger students), more advertising analytics, resulting in better marketing and communications support for the entire District, and increased, more efficient output for current PR staff.

### ***SRJC FOUNDATION***

For 2018-19, 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 identified needs of the College for private support. In fiscal year 2018-19 the Foundation is committed to raising significant funds to support student scholarships and instructional needs of the College.

The SRJC Foundation's Strategic Advancement Plan defines the major areas of fundraising. The Foundation will culminate the SRJC 100<sup>th</sup> Anniversary Campaign at the President's Address, May 30, 2019.