

Meeting Notes
Process Timelines Review
Monday, November 9, 2015, 10:30 a.m.
Board Room

Attendees:

David Zielinski, Dean of Arts, Letters and Learning Services
Tina Aguirre, Dean of Health & Safety
Efrain Silva, Dean of Economic and Workforce Development
Linda Amidon, Administrative Assistant to the CIO/ALO
Dixie Krimm, Curriculum/Academic Systems Specialist
Melody Chronister, Schedule Publication/Academic Systems Specialist
Jose Carrillo, Director of Institutional Research
John Lau, Chief Business Officer
Carlos Fletes, Director of Fiscal Services
Ted Ceasar, Dean of Counseling
Sergio Lopez, Interim CSSO

Absent:

Dr. Nicholas Akinkuoye, CIO/Accreditation Liaison Officer (ALO)
Dr. Ash Naimpally, Dean of Math & Science

Background

A recent review of the college's planning processes identified a major disconnect between the curriculum process and other key planning processes. Under the current planning process, program review is completed; the schedule for the next academic year is built; and FTES budget projections are made. But curriculum changes haven't yet been approved by the Chancellor's Office.

The purpose of the meeting was to review the planning process timelines to address this issue, identify other conflicts or issues, and make recommendations for improvements. The key processes reviewed included program review, curriculum, schedule development, and budget development.

The Continuous Accreditation Readiness Team (CART) looks at all college processes to ensure compliance with accreditation standards, but the owners of the processes reviewed include:

- Student Services: Program Review
- Academic Senate: Curriculum
- Academic Services: Schedule Development
- Administrative Services: Budget Development

A review of the processes shows there is no wiggle room in the timelines, except in January when faculty is not here (off contract period). In addition, the campus is closed during Thanksgiving week and two weeks in December.

It was noted that program review was previously a three-year cycle. A major benefit of a three-year program review cycle is that more focus could be placed on the budget, which is driven by all other planning processes.

It was noted that the planning process timelines has a greater impact on department chairs, as they must complete program review, plan the next academic year annual class schedule, and review curriculum and submit changes, and all must be completed by December.

To address the complexity of coordinating the planning processes, and to assist President's Cabinet in ensuring timelines are met, CBO Lau requested that a simple calendar or checklist be developed which shows the major activities and due dates.

Discussion and Recommendations

The items below represent the discussion and recommendations made by the group. The recommendations have been incorporated into the attached process timelines matrix. Three specific items have been identified for follow-up:

1. Director of Institutional Research Jose Carrillo will run a report of all 2016-2017 resource enhanced requests
 2. Dean of Counseling Ted Ceasar will check on the possibility of building the academic calendars in Banner earlier
 3. CBO John Lau will discuss budget development process changes with Information Technology staff
- CBO Lau requests that a rep from each resource planning committee attend Budget and Fiscal Planning Committee (BFPC) meetings when discussion regarding prioritization of enhanced budget requests takes place
 - CBO recommends postponing funding enhancements until all processes are completed; reasonable estimates are acceptable in the meantime in order to avoid unexpected late additions to the budget
 - Recommendation was made to capture curriculum changes in April; preliminary costs could be captured in December pending Chancellor's Office approval; this adds a step to IT staff's process of pulling budget numbers from Banner and would require calculation outside Banner to include these costs; IT staff must be included in this discussion
 - Recommendation was made for President's Cabinet to review preliminary enhanced requests in December, and confirm decisions in February
 - CBO Lau stated he is not opposed to adding new items to the budget, but the budget must be balanced; if new programs or new items will be added, then something old must be eliminated; programs must determine cuts to existing program costs in order to bring in new items which have been identified as more important
 - CBO Lau recommended that a step be added to the budget development process for dialogue/problem resolution, since the process requires input from more than just President's Cabinet; he suggested an active workshop could take place after a preliminary budget is developed in December
 - The group concurred that decisions regarding program elimination must be made at the executive level

- The faculty recruitment/hiring process is also impacted; the college has traditionally begun recruitment late, after most colleges have completed recruitment/hiring; recommendation was made to offer the retirement incentive earlier (in December) to address this issue (impacts hiring of replacements only); CBO Lau indicated this could possibly be accomplished this year, he will discuss with President's Cabinet
- A personnel listing will be provided earlier, in October instead of November, following the first full payroll in September
- Recommendation was made to include a variance analysis in the budget development timeline: one at the end of February when the first budget draft is generated, and another at the end of March when the second draft of the budget is made available
- A schedule change cutoff date was also added to the schedule development timeline: changes, with a solid estimation of fiscal impact, due by May 1
- Key dates were added to the program review and schedule development timelines to specifically assist department chairs: Review and updates of program review objectives to take place in March and June; course enrollment data will be provided after census in spring
- Recommendation made to build the calendar in Banner earlier (in May instead of July); a discussion with Admissions & Records is required to determine if this is a possibility; Dean Ted Ceasar will discuss with Interim CSSO Sergio Lopez
- Distance Education course development process timelines were also found to be in conflict with curriculum and schedule development timelines; changes to address the issues were made to the Curriculum timeline: Notice of intent to develop a DE course due August 30, as part of program review and budget development; 50% of the course to be developed by November for submission to the DE Committee for approval by December
- It was noted that admissions applications are now being accepted in October (was April), which could also impact planning processes; closer review is needed

Program Review, Curriculum, Enrollment Management, and Budget Development Timelines

	PROGRAM REVIEW	CURRICULUM	SCHEDULE DEVELOPMENT	BUDGET DEVELOPMENT
JUL	1. Dir. Inst. Research prepares DATA for program review		1. Jul 30, EMTF reviews recommendations from SS, FTES targets, faculty avail, and budget constraints to confirm scheduling parameters 2. Fall Regis begins 3. Enrollment monitored and action is taken to meet high demand	
AUG	2. DATA distributed for Program Review 3. Program Review begins	1. Aug 30, DE Cmte. deadline – anyone interested in developing online, must submit before	4. Aug 25, schedule templates sent to Deans and Chairs to prepare next academic year schedule	1. BFPC reviews and adopts <u>final</u> Budget for next year
SEP	4. Sep 30, Program Review completed in SPOL		5. Sep 15, EMTF reviews FTES goals vs. actual to determine effectiveness of the plan for this fall 6. Sep 30, Win/Spr Student Guide Development 7. Sep 30, schedule for next academic year submitted	2. Final budget submitted to Board
OCT	5. Oct 5, Program Reviews forwarded to Deans and VPs for approval in SPOL. 6. Oct 15, Dir. Inst. Research packages report on all resource requests and forwards to Planning Committees 7. Oct 30, Planning committees prioritize requests and forward		8. Winter/Spring Schedule Published	3. Oct 5, Personnel list provided by 10/5/15 4. Oct 5, Program Review due 5. Oct 15, Resource committees receive SPOL report of all requests 6. Oct 30, Personnel list verified and returned

Program Review, Curriculum, Enrollment Management, and Budget Development Timelines

	recommendations to BFPC			
NOV	<ul style="list-style-type: none"> 8. Nov 1, PC to determine retirement options 9. Nov 15, President's Cabinet finalizes faculty and staff positions 	<ul style="list-style-type: none"> 2. Nov, 1 DE Cmte. deadline for 50% of course completed for Summer-Fall next year 3. Nov 25, DE Cmte. approvals 	<ul style="list-style-type: none"> 9. Nov 21, FT faculty selection for next year due 3rd week 10. Winter/Spring Registration Begins 11. Enrollment is monitored 	<ul style="list-style-type: none"> 7. BFPC sends prioritization to President's Cabinet 8. Nov 15, Pres/HR sends memo to all staff re retirement options
DEC	<ul style="list-style-type: none"> 10. Dec 5, President's Cabinet finalizes and approves preliminary enhanced resource requests 	<ul style="list-style-type: none"> 4. Dec 1, Course/program changes deadline if change will impact catalog 5. After Dec 1, Course/program changes should have an estimate of the impact to units, FTES, and salary accounts 		<ul style="list-style-type: none"> 9. Dec 5, Pres Cabinet finalizes and approves preliminary enhanced resource requests
JAN	<ul style="list-style-type: none"> 11. SEMPC conducts assessment of Institutional Goals 		<ul style="list-style-type: none"> 12. Jan 25, FTES projections and faculty budget calculated based on next year schedule 	<ul style="list-style-type: none"> 10. Jan 1, Upload approved enhanced requests to draft budget
FEB		<ul style="list-style-type: none"> 6. Feb 25, Curriculum approves items received in December and forwards to Academic Senate. 	<ul style="list-style-type: none"> 13. Feb 15, Summer Student Guide Development 	<ul style="list-style-type: none"> 11. Feb 15, 1st Draft budget 12. Feb 28, Variance analysis done 13. Feb 28, President's Cabinet re-CONFIRMS budget and enhancements decisions
MAR	<ul style="list-style-type: none"> 12. Mar 15, Program Reviews objectives updated by Chairs and Coordinators 	<ul style="list-style-type: none"> 7. Mar 21, Board approval of Curriculum actions in Dec. 8. Mar 25, Curriculum specialist submission to Chancellor's Office 	<ul style="list-style-type: none"> 14. EMTF reviews FTES goals versus actual to determine effectiveness of the plan for this spring. 15. Summer Schedule published 	<ul style="list-style-type: none"> 14. Mar 15, 2nd Draft budget 15. Mar 30, Variance analysis re-done
APR		<ul style="list-style-type: none"> 9. Apr 1, DE Cmte. deadline for 50% completed for Winter – Spring approval 	<ul style="list-style-type: none"> 16. Summer Registration Begins 17. Enrollment is monitored and action taken to meet demand if possible. 	<ul style="list-style-type: none"> 16. Apr 30, President's Cabinet RE-CONFIRMS budget & enhancements decisions

Program Review, Curriculum, Enrollment Management, and Budget Development Timelines

		10. Apr 30, Banner updated as Chancellor's Office approvals are received.		
MAY	13. May 15, SEMPC finalizes review of Program Review process.	1. May 30, Banner updated as Chancellor's Office approvals are received	18. May 1, Schedule changes for following year, require a solid estimation of fiscal impact 19. May 1, Admissions builds next year's calendar in Banner 20. May 25, VPs review recommendations from SS, FTES targets, faculty avail, and budget constraints to confirm/set scheduling parameters. 21. EM parameters set for next year based on annual state budget release 22. Fall Student Guide Development 23. May 30, Preliminary schedule template or current schedule with performance issued to Chairs/Coordinators	17. May 25, Final Budget to BFPC
JUN	14. Jun 15, Program Review Objectives updated by Chairs and Coordinators	2. Jun 30, Banner updated as Chancellor's Office approvals are received.	24. EM Targets communicated to campus 25. Fall Schedule Published	18. Jun 15, Tentative Budget to Board