President’s Report to the College Council
December 5, 2013

This meeting comes between a number of holidays so best holiday wishes to all.

As we approach the end of Fall 2013 the college is doing well. A number of planning and student success initiatives are proceeding in earnest. We received compliments from the AtD coaches during their recent visit about the commitment of participants to use data to improve teaching and learning efforts. And accreditation efforts toward the midterm report in 2015 and the subsequent comprehensive visit in 2016 are beginning to launch. I have inquired officially from ACCJC whether we will still receive a visit at midterm as originally planned but have not received confirmation.

I am pleased to report that the return of Winter intersession appears successful. While there are still some openings, most sections are closed. Student service office hours will be synchronized to an early opening time – 7:30 a.m. – for the first three days of the intersession to accommodate students in 8:00 a.m. classes.

I am also pleased to report that Culver City bus service will resume early service during intersessions starting January 6, 2014. The final safety modifications to B Street and the bus turnaround should have begun this week and should be complete in time to allow bus operators to do practice runs on January 2 and 3. Starting in January, the bus stop in front of GC/SSB will come into service and will be reserved exclusively for the bus.

With the approval by the Board of Trustees Facilities Master Planning and Oversight Committee of West’s 2013 construction master plan update this plan is ready for review by the full board. The trustees will take it up along with the Environmental Impact Report addendum that must accompany such a plan. I have held this item over to the following board meeting in January to allow the college to respond fully to remarks and inquiries by Culver City and neighboring home owners’ associations. We will make reasonable accommodations and clarifications where it makes sense and to ensure our neighbors feel we are listening to them.

Good luck with finals week and thank you for another great semester of service to our students and community.

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Report to College Council  
December 5, 2013  
Ken Takeda, Budget Committee Co-Chair

Here are highlights of the last college Budget Committee held on November 21, 2013.

- **Allied Health Budget Supplement**: The Committee recommended a budget augmentation to pay for paper towels for the Allied Health program but as part of Plant Facilities’ campus-wide supply budget, not as part of Allied Health’s budget. Ken Takeda will work with Plant Facilities to determine how much extra must be added to cover this request, which should be less than the $4,232 requested.

- **FY 2013/14 1st Quarter Financial Meeting**: On Nov 7 the college administration met with the District budget, finance and attendance accounting staff to review financial and enrollment results for the quarter ended Sep 30 and projections for the year. The table below summarizes the financial projections.

<table>
<thead>
<tr>
<th></th>
<th>College Projection</th>
<th>District Projection</th>
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<tbody>
<tr>
<td>Beginning Balance</td>
<td>$2,473,981</td>
<td>2,473,981</td>
</tr>
<tr>
<td>Total Revenues</td>
<td>$33,355,445</td>
<td>33,190,695</td>
</tr>
<tr>
<td>Expenditures</td>
<td>$32,592,695</td>
<td>32,563,214</td>
</tr>
<tr>
<td>Year-end Balance</td>
<td>$762,750</td>
<td>627,481</td>
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</table>

Full-Time Equivalent Students (FTES) are projected at 7,009, up from 2012/13 actuals of 6,774, and more than the current year’s funded base of 6,747, state-funded growth of 6,857 and state/district-funded growth of 6,992.

- **Other Financial Reports**: The state’s Legislative Analyst’s Office fall budget forecast was released on Nov 20. It predicts large increases in the minimum guaranteed funding for K-14 education under Proposition 98: $3.1 billion over the FY1314 budget and $3.3 billion for FY1415. However, the manner and timing of funding increases are subject to decisions by the Legislature and Governor.

- **Joint PIE/Budget Committee Meeting**: A date change from Feb 27 to March 6, 2014 was proposed due to a conflict with the AtD conference on the original date.

- **District Budget Committee**: At its meeting of Nov 13 the DBC approved funding for 9 of 10 new positions requested by the Educational Services Center beginning in FY1314. This is in addition to five positions previously approved by the Chancellor and Board. This matter goes before the BOT Budget and Finance Committee on Dec 4. Also recommended by the DBC are changes to the policy governing repayment of past budget deficits by the colleges. The changes would require West to accelerate its repayment period from five to three years, beginning in 13/14, and double its 13/14 payment of $119,233 to $238,466 in both 14/15 and 15/16. In addition, colleges with new presidents would be exempted from debt repayment for one year, which would apply to the other four debtor colleges: City, Harbor, Southwest and Valley. Those colleges could also have some of their debt forgiven.

Budget Committee meets the 4th Thu of the month, 2:30-4:30 pm, SSB 414
REVISION #1

DISTRICT FINANCIAL ACCOUNTABILITY MEASURES
(DBC Recommendation, September 18, 2013)

Operating Standards and Measures for Monitoring and Assessment of College Fiscal Conditions

To ensure sound fiscal management and provide a process to monitor and evaluate the financial health of colleges within the District, the overall assessments of a college’s financial condition will include, but not be limited to, the following operating standards:

1. College’s budget shall be balanced in terms of funds available for appropriation throughout the fiscal year. Should funds available be reduced, corresponding expenditures are expected to also be reduced.

2. College shall be expected to develop its long-term enrollment plan to meet its education mission, and maintain enrollment data on all disciplines and instructional programs. The enrollment data shall include, but not be limited to, FTES, student headcount, teaching faculty productivity by discipline area, average class size, class sections offered, and cost per FTES.

3. College shall be expected to maintain position/assignment control on all personnel assignments, both academic and classified, to ensure that costs do not exceed budget.

4. College shall develop its annual college financial plan and provide to the Chancellor timely college budget and expenditure reports and/or fiscal analyses to assist in monitoring the financial health of the college.

5. At a minimum, the college shall provide to the Chancellor quarterly status reports on expenditures and on the college’s overall fiscal status.

6. Each College President and the Deputy Chancellor shall be responsible to the Chancellor for the management of the college’s and District Office’s total budget. Budget management includes maintaining a balanced budget, as well as the efficient and effective utilization of financial resources.

7. College is required to set aside 1% of its revenue as a college reserve. If a college’s expenditures or projected expenditures exceed its revenue, college shall be required to submit a self-assessment and review to the Chancellor, and to develop a written action plan to satisfactorily address the identified fiscal concerns.
8. If the college ends the year in a deficit greater than 1% of its budget or $500,000, whichever is less, it is required to:

- Perform self-assessment and review.
- Submit to the Executive Committee of the District Budget Committee a financial plan that addresses the college’s financial health concerns consistent with the measurement criteria as indicated in Attachment I.
- Participate in a quarterly review as requested by the Executive Committee of the District Budget Committee on the college’s fiscal condition.

9. If a college has experienced three consecutive years of deficits, or a deficit of 3% or one million dollars, whichever is less, the college shall be required to submit a detailed recovery plan for achieving fiscal stability. The Chancellor shall evaluate the college’s recovery plan and may recommend to the Board of Trustees that a special emergency response team be appointed to monitor and regulate the enrollment management and fiscal affairs of the college.

10. The Chancellor shall review the college’s fiscal affairs and enrollment management practices as part of the College President’s annual performance evaluation. The Chancellor must report to the Board of Trustees any significant deficiencies and take any corrective measures to resolve the deficiencies up to and including the possible reassignment or non-renewal of the college president’s contract.
ATTACHMENT I
Measurement Criteria

1. Deficit Spending
   - Is the college deficit spending more than 1% of its revenue budget over multiple years?
   - Is the deficit spending addressed by ending balance, college reserve, or built-in growth revenue?

2. College’s Overall Instructional Measures:
   - Is teaching faculty productivity (FTES/FTEF) greater than or equal to 510?
   - Is average class size greater than or equal to 34?
   - Are costs per FTES by instruction, instructional services, student services, maintenance and operations, and other non-instructional support services greater than or equal to average costs among small or large colleges within the district and statewide average?
   - Are administrative costs per FTES greater than or equal to average costs among small or large colleges within the district and statewide average?

3. Full Time Faculty Hiring Obligation
   - What is the college’s full-time and part-time ratio and obligation (excluding faculty over-base)?

4. College Expenditures and Staffing Trends over the last five years
   - Is percentage of budget allocated to salaries and benefits at or less than district-wide average?
   - Is the college using one-time funds to pay for permanent staff or other ongoing expenses?
   - Is faculty, administration, and classified staffing level comparable with other colleges within the District?
   - How do expenditures by activity (instructional, instructional services, student services, and non-instructional activities) compare to other colleges in the district?
   - How do the release and reassigned FTEF and expenditures such as release times for bargaining unit and department chair non-instructional activities compare to other colleges in the district?
   - How do utilities and other non-salary operating expenditures by activity compare to other colleges in the district?

5. Enrollment Management
   - Does a college have a multi-year plan for enrollment growth and class sections offered? Does a college’s plan address changes in the class offerings and the
maintenance of instructional productivity (FTES/FTEF)? Has the enrollment been stable over the last five years?

- Are academic and classified staffing adjustments consistent with the enrollment decline?
- Does the college continuously analyze its enrollment trends and class offerings?

6. College’s Overall Educational Program Evaluation

- Is a college’s enrollment and fiscal plan consistent with its overall educational program mission?
ATTACHMENT II

Information to be Used to Perform the Assessment:

College’s Self-Assessment and Review
Apportionment Attendance Report
Enrollment Projection
Instructional Measures (FTES/FTEF)
Average Class Size
FTES and Expenditures ranking
College Quarterly Financial Status Report
Monthly Projection and College Financial Plan
Unrestricted General Fund by Activity
College Expenditure Trends over last five years
Full Time Faculty Hiring Obligation
Release Times and Reassigned Times
Other Available Information (Enrollment data, Fiscal Data, Staffing Plan, etc...)

Other Suggested Criteria:

FTES per FTEF by discipline
Percentage of Weekly Faculty Contact Hours (WFCH) taught by full-time and part-time faculty
Cost per FTES for each program and compared with other colleges and districts
Adequate/Proper Reserve Level or Ending Balance
Cost reduction measures to preserve revenues and mitigate further potential deficits

Other Items for Discussion

Deficit repayment schedule
Emergency loans for financial relief
Required actions to curtail and manage spending if certain conditions exist
- Security fencing / gates
- Area lighting
- RF activated tags on IT servers and monitors at exits
- Broadcast: offices, classrooms, corridors, outside
- Fire alarm
- Intrusion alarms
- Security cameras
- Emergency Notification System (text)
- Access-control RFID readers at selected entrances
- One-card access control: servers, storage, cards

Campus-wide Security Project
Operational Security Issues

- Safeguarding of college-issued mobile devices
- Follow-up communications to faculty re: incidents
- Conduct student conduct
- Lock-out / barricade capacity of classrooms; keys
- Evening escorts for faculty from classroom to car

Student Security Report
Evacuate Campus; Lock-Down

Major steps for scenerios - Evacuate & Assemble:

- Email, SARS
- Launching Communications (text, phone, web)
- Emergency contacts
- Identity and Train Area Supervisors
- Action check lists for major roles in EOC
- Describe roles of EOC staff
- Identity and Train EOC staff

Emergency Operations Plan
Emergency Operations Plan

EOC Progress

Practice: "Complete EOP, EOC supplies

Needed: EOC team practice; Area Supervisor Awareness higher

Installed

Emergency notification devices running and being training 75%

How to launch communications documentation &

Area Supervisors identified and training

Document progress
The Educational Master Plan Workgroup is a collaborative effort of the Academic Senate Educational Policies and Standards Committee and the Planning and Institutional Effectiveness (PIE) Committee.

Continuing West’s EMP Tradition

West’s Educational Master Plan 2011–2014 is scheduled to expire next year. In order to prepare an updated plan, the Academic Senate’s Educational Policies & Standards Committee (EPSC), together with the Planning and Institutional Effectiveness (PIE) Committee, formed the Educational Master Plan Workgroup.

The current Educational Master Plan 2011–2014 has 5 goals and related Objectives, Implementation Specifics, and Measures of Achievement. The 5 goals relate to student learning, transfer, career technical education, foundation skills and diversified modes of instructional delivery. The Plan was thoroughly evaluated by the Workgroup for areas to retain and areas to modify.

Some of the guiding principles for the development of the new plan include designing the plan to have a college-wide perspective rather than purely academic; folding in the current Student Services Plan, especially as it relates to student success; and having a 6-year timeframe for the plan with rolling annual updates, so that the plan always remains current.

Timeline for Development

The Educational Master Plan Workgroup began work in spring, 2013. When a co-chair and consultant were added to the group, the Workgroup began meeting twice a month.

Tasks & Milestones:
Oct. 9—Establish initial organization, scope, duration, and contents of the Plan.
Nov. 27—Summary of 1) relationships with other major plans, processes and standards; and 2)implications of internal and external evidence.
Dec. 11—Draft of initial planning assumptions and constraints.
Feb.—Leadership Retreat
Feb.—Brainstorm Strategic Goals and Objectives
April—Solicit feedback on draft plan
April—Submit Plan to shared governance bodies
May—Submit to president for approval
Alignment with Current College Plans and Processes

The Educational Master Plan (EMP) ‘drives’ the other major college plans. For this reason, and in order to be more effective, the EMP should be thoroughly integrated with the other major plans, processes and policies on campus. The EMP Workgroup has evaluated the possible implications for the new EMP of current college plans and related processes and policies, including:

- Our current [soon expiring] EMP
- Our Technology Master Plan
- Our Student Services Plan
- Our Facilities Plan

- Our Foundation Skills Plan
- Our Achieving the Dream Plan
- Our Equity Plan
- State Equity Plan
- Resource allocation process
- Budget development calendar
- Facilities Needs Analysis
- Institution Set Standards
- Student Learning Outcomes Process
- ACCJC Accreditation Standards
- FPPI policy and process
- ACCJC Rubric for Evaluating Institutional Effectiveness
- Program Review Handbook

Student & Community Needs

The EMP Workgroup wants to ensure that the EMP responds to identified needs of the students and of West’s community. The Workgroup examined a wide array of data about who we are and whom we serve. These data included, in part:

- Student Demographic Trends, Placement, and Enrollment Sources
- Creating Pathways to Graduation Report
- Program Review Data
- ARCC Scorecard [5 year Trends]

- 2013-4 Budget: Analysis of Higher Education Budget
- Regional Scan and Program Demand Report
- L.A. County 10 Years Later: A Tale of Two Cities, One Future Report
- Rights of Adult Readers and Learners Report
- Pathways to Student Success in English and Math Foundations Report
- Budget and Personnel Trends
- Campus Climate Survey Data
- Student Survey Data
- Focus Group Comments

New EMP Web Site

The Educational Master Plan website is located here:

www.wlac.edu/orp/planning/planning_committee/EMP.html

The Workgroup is eager to receive any thoughts, ideas or questions you may have about the new plan and its development.

Please contact the Workgroup co-chairs to provide your input.

Holly Bailey-Hofmann: BaileyHH@wlac.edu
Rebecca Tillberg: tillberw@wlac.edu

There will other more formal opportunities for your input in the spring.