1) Area: Enrollment and FTES Analysis; Recommendation 52 Immediately establish at the senior administrative level an explicit, data-driven FTES planning process that relates the size of the course offering to the college's FTES target and other budget goals and will be the basis for all of the college's enrollment management efforts. **2) Area: Enrollment and FTES Analysis; Recommendation 53** Ensure that the FTES planning process is led by the Vice President, Academic Services and the Vice President, Business Services. This process should be dynamically continued throughout the academic year so the plan can be adjusted for external funding changes and actual enrollment results. **3) Area: Enrollment and FTES Analysis; Recommendation 55** Thoroughly evaluate the results of the FTES planning each year to ensure improvement from year-to-year. (**Created 4-9-13**) (**Modified 4-08-14**)	

Activity 1.1:	**Person(s) Responsible**		

1. Review last year's budget and develop a budget model that depicts goals and assumptions *(and FTES needed.)*
 	
2. Review last year's Faculty Obligation Number (FON) and review and compare current Faculty Obligation Number.
 	
3. Develop Fall 2013 and Spring 2014 schedules to meet FTES and budget assumptions.
 	
4. Develop course schedule one year ahead. The 2014-2015 course schedule will be completed by March 2014.
	• President's Cabinet
	
	• Admin Dean HR
	
	• En#1 April 8, 2014 – 100% Complete
	
	  • 2013-2014 Budget approved by Board on 9-12-2013
	
	#2 April 8, 2014 – 100% Complete
	
	  • FON for Fall 2013
	
	#3 April 8, 2014 – 100% Complete
	
	  • Fall schedule model achieved estimated FTES in a M-F balanced approach without additional portable classrooms, utilized data on fill rates, wait lists, etc.
	  • Classroom efficiency assessed simultaneously
	  • Fall schedule was reviewed by Student Services in April 2013
	  • Model was utilized to predict the FTES and estimate FON number		

#4 April 8, 2014

Evidence:

- 2013-2014 Budget;
- Budget assumptions which includes current FTE's number and projected number of FTE's; and
- Pam Deegan's Enrollment Management power point presentation.
- FTES comprehensi

Area: Enrollment and FTES Analysis; Recommendation 56

Take immediate action to make progress toward increasing average **class size** **to 30** (510 WSCH/FTEF) within the next three years. Once this goal has been achieved and maintained, the college should strive to make steady progress toward an average **class size** **of 35** (595 WSCH/FTEF).

(Created 4-9-13) (Modified 3-19-14)

Activity 2.1:	Person(s) Responsible
Department Chairs and Deans will review all courses offered in their department and/or division.	• VP,

Activity 2.3

Develop Trend line which includes
FTES, class cap size and fill rates
and a Course Tracking Tool to

Area: Academic Program Evaluation; Recommendation 64

Require instructional deans and department chairs to focus on scheduling courses that have the greatest student demand, specifically arts and sciences courses, those that fulfill general education requirements (such as United States history), and CTE courses that fulfill core competencies (such as business communication). Similarly, programs should avoid scheduling elective or optional courses, especially those offered at four-year colleges (such as East Asian history), or that provide skills that could be learned on the job (such as office transcription).

(Created 4-23-2013) (E18.0m (-)Tj ET Q

	• VP Instruction Sub Committees: • Instructional Council, • Curriculum Committee, • Student Services Council •		• List completed

Activity 3.4:

1. Conduct assessment of course offerings.

2. Create additional objective assessment criteria.

3. Evaluate credit and non-credit options after assessment has been completed.

Evidence:			
• Course inventory list; and • Program inventory list. • Assessment Criteria Templates (when available) • List of Completed TMC's/ADT's			

Area: Budget Monitoring; Recommendation 29

Use the budget-monitoring tool provided by FCMAT that directs attention to the end-of-year expected results so that staff can better anticipate fiscal year results, identify issues and make early adjustments if needed. By further broadening the application of this tool to each unit overseen by a vice president, the college can develop better budget monitoring and apply resources more effectively.

(Created 5-28-2013) (Modified 3-26-2014)

Activity 4.1:

Activity 4.4:

Area: Fiscal Planning; Recommendation 40
Develop a working enrollment management program using the guidance provided by FCMAT in this area**.**

(Created 5-28-2013) (Modified 4-08-14)

Activity 5.1:	Person(s) Responsible	Timeline	Status and Progress
1. Finalize the Enrollment Management Plan.	• President's Cabinet • Enrollment Management Task Force		April 8, 2014 – 100% Complete • Enrollment Management Plan concepts applied in 2013-2014 schedule • Fall schedule model done and achieved estimated FTES in a M-F balanced approach without additional portable classrooms, utilized data on fill rates, wait lists, etc. •

Activity 7.3A

1. Make data available on

Activity 7.5	Person(s) Responsible	Timeline	Status and Progress
1. Develop the criteria for when Corrective Action Plans are required if FTE's targets are not met.	• VP of Business, VP of Academic Services • President's Cabinet	On-going process (current at the beginning of semester, after census at end of each term)	January 28, 2014– 100% complete • Enrollment Management Plan- this is completed every semester after census (criteria is included in AP)

Evidence:
- Budget Monitoring Tool
- FTES Reports
- Fill Rate Reports
- Program Reviews
- Corrective Action Plans if triggered
- AP

Evidence:			
• CTA 2013-2015 Contract; Article 17.3 • Department Chair job description			

Area: Organizational Review and Budget Development; Recommendation 3

Limit the use of 199-day contracts. They should be used on a very limited basis if they are used at all. (Pg. 27; All nonteaching faculty members are on 199-day contracts instead of the more common base contract of 177 days, with lower-rate overload assignments to be used when demand warranted.)   **(Created 11-12-2013) (Modified November 17, 2014)**

Activity 9.1	Person(s) Responsible	Timeline	Status and Progress:
1. Negotiate to limit the 199-day contracts.	• Admin Dean , HR	June 2013	November 17, 2014– 100% complete • Current CTA contract (2013-2015); Article 15.3.3 reflects a reduction of 5 days to 199-day contracts
Evidence: • 2013-2015 CTA Contract; Article 15.3.3			

Area: Fiscal Planning; Recommendation 34

Initiate negotiations with faculty employees to discuss changes in class size, loading and release time.

(Created 11-12-2013) (Modified November 17, 2014)

Activity 10.1	Person(s) Responsible	Timeline	Status and Progress:
1. Negotiate increase in class size.	• VP of Academic Services • CHRO	June 2013	November 17, 2014 – 100% • There was a class increase approved in the current 2013-2015 CTA Contract, the increase was from 25 to 28; Article 15.16
Activity 10.2: 1. Negotiate limiting release time.	**Person(s) Responsible** • CHRO • CBO	**Timeline** June 2013	**Status and Progress** November 17, 2014 – 100% • There was a significant reduction of reassigned time approved in 2013-2015 CTA Contract, Article 17.13; this resulted in a reduction to the number of part-time faculty.
Evidence: • 2013-2015 CTA Contract; Article 17.13 • Calculations for release time • Report outlining number of part-time faculty members for 2011 compared to 2013.			

Area: Fiscal Planning; Recommendation 35			
Initiate negotiations with classified employees to reduce the percentage, the number of steps, or both on the annual step increment. **(Created 1-28-2014) (Modified November 17, 2014)**			
Activity 11.1 1. Negotiate with classified employees to reduce the annual step increments.	**Person(s) Responsible** • CHRO	**Timeline** June 2013	**Status and Progress:** November 17, 2014 - 100% • Board unilaterally approved the LBFO in August 2014; reduction on the salary schedule from 5% to 3% between steps.
Activity 11.2: 1. Negotiate with classified employees to reduce the number of steps.	**Person(s) Responsible** • CHRO	**Timeline** June 2013	**Status and Progress** November 17, 2014 - 100% • Reduced salary schedule from 15 steps to 5 steps with 4 longevities
Evidence: • Last, Best, and Final Offer Document approved by the Board on August 28, 2014			

Area: Fiscal Planning; Recommendation 36			
Negotiate with employee groups to limit the rate of increase on health benefits, exploring changes that have the greatest impact on limiting costs while maintaining a reasonable level of health coverage. **(Created 1-28-2014) (Modified November 17, 2014)**			
Activity 12.1	**Person(s) Responsible**	**Timeline**	**Status and Progress:**
1. (Negotiate with faculty) District will present proposal to limit increase on health benefits and explore changes that will limit costs.	• CHRO	On-going	November 17, 2014 – N/A • During the 2012-2013 and 2013-2014, the District chose not to increase employee paid premiums. Health and welfare proposals will be discussed during upcoming negotiations with the unions, as well as, unrepresented groups

Activity 12.2   **Person(s) Responsible**

1. (Negotiate with faculty) District will present proposal to limit increase on health benefits and explore changes that will limit costs.

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Evidence: • Proposals/CBA's • Information received from ICSVEBA and Keenan			

Area: Academic Program Evaluation; Recommendation 71

			departments have voluntarily increased cap sizes. AP 4020 will be revised
Activity 14.4: 1. Hire more adjunct faculty when appropriate.	**Person(s) Responsible** • VP of Instruction • CHRO	**Timeline** Ongoing	**Status and Progress** November 17, 2014 – N/A • On-going process • HR will continually advertise to increase the part-time faculty application pool.
Evidence: • Staffing Report • FON Report • Faculty Replacement Form • Curriculum Committee Minutes • 2013-2015 CTA Contract; Article 15.16			

Evidence: • CTE Program Reviews • Minutes of Industrial Technology Meeting – CTE Counselor provided information • Comparison of CTE certificate/degree awarded during 2011-2012; 2012-2013; 2013-2014; and 2014-2015			

Area: Organizational Review and Budget Development; Recommendation 6

Seek to eliminate the faculty contract mandate providing an extra hour of pay per day for non-instructional faculty.

Organizational Review and Budget Development; Recommendation 7

Redistribute some of the tasks assigned to coordinators to the managers in the student services unit. *Student Services has six management personnel, including the recently created position of dean of counseling and a number of coordinators (according to the faculty contract).*

			and these responsibilities will be fulfilled by IT

Evidence:

- 2013-2015 CTA Contract;
  Article 17.16.1
- CHRO job description

Area: Organizational Review and Budget Development; Recommendation 8
Ensure any additional revenue or savings are first used to improve its fund balance.

(Created 2-11-2014)

Activity 18.1 **Person(s) Responsible**

1. Ensure any additional revenue
   or savings are first used to
   improve its fund balance.

Area: Organizational Review and Budget Development; Recommendation 12
Ensure multiyear projections include all cost increases such as those for retiree health benefits, utilities, normal step-and-column movement, employee benefits, and payroll. If a deficit occurs after including these items, the college should identify an ongoing revenue source and/or implement permanent cost reductions.

Area: Organizational Review and Budget Development; Recommendation 15
Permanently implement a three-year budget model that allows for analysis of potential outcomes and consistently develop multiyear financial projections.

(Created 2-11-2014)

Area: Organizational Review and Budget Development; Recommendation 17			
Compare actual revenues to expenditures to determine the surplus or deficit that would affect fund balance, instead of the current practice of including the reserve as a revenue line item since this masks the real operating results. **(Created 2-11-2014)**			
Activity 20.1 1. Compare actual revenues to expenditures to determine the surplus or deficit that would affect fund balance.	**Person(s) Responsible** • VP of Business Services	**Timeline** September 2013	**Status and Progress:** February 11, 2014- 100% complete • Pg. 1 of 2013-2014 Final Budget compares actual revenues to expenditures • Board receives updated budget report on a monthly basis
Evidence: Pg. 1 of 2013-2014 Final Budget			

Area:50% Law; Recommendation 45
Establish budget planning criteria for maintaining compliance with the 50% law.
Area:50% Law; Recommendation 46
Examine and evaluate proposed budget increases and decreases to fully understand the impact on the 50% law calculation before they are initiated.
Area:50% Law; Recommendation 50
Develop a 1% rate sensitivity calculation so that when the budget is increased or decreased, the collage can quickly determine the effect on the 50% law ratio. The 1% sensitivity calculation allows the college to know how many dollars of change it takes to alter the 50% calculation by 1% in either direction.

(Created 2-11-2014)

Activity 21.1	Person(s) Responsible	Timeline	Status and Progress:
1. Maintain compliance with the 50% law. Examine and evaluate proposed budget increases and decreases to fully understand the impact on the 50% law calculation	• VP of Business Services	May 2014	February 11, 2014- 0% complete • Request that IT creates a program model that will immediately calculate the 50% law. This currently is calculated manually and it is time consuming. • Budget Enhancement Evaluation Form takes 50% law into account

Activity 21.2	Person(s) Responsible
1. Develop a 1% rate sensitivity calculation so that when the budget is increased or decreased, the collage can quickly determine the effect on the 50% law ratio.	• VP of

Evidence: • IT Model • Budget Enhancement Evaluation Form			

Area: Organizational Review and Budget Development; Recommendation 24
Implement a budget calendar that outlines the process, actions and dates that personnel district wide should know.

(Created 2-11-2014)

Activity 22.1	Person(s) Responsible	Timeline	Status and Progress:
1. Implement a budget calendar that outlines the process, actions and dates that personnel district wide should know	• VP of Business Services	February 2014	February 11, 2014- 100% complete • Presented and approved in College Council on 11/18/13 and 2/10/14 • Approved in Budget and Fiscal Planning 11/20/14 • Presented in Academic Senate on 2-5-2014

Evidence:

• 2013-2014 Planning Calendar
• 2014-2015 Integrated Planning Calendar
• Cdar
        x

Imperial Valley College
START Team Action Plans

Area: Fiscal Planning; Recommendation 39
Explore ways to expand student capacity in classrooms.
Area: Enrollment and FTES Analysis; Recommendation 57
Consider its need for larger lecture classrooms with a capacity of 45 or 50 in future planning for new and remodeled facilities.

(Created 2-25-2014)

Activity 25.1	Person(s) Responsible
1. Explore ways to expand student capacity in classrooms.	• VP of Academic Services

Evidence: • Schematic by Architect Sanders (once it is completed)			

Area: Academic Program Evaluation; Recommendation 62

Encourage more students to complete certificates instead of simply taking courses and leaving. Selected certificate requirements for career technical education programs should be In some cases, this may mean offering two or more separate certificates, either in two areas or in beginning and intermediate levels. This will encourage and enable more students to complete certificates, before and after employment. Examples of programs that could benefit from this approach include electrical technology and business office technician. Because an unreasonable number of units is required for a certificate in many career technical education programs, many students drop out after earning enough units for entry-level employment.

Area: Fiscal Planning; Recommendation 41

Area: Fiscal Planning; Recommendation 39

Consider redirecting the amount or a portion of the amount saved when the annual payment for retiree incentives ends towards funding of its other post-employment benefits (OPEB) obligation. The annual incentive cost as of the 2012-2013 budget year is $728,000.

(Created 3-11-2014) (Modified 3-26-14)

Area: Organizational Review and Budget Development; Recommendation 16
Incorporate the impact of the Title V transition into the multiyear modeling.

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Area: Organizational Review and Budget Development; Recommendation 4
Discontinue the practice of providing paid release time to either employee union groups beyond that time required by the Rodda Act and PERB rulings.

(Created 3-11-2014) (Modified 11- 17-14)

Activity 34.1

1. Discontinue the practice of
   providing paid (reassigned) time
   to faculty beyond that time
   required by the Rodda Act.

Area: Organizational Review and Budget Development; Recommendation 33			
Regularly verify retiree status since given the annual cost of benefits, paying for even a few non-qualifying people is costly.			
			(Created 3-11-2014) (Modified 11- 17-14)
Activity 35.1	**Person(s) Responsible**	**Timeline**	**Status and Progress:**
1. Regularly verify retiree status since given the annual cost of benefits.	• CHRO	Spring 2015	November 17, 2014 - 100% • For those retirees on the United Health Care Plan there is a tracking system in place to inform HR of a deceased member. • For other changes, HR is researching options to help assist tracking of all changes.
Evidence: • United Health Services spreadsheet • Email from Martha Sanchez dated 10-03-13			

Area: Fiscal Planning; Recommendation 42
Consider reducing the number of funded full-time faculty positions.

(Created 3-11-2014)

Activity 36.1	Person(s) Responsible	Timeline	Status and Progress:
1. Consider reducing the number of funded full-time faculty positions.	• VP of Academic Services • Admin Dean , HR • Staffing Committee	Ongoing	March 11, 2014- 100% complete for 2013-14 • The primary method to address this recommendation is by not replaisMarch 11

Area: Organizational Review and Budget Development; Recommendation 10
More aggressively reduce expenditures by implementing ongoing budget adjustments to avoid insolvency.

Area: Organizational Review and Budge

Area: Budget Monitoring: Recommendation 30
Establish a level of accountability for budget managers that is measured and addressed in evaluating performance.
(Created 6-10-2014) (Modified 11-17-14)

Activity 40.1	Person(s) Responsible	Timeline	Status and Progress:
1. Establish a level of accountability for budget managers.	• President's Cabinet • Deans	Summer 2014	Nove34-434-420n4 20y5 AnhUl(de1 P,)Ejb.00Ifc c462370o-4 B0(g)6(Guidelines

Activity 40.2   P.4-5(r)5(soMC   )-96(s).45(sp

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Area: Organizational Review and Budget Development; Recommendation 58
Link educational master planning, the college mission and purposes, and related planning processes to processes for cost reduction, prioritization of effort, and program efficiency decisions.

(Created 6-10-2014)

Activity 43.1	Person(s) Responsible	Timeline	Status and Progress:
1. Link educational master planning, the college mission and purposes, and related planning processes to processes for cost reduction, prioritization of effort, and program efficiency decisions.	• President's Cabinet • Educational Master Planning Committee	Fall 2014	June 10, 2014- 70% complete • SPOL links master planning, the college mission and purposes, and related planning processes to the budget • SPOL separates budget enhancements with on-going expenses, which • Budget and Fiscal Planning Committee has included the prioritization planning method as one of t

Area: Organizational Review and Budget Development; Recommendation 20
Avoid spending more money in an attempt to regain FTES only to dilute productivity, leading to little change but higher costs. If the college merely adds sections that add cost and do not increase the FTES, which ends up achieving lower productivity in the process.

(Created 9-9-2014)

Activity 45.1	Person(s) Responsible	Timeline	Status and Progress:
1. Avoid spending more money in an attempt to regain FTES only to dilute productivity, leading to little change but higher costs. If the college merely adds sections that add cost and do not increase the FTES, it has spent more without additional FTES, which ends up achieving lower productivity in the process.	• VP of Instruction	Fall 2014	September 9, 2014- 100% complete • Developed criteria to determine process of adding additional courses. Criteria includes productivity and fill rates vs. faculty input and request to teach additional courses.
Activity 45.2 1. Analyze yearly enrollment management plan.	**Person(s) Responsible** VP of Instruction	**Timeline** Fall 2014	**Status and Progress:** September 9, 2014- 0% complete • Develop criteria to analyze and evaluate enrollment management yearly plan.

Evidence: • Email sent to Instructional Deans clarifying criteria for adding new courses • Criteria utilized to analyze and evaluate yearly enrollment management plan			