

RANCHO SANTIAGO COMMUNITY COLLEGE DISTRICT
2323 North Broadway, #107
Santa Ana, CA 92706

Board of Trustees (Regular meeting)

Monday, February 1, 2010

MINUTES

1.0 PROCEDURAL MATTERS

1.1 Call to Order

The meeting was called to order at 4:31 p.m. by Mr. Larry Labrado. Other members present were Dr. David Chapel, Mr. Brian Conley, Mr. John Hanna, Ms. Gloria Holguin, Mr. Mark McLoughlin, Ms. Lisa Woolery, and Mr. Phillip Yarbrough.

Administrators present during the regular meeting were Mr. John Didion, Mr. Peter Hardash, Dr. Edward Hernandez, Jr., Dr. Erlinda Martinez, and Mr. Juan Vázquez. Ms. Anita Lucarelli was present as record keeper.

1.2 Pledge of Allegiance to the United States Flag

The Pledge of Allegiance was led by Ms. Tricia Evans, Dean of Instructional Services & Career Education at Santiago Canyon College.

1.3 Public Comment

Dr. Jeff McMillan spoke regarding Item 2.6 (RSCCD Budget & Planning Process and Budget Allocation Model).

2.0 BOARD PLANNING SESSION

2.1 Presentation of 2009-2010 Vision and Goals

The board reviewed its 2009-2010 vision and goals approved in July 2009. Mr. Didion explained that today's board planning session was scheduled to synchronize with the annual budget development process.

Dr. Chapel asked if the 2009-2010 goals are district goals and/or board goals. Mr. Didion explained that the goals are board goals which the district and colleges use as a platform to build its goals.

2.2 Presentation of Accountability Reporting for the Community Colleges (ARCC)

The Accountability Review for Community Colleges (ARCC) was presented to the board as information by Mr. John Didion and Ms. Nga Pham. It was explained that ARCC, as mandated by AB1417, requires California community colleges to provide

2.2 Presentation of Accountability Reporting for the Community Colleges (ARCC) –
(cont.)

a framework for system performance evaluation. A report is produced by the State Chancellor's Office based upon data submitted by each college. ARCC provides an annual report to the legislators, sets standards for accountability and results for California community colleges, and reports outcomes for each college and systemwide. Each college is required to present the data to its board as information and for discussion. The ARCC report does not rank colleges against each other and is not attached to any funding mechanism.

Mr. Didion presented 2009 reports for Santa Ana College (SAC), Santiago Canyon College (SCC), and Rancho Santiago CCD (non-credit program) that included college performance indicators, college profiles, college peer groupings, and staff response summaries. Mr. Didion cautioned that SAC should not be compared to SCC since the formula for each performance measure is complicated and differs from other accountability reports. Because student progress is difficult to measure in community colleges and is measured differently in each research section, staff acknowledged the value of the report systemwide, however, asked that locally-produced research also be considered in identifying overall trends and evaluating meaningfulness.

Mr. Yarbrough asked for possible reasons of low percentages of students who earned at least 30 units, specifically at SCC. Mr. Vázquez and Mr. Didion discussed the variety of course offerings, such as SCC's large apprenticeship program, and/or the large number of students enrolled in the vocational programs that may have caused the rate to be lower than other colleges. These students are not likely to continue their education other than what is required to obtain their state license. Another performance indicator discussed was the fluctuation of students involved in English as a Second Language programs. Mr. Didion explained the recoding of courses may have resulted in this fluctuation; Mr. Conley indicated another possible factor may be the economic crisis.

Dr. Hernandez stated that the Department of Finance will continue to use these types of report to determine funding for the community colleges. The district is concerned how the data may be interpreted.

2.3 Presentation of 12 Measures of Success

Mr. Didion presented The 12 Measures of Success as information. Discussion ensued.

2.3 Presentation of 12 Measures of Success – (cont.)

Board members and staff discussed possible reasons for a decrease in the number of students who matriculate to credit coursework from continuing education programs. It is hopeful the implementation of Datatel will improve accuracy in future reports.

Mr. Didion reviewed potential implications of the 12 Measures of Success.

Ms. Woolery asked for the number of students in an average class and if changes had occurred regarding class size. Mr. Jose Vargas indicated ESL continuing education classes began with 35-45 students and had 22-23 students at the end of the semester. Ms. Mary Halvorson and Mr. Norm Fujimoto indicated that credit classes began with 36 students and currently have 33 students. Ms. Halvorson sees this as an improvement since the count usually drops to 28 students per class.

2.4 Presentation of Fall 2005-Fall 2009 Enrollment Trends and Student Characteristics

Ms. Nga Pham presented the Fall 2005-Fall 2009 enrollment trends and student characteristics report.

2.5 Results of 2009 Accreditation Visits

Mr. Didion reported the college presidents were notified today that both colleges have been removed from warning status and granted full accreditation.

Mr. Labrado called a recess at 5:29 p.m.

The board reconvened at 5:56 p.m.

2.6 RSCCD Budget & Planning Process and Budget Allocation Model (BAM)

Mr. Hardash presented the district's budget planning process and budget allocation model. Mr. Hardash reported the budget allocation model is a revenue distribution model, and college staff decide the amount of fixed costs from the monies allotted to each college. As fixed costs increase, he explained, discretionary funds decrease. The largest portion of fixed costs is salaries but also include electricity, water, health costs, etc. If one college reduces spending, the amount saved is placed in the discretionary fund and distributed according to FTES generated by each college. The district's portion of discretionary funds is 16.48%.

2.6 RSCCD Budget & Planning Process and Budget Allocation Model (BAM) – (cont.)

Mr. Yarbrough asked if college staff are able to modify fixed costs allotted to the colleges. Mr. Hardash answered in the affirmative and indicated the district distributes revenue; it does not tell the colleges how to spend it.

Mr. Hardash explained that recent budget reductions have created abnormal percentages in the BAM for this year.

Mr. Hanna asked Mr. Hardash to address Dr. McMillan's concerns indicating the district's current BAM makes it difficult to link budget and planning. Mr. Hardash disagreed. He explained the district has used the planning process and BAM for years and is currently establishing a timeline for each of those processes. Mr. Hardash stated the district has been consistent in its use of the model and has not seen variations take place outside the model.

Dr. Hernandez explained the district developed the BAM at the same time it developed the plan-to-plan process. Once the board approves its vision statement and goals, they are given to the chancellor and college departments to develop a vision statement and goals based upon the board's. The board and district staff strongly support the governance process. Planning and budget committees meet regularly regarding their budgets. College staff is responsible to review and link budget and planning. Dr. Hernandez indicated that linking budget and planning has taken place at the district office and believes it has occurred at each college.

Dr. Hernandez indicated the budget allocation model is flexible enough to allow modifications requested by the board, campus, or district.

Mr. Hanna expressed concern over the colleges' decisions involving fixed costs as related to the BAM. He asked if trustees are able to prevent fixed costs from increasing every year; thereby, slowing the process of decreasing discretionary funds.

Dr. Hernandez indicated the board has the final decision on recommendations made by staff.

Mr. Hanna asked if the distribution process for monies had ever been reconsidered. Dr. Hernandez indicated when the district receives revenue, the whole district benefits and when the district reduces monies, the whole district is affected. The board adopted the BAM when it transitioned from a single campus district to a multi-campus district.

Mr. Didion explained the district must abide by collective bargaining, and the impact of reductions in personnel affect the whole district.

It was moved by Mr. Yarbrough, seconded by Mr. Conley, and carried unanimously to approve the district's planning process/timeline and budget allocation model.

2.7 Progress toward 2009-2010 Vision Statement and Goals

Mr. Didion presented the progress toward the board's 2009-2010 vision statement and goals from leadership at the colleges and district as information. Due to the short amount of time permitted, Dr. Hernandez indicated the information provided was incomplete.

Mr. Yarbrough asked how the impact of state-mandated budget reductions may affect the board's goals. Dr. Hernandez indicated the colleges are ready to meet the challenges the state has mandated and may propose. He stated the board's goals provide flexibility for college presidents to make necessary changes to the budget.

Mr. Yarbrough asked if the ESL programs at the colleges have experienced demographic changes. Ms. Nga Pham indicated the district anticipates using the 2010 census to record demographic changes.

Mr. Yarbrough asked if there is a change in enrollment that reflects more demand for certain classes. Dr. Martinez indicated more students are enrolling in workforce programs in preparation for jobs. Mr. Vázquez indicated enrollment for students has increased in vocational education programs.

In reviewing the goals, Ms. Woolery stated that goal #9 was too specific and requested it be modified.

2.8 Approval of 2010-2011 Vision and Goals

Mr. Didion indicated that staff recommend reaffirming the board's vision statement and goals, with the exception of combining goal 9 with goal 3, and adding the word "update."

Upon reviewing the board's vision statement and goals, board members discussed Item 2.4 (Presentation of Fall 2005-Fall 2009 Enrollment Trends and Student Characteristics) as related to the board's goals. Mr. McLoughlin asked how the data is verified for the report.

Mr. Vázquez indicated staff discovered students completed programs to enhance their level of expertise yet had not applied for certificates in their respective fields. As the state requires the college to report the number of certificates earned, it appeared the college's numbers were low. Staff encouraged students to apply for certificates and several students responded as reflected in the increase of certificates earned from 2007-08 (226) to 2008-09 (344). The district is in the process of developing an automated method of transcript auditing in the Datatel software program to track students eligible to apply for certificates. Mr. Labrado asked that this explanation be included in future reports.

2.8 Approval of 2010-2011 Vision and Goals – (cont.)

Mr. McLoughlin asked that statistics be linked to the board's goals to evaluate implementation of the goals and this information be provided on a quarterly basis. Dr. Hernandez agreed with Mr. McLoughlin's recommendation and indicated current information had been collected during the past six months.

Ms. Woolery requested statistics be provided on an annual basis.

In concern for staff time, Mr. Yarbrough asked that current information be provided at either the next board meeting or the one thereafter, and significant changes be provided as necessary.

Mr. Hanna thanked those involved in providing feedback to the board on its goals as it assisted the board in reviewing its vision statement and goals for 2010-2011. He asked the student trustee if there was additional input from the students' perspective on goals being met or suggestions of new goals.

Due to the economic crisis, Ms. Holguin indicated students are pursuing business and science degrees instead of educational degrees. She reported students are not able to enroll in classes that enable them to transfer to a university, and if they are able to meet transfer requirements, it is difficult to transfer to a university since universities are not accepting applications at this time.

Mr. Hanna asked the academic senate presidents for suggestions relating to the board's goals. Mr. Zarske indicated SAC has a committee to explore methods of going green without spending.

Mr. Hanna indicated he did not object to merging goals 3 and 9. He agreed with Mr. McLoughlin's request for data related to accomplishing board goals and agreed with Mr. Yarbrough's concern of staff's time in providing data. He recommended data include comparisons such as how RSCCD is going green compared to neighboring districts.

In reference to goal 5, Mr. Hanna indicated the information provided was helpful but requested more detail in order to establish benchmarks to evaluate implementation of the goal. He assumes staff understands the board would like greater emphasis on staff pursuing alternative public and private funding sources.

Mr. Hanna asked that staff provide the following information in the annual report: the amount of people giving donations to the foundations and the comparison of what was given the previous year, income projections from the private sector, the amount of grants the district has received compared to other districts, any problems the community has experienced related to use of facilities, and a pathway to restoration for eliminated programs and classes.

2.8 Approval of 2010-2011 Vision and Goals – (cont.)

Mr. Hanna asked if the board's goals assisted staff in recommending to the board a plan to protect students from exterior political threats such as fee increases or students weathering the economic storm.

Dr. Hernandez indicated the board's vision statement and goals have the flexibility to handle current political situations.

Dr. Hernandez stated he has not directed staff to plan a pathway for restoration of programs or classes. He is currently focusing staff on retaining current programs and classes unless otherwise directed by the board.

Dr. Chapel asked that "when possible" and "where possible" be removed from goals 2, 3, 4, 7, and 8. Dr. Hernandez indicated staff supported removing the phrases from the five goals.

Mr. Yarbrough asked Dr. Hernandez to consider a fee for service program whereby students would pay fees associated with a program.

Mr. McLoughlin expressed concern over students unable to enroll in courses to complete their degrees. He asked if certain degrees were more at risk and if the district has implemented a plan to meet this demand.

Dr. Hernandez indicated the Department of Finance (DOF) has been researching athletic and recreational physical education classes as a possible means of additional reductions to the state budget. In anticipation of these programs becoming part of future budget reductions, the college presidents have begun planning for the effect this may have on the colleges and focusing on offering basic skills courses.

Dr. Hernandez has asked the college presidents to consider Mr. Yarbrough's recommendation of a fee for service program.

Mr. Vázquez reported there is not a major at SAC or SCC that a student is unable to attain; however, majors have been affected by a reduction of personnel and elective classes. He indicated staff met with faculty when SCC reduced personnel and classes and it is expected that the same plan will occur when the college receives funding to restore them. He reported the college has reduced discretionary costs immensely and is planning for the next round of reductions.

Mr. Hanna commented that Dr. Hernandez' points were well taken in response to his concerns. His question of whether the board needed to add a goal toward planning for the future had been answered. Mr. Hanna is glad to hear staff is discussing a restoration plan. Mr. Hanna indicated that if both colleges are unable to restore classes, perhaps one college would be able to.

2.8 Approval of 2010-2011 Vision and Goals – (cont.)

Mr. Barembaum reminded the board that the district has had a full-time faculty and classified staff hiring freeze in effect and suggested the pathway to restoration include rehiring faculty and classified staff.

It was moved by Mr. Yarbrough and seconded by Ms. Woolery to approve the 2009-2010 vision and goals as the 2010-2011 vision and goals with the following revision: Consolidate Goals 3 and 9 to read:

“Update and implement facilities master plans, maximize college and community use of facilities, and incorporate “green” efforts into facilities development and other efforts where possible and cost-effective.”

Mr. McLoughlin asked that Dr. Chapel’s earlier concerns be incorporated by removing “when possible” and “where possible” from Goals 2, 3, 4, 7, and 8. Discussion ensued.

Mr. Yarbrough and Ms. Woolery accepted Mr. McLoughlin’s revisions as a friendly amendment.

The motion carried unanimously to approve the 2010-2011 vision and goals as follows:

**Vision Statement
2010-2011**

Rancho Santiago Community College District is a learning community. The college district and its colleges are committed to ensuring access and equity, and to planning comprehensive educational opportunities throughout our communities. We will be global leaders in many fields, delivering cost-effective, innovative programs and services that are responsive to the diverse needs and interests of all students. We will be exceptionally sensitive and responsive to the economic and educational needs of our students and communities. The environment will be collegial and supportive for students, staff, and the communities we serve.

We will promote and extensively participate in partnerships with other educational providers, business, industry, and community groups. We will enhance our communities' cultural, educational, and economic well-being.

We will be a leader in the state in student learning outcomes. Students who complete programs will be prepared for success in business, industry, careers, and all future educational endeavors. We will prepare students to embrace and engage the diversity of our global community and to assume leadership roles in their work and public lives.

2.8 Approval of 2010-2011 Vision and Goals – (cont.)

2010-2011 Goals

1. Promote a learning community environment that is innovative, student-centered, and celebrates student achievement.
2. Provide access and retention for completion programs, including transfer, vocational, and high school diploma programs; and prepare students for success in their academic, career, and personal life endeavors.
3. Update and implement facilities master plans, maximize college and community use of facilities, and incorporate “green” efforts into facilities development and other efforts when cost-effective.
4. Promote flexible, cost-effective educational programs and services including the use of cutting-edge technology and educational program delivery via technology.
5. Pursue alternative public and private funding sources to increase the district’s fiscal sustainability and to implement the district’s vision and goals, and encourage the foundations and district to create plans for capital and program campaigns and alumni association development.
6. Maintain a positive, productive working environment for employees, recognizing and embracing diversity and enhancing staff development opportunities that address innovation and technology.
7. Expand partnerships with business, labor, community groups, universities, schools, and other public and private agencies in order to enhance the district’s resource development; ensure student access and success; ensure robust economic development programs; and be responsive to workforce development needs and high demand career fields.
8. Assess the educational needs of the communities we serve, and enhance awareness of the colleges and community involvement through outreach and advocacy among community constituencies and leaders.

3.0 GENERAL

3.1 Resolution #10-03 in Honor of Congressman Ed Royce

It was moved by Mr. Hanna and seconded by Ms. Woolery to adopt Resolution #10-03 in honor of Congressman Ed Royce. Discussion ensued. The motion carried unanimously.

3.2 Board Member Comments

Ms. Holguin thanked the board for its concern regarding students not meeting their educational goals and the possibility of a tuition increase during this difficult economic time.

Dr. Chapel, Mr. Conley, Mr. Hanna, Mr. McLoughlin, Ms. Woolery, and Mr. Yarbrough thanked staff for the information provided to assist the board in reviewing and approving its vision statement and goals for the 2010-2011 academic year.

Ms. Woolery congratulated staff for its hard work toward the removal of warning status related to the accreditation report.

Mr. Hanna, Mr. Labrado, Mr. McLoughlin, and Ms. Woolery gave brief reports on the recent legislative visit to Sacramento. Ms. Woolery indicated Ms. Laurie Weidner would be presenting a full report at the next board meeting.

Mr. Yarbrough commented on the effectiveness of shared governance in the district's planning and budget process.

Regarding goal 3, Mr. Yarbrough expressed appreciation that the district's green efforts be cost-effective.

Mr. Hanna announced plans for a farewell dinner for Dr. Hernandez which includes a fundraiser for college programs to be held on April 29. He encouraged board members to participate in fundraising efforts for this event.

Mr. Labrado appointed Mr. Yarbrough as the board's representative to China, and appointed Mr. McLoughlin as the board's representative to the Orange County Business Council.

4.0 ADJOURNMENT

The next regular meeting of the Board of Trustees will be held on February 22, 2010, at the District Office, 2323 N. Broadway, Santa Ana, California.

There being no further business, Mr. Labrado declared this meeting adjourned at 7:50 p.m.

Respectfully submitted,

Eddie Hernandez, Jr., Ed.D.
Chancellor

Approved: _____
Clerk of the Board

Minutes approved: February 22, 2010