

BOARD OF TRUSTEES	SPECIAL MEETING
SANTA MONICA COMMUNITY COLLEGE DISTRICT	April 30, 2007

SPECIAL MEETING – MINUTES

A special meeting of the Santa Monica Community College District Board of Trustees was held on Monday, April 30, 2007 at Santa Monica College Board Room, 1900 Pico Boulevard, Santa Monica, California.

I. ORGANIZATIONAL FUNCTIONS

A Call to Order: 5:30 p.m.

B Roll Call

Dr. Susan Aminoff, Chair - Present
 Rob Rader, Vice-Chair - Present
 Judge David Finkel (Ret.) - Present
 Dr. Nancy Greenstein - Present
 Louise Jaffe - Present
 Dr. Margaret Quiñones-Perez - Present
 Dr. Andrew Walzer - Present

II. CLOSED SESSION

Conference with Labor Negotiators, pursuant to Government Code Section 54957.6

Employee Organizations: CSEA Chapter 36 and SMC Faculty Association

Agency Designated Representatives:

Marcia Wade, Vice-President, Human Resources

Ellen Shadur, District Counsel/Negotiator

III. PUBLIC SESSION - ORGANIZATIONAL FUNCTIONS – 7:45 p.m.

C Closed Session Report – None

D Pledge of Allegiance – Howard Aminoff

E Public Comments

Lantz Simpson
 Nansheri Lieberman
 Bernie Rosenloecher
 Sarah Spitz
 Connie Lemke
 Richard Tahvildaran-Jesswein

IV. MAJOR ITEMS OF BUSINESS

F Budget Discussion

- Three-Year Budget Presentation
- Strategic Budget Plan Elements

The Board of Trustees approved by acclamation the objectives and principles presented by Superintendent/President Tsang with comments and suggestions made by trustees to be incorporated (attached).

- Sample Benchmarks to Guide Budget and Resource Allocation Decisions (attached)

V. ADJOURNMENT: 9:35 a.m.

There will be a special meeting of the Board of Trustees for the purpose of holding a closed session on Saturday, May 12, 2007.

The next regular meeting of the Santa Monica Community College District Board of Trustees will be Monday, May 14, 2007 at 7 p.m. (5:30 p.m. if there is a closed session) in the Santa Monica College Board Room and Conference Center, Business Building Room 117, 1900 Pico Boulevard, Santa Monica, California.

Santa Monica Community College District
Strategic Budget Plan Elements
April 30, 2007

Objectives

1. Develop a budget plan that brings available ongoing revenues and expenditures into balance effective with the adoption budget for 2009/10.
2. Going forward from the 2007/08 budget establish benchmarks that will help guide budget decisions for the College.
3. Protect the College's ongoing operation by maintaining a fund balance of 5% or more going forward from 2006/07.

As it works to accomplish these objectives, the College will do so consistent with the following set of principles. These principles are intended to influence the decision making and budget development process. Some may be considered shorter term, meaning the next two to three budget cycles, while others will have an impact beyond the immediate circumstance.

Principles

- A. Maintain course offerings that are responsive to current student needs but are also fiscally sound based on established measurements such as: WSCH/FTEF (Weekly Student Contact Hours/Full Time Equivalent Faculty).
- B. Establish and maintain an acceptable cost effective level of learning resources and student support services based on comparative performance data as determined by the College.
- C. Maintain employment for permanent personnel and avoid layoffs.
- D. To the degree that they are the basis for revenue projections ensure that enrollment growth estimates are realistic and can be achieved within the fiscal limitations of the College.
- E. Where possible and practicable, use staff attrition and/or existing vacancies as one means of reaching budget targets.
- F. Expedite changes that may produce lower costs over time such as energy saving retrofits, alternative energy sources, reduction or consolidation of facility usage, etc.
- G. Continue to seek external sources of funding, such as grants, to support the College's core missions, but avoid those with matching, management, or reporting requirements that demand significant college resources.
- H. Establish priorities for Unrestricted General Fund support of activities or programs outside of the core mission of the College.
- I. Develop a budget process that manages the growth of expenditures based on: analysis of program need (rather than historical allocations); realistic expectations of revenues; updated market information; and performance measurements.

- J. In light of the current financial circumstance review ongoing and future planning initiatives in terms of their long term advantages to the College in meeting public demand for services, improving student success outcomes, or to provide new revenues. Modify, defer, or abandon as appropriate those for which the costs outweigh their potential for furthering the College's core missions and goals.
- K. Make effective use of the College's established planning structures and processes to recommend specific actions to reach the stated objectives, following the principles listed above. The College President shall clarify how these recommendations will be evaluated and the timelines necessary to arrive at a set of final recommendations for any particular budget cycle.
- L. Programs will not be eliminated or reduced without careful review.
- M. Benchmarks will be used as a guide to inform the decision-making process.

SAMPLE BENCHMARKS TO GUIDE BUDGET AND RESOURCE ALLOCATION DECISIONS

- Comparative Expenditure Data (possible comparison districts: El Camino, Pasadena, Long Beach, Foothill-DeAnza)—Analyzing Expenditure Categories as Percentage of Budget and Cost per FTES (Based upon Chancellor's Office Data Abstract)
- Comparative Staffing Data in All Employee Categories (possible comparison districts: El Camino, Pasadena, Long Beach, Foothill-DeAnza, Glendale, Mt. San Antonio, Ventura)
- 3-Year Revenue/Expenditure Projections/Scenarios
- 5-Year Revenue/Expenditure Historical Comparison
- FTES Revenue Scenarios
- Actual and Reported FTES
- Weekly Student Contact Hours per Full-Time Equivalent Faculty (WSCH per FTEF)
- FTES per Full-Time Equivalent Faculty
- FTES per Full-Time Equivalent Counselor
- FTES per Full-Time Equivalent Librarian
- Comparative Annual WTH (Weekly Teacher Hour) Use by Department/Discipline
- Courses with Largest Enrollment Each Semester
- High Enrollment/Low Enrollment Courses Each Semester
- Course Sections Added/Cancelled Each Semester
- Nonresident (Domestic) Headcount/Unit Enrollment
- Nonresident (International) Headcount/Unit Enrollment
- Student Contact per Counseling Program per Semester
- Number of Library User Visits per Day/Week/Semester/Year
- Library Reference Transactions per Semester/Year