

ANNUAL BUDGET

2011-2012

Final Recommendation



City College of San Francisco

September 22, 2011

Foreword

This document contains the annual budget and annual plan for fiscal year 2011-2012. This version is the Final Budget. As specified by the California Code of Regulations, the governing board of each community college district is required to adopt a Final budget for the ensuing fiscal year on or before June 30. The code further requires a hearing and the adoption of a final budget on or before the 15th day of September. The Budget contained herein is recommended as the Final Budget. The Final Budget is subject to confirmation of revenue forecasts and state funding allocations.

Annual Budget 2010-2011

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Dr. Anita Grier, Member
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Steve Ngo, Member
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Planning and Budgeting Council

Dr. Don Q. Griffin, *Chancellor*

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Peter Goldstein, VCFA	Steve Kech, SEIU	Maria Heredia, AS	Francine Podenski, DCC
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	Alisa Messer, AFT2121	Suki Wong, AS	

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Monica Liu	Huy Nguyen	David Yee
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For more information see http://www.ccsf.edu/Offices/Shared_Governance/pbc.html

Documents from Board Planning and Budget Committee meetings can be viewed at:

<http://www.ccsf.edu/NEW/en/about-city-college/board-of-trustees/budget.html>

Introduction and Budget Message

Chancellor's Budget Message

This Recommended Final Budget for FY 2011-12 is presented to the City College of San Francisco Board of Trustees for their consideration. This document contains budget information for the unrestricted general fund, restricted programs funded by state apportionment, on-going restricted programs that have a significant impact on the operational budget of the District on a year to year basis, and capital projects.

The Final Budget I am recommending for fiscal year 2011-12 reflects the challenge City College faces as the State of California continues a period of slow economic recovery. The College will lose a minimum of \$8.5 million in State funding during 2011-12. It is possible that this reduction could be as much as \$14 million depending on how much revenue the State collects.

This recommended preliminary budget incorporates the actions the Board of Trustees Planning and Budget Committee has taken during public hearings it conducted during Spring 2011. The final budget also reflects a series of strategies that I have discussed with the Board of Trustees Budget Subcommittee over the past few months:

- Savings in spending for personnel will be pursued via attrition instead of layoffs;
- Enrollment growth funding earned in 2010-11 will increase base funding for 2011-12;
- Increased revenue from Non-resident tuition will boost 2011-12 revenue;
- Foundation fundraising & internal fundraising supporting operations will total \$1.75 million;
- City College will continue to provide some protection from State cuts to student services;
- City College will strive to maintain access for students to high demand classes;
- City College is committed to having a substantial summer semester during 2012.

The final budget for 2011-12 once again reflects the cooperative efforts of the College's employee groups to continue to operate the College with fewer workers. Unfortunately, even with this cooperation the continuing lack of adequate State funding makes it necessary to use \$2 million of the College's Board Designated Reserve to help balance the College's budget. As was the case in fiscal year 2010-11, our goal for 2011-12 will be to avoid spending this allocation from the reserve if possible.

As in the past, this budget was reviewed and endorsed by the College's Planning and Budgeting Council (PBC), with 19 members representing faculty, classified staff, administrators, and students, and led by the Chancellor as chairperson. The PBC has met frequently and has provided guidance for each of the major activities that comprise the process, including sponsoring a budget hearing open to the entire college community as well as the development of the Annual Plan for 2011-12.

Recommendation

It is the recommendation of the Chancellor and the Planning and Budgeting Council that the Board of Trustees approve this Final Budget for FY 2011-12.

Dr. Don Q. Griffin, Chancellor

September 19, 2011

Overall District Budget at a Glance

Fund Type	Fund Description	FY 2007-08 ⁽³⁾	FY 2008-09 ⁽³⁾	FY 2009-10 ⁽³⁾	FY 2010-11 ⁽³⁾	FY 2011-12 ⁽³⁾
11	General Fund Unrestricted	\$ 193,496,467	\$ 198,760,446	\$ 193,524,356	\$195,783,698	\$ 191,214,577
14	Departmental Accounts ⁽¹⁾	956,610	964,289	1,048,738	1,249,246	1,410,516
15	Designated Internal Service Funds ⁽¹⁾	-	-	-		3,908,819
12	Restricted Programs ⁽²⁾	33,764,506	35,896,052	30,177,979	34,676,963	27,657,100
21	Child Development ⁽²⁾	8,168,636	7,805,088	6,755,109	2,027,515	2,612,314
22	Cafeteria Fund	900,000	930,000	930,000	930,000	1,807,816
41	Capital Projects – Fed/State/Local ⁽¹⁾	1,980,794	1,813,987	2,395,024	423,701	2,403,865
42	Capital Projects – Bonds 1997/99 ^{(1) (4)}	10,702	2,398,804	2,468,214	4,112,042	4,316,508
43	Capital Projects - Bonds 2001 ^{(1) (5)}	41,361,060	14,993,263	10,186,467	17,501,761	26,341,195
44	Capital Projects - Bonds 2005 ^{(1) (5)}	60,699,249	140,609,594	98,950,467	130,486,680	91,943,754
51	Auxiliary Enterprise-Bookstore	8,775,000	9,300,000	8,965,000	7,365,000	7,125,000
71	Student Financial Aid ⁽²⁾	24,092,200	28,554,527	29,000,000	40,000,000	49,712,338
72	General Trusts ⁽¹⁾	72,945	61,921	35,257	11,263	571,403
73	Associated Students ⁽¹⁾	615,526	707,497	676,112	688,782	580,716
74	Scholarship ⁽¹⁾	250,078	250,017	340,446	420,420	536,945
75	Trust Funds and Accommodation Accounts ⁽¹⁾	85,134	117,342	111,597	112,423	81,027
Total		\$ 375,228,907	\$ 443,162,827	\$ 385,564,766	\$435,789,494	\$ 412,223,893

(1) FY 2010-11 represents fund balance as of June 30, 2011.

(2) Fund Types 12, 21 & 71 for FY2010-11 will increase or decrease as restricted funds authorization letters are received.

(3) FT 11 Expenditures are presented net of unallocated restricted fund charge-outs, if applicable.

(4) FT 42 1997/1999 Bond fund is closed except for the not receivable related to the sale of the mission campus.

(5) Amount represents bookstore expenditures. Revenues are estimated at \$6,900,000. Projected loss is \$225,000.

Enrollment Projections:

The College forecast for enrollment in 2010-2012 along with historic trends is summarized in the following table.

ENROLLMENT GROWTH 2005 to 2012 FULL TIME EQUIVALENT STUDENT (FTES)

	2005-2006	2006-2007	2007-2008	2008-2009	2009-2010	2010-2011	2011-2012
	Base FTES ⁽³⁾	Base FTES ⁽³⁾	Base FTES ⁽³⁾	Base FTES ⁽³⁾	Base FTES ⁽³⁾	Funded P3 FTES ⁽³⁾	Reduced Base FTES ⁽³⁾⁽⁴⁾
Credit	23,535	20,986	24,265	25,346	24,805	25,629.7	24,038
Noncredit CDCP (2)	N/A	N/A	8,396	8,087	8,237	8,145.9	7,640
Noncredit	12,469	11,758	3,742	3,757	3,182	3,294.0	3,089
Total	36,004	32,744	36,403	37,190	36,224	37,069.6	34,767

(1) Projected FTES based on Projected P2 Report.

(2) CDCP=Career Development College Preparation funding differential started in 2006-2007.

2007-2008 Base FTES are from 2006-2007 CDCP funding levels.

(3) California Community Colleges state apportionment is primarily driven by the Full-Time Equivalent Student (FTES) workload measure. FTES is not "headcount enrollment," but is the equivalent of 525 hours of student instruction per each FTES for both credit and noncredit.

(4) May be reduced to 34,015 FTES if State Budget triggers are activated.

Revenue Budget

Revenue Assumptions for FY 2011-12:

- State funding for enrollment will be reduced by \$13.38 million;
- Lottery income will be about \$486,000 higher in 2011-12;
- Sales tax revenue will be about \$333,000 higher in 2011-12;
- Non-resident tuition will be \$1.2 million higher in 2011-12, in part due to the inclusion of summer 2011 revenues;
- Net interest income will be negative or zero;
- Other revenues will be relatively flat;
- Fundraising/ release of corpus goals in the 2011-12 budget are \$1.75 million;
- The Board of Trustees will authorize the transfer of \$2 million from the Board Designated Reserve into the Unrestricted General Fund;
- Enrollment growth from 2010-11 will increase base revenue by \$3.7 million;
- Closeout from 2010-11 will be \$3.1 million;
- One-time revenue of nearly \$1.0 million from SWACC insurance rebates will not be available in 2011-12.

SFCCD Schedule of Revenues Unrestricted General Fund, FY 2011-12

	A	B	C	D	E	F
					August 28, 2011	Final Budget
		Actual Revenue	Actual Revenue	Actual Revenue	Revenue	Estimated Revenue
		FY 2007-08	FY2008-09	FY2009-10	FY2010-11	FY2011-12
5	State General Apportionment ⁽¹⁾	\$ 72,413,708	\$ 115,521,727	\$ 83,879,369	\$ 106,987,672	\$ 61,846,067
6	State General Apportionment - Noncredit	9,826,019	-	6,375,652	-	8,480,207
7	State General Apportionment - Noncredit CDCP	25,963,029	-	19,411,903	-	24,692,277
8	Growth:credit, noncredit CDCP rate increase	3,294,326	-	-	-	-
9	Growth:CREDIT	-	1,971,517	-	3,767,797	-
14	State COLA Apportionment	7,011,271	-	-	-	-
18	Total	118,508,353	117,493,244	109,666,924	110,755,469	95,018,551
20	Local Property Taxes	39,632,496	42,637,559	43,843,481	47,817,794	47,802,339
21	Student Enrollment Fees (98%)	6,938,934	7,295,100	8,744,521	7,621,683	10,686,965
22		46,571,430	49,932,659	52,588,002	55,439,477	58,489,304
24	Total District General Revenues	165,079,783	167,425,903	162,254,926	166,194,946	153,507,855
25	Deficit Factor	0.98321386	0.98515425	0.99886762	0.99469605	0.9954846
26	Revised Deficit Affected Revenues	162,308,731	164,940,339	162,071,192	165,313,456	152,814,698
29	Prior Year Correction	874,657	2,551,789	1,399,692	358,053	-
30	Lottery	4,858,309	4,374,928	4,457,924	4,154,442	4,640,000
31	Mandated Cost	-	1,239,184	376,285	568,943	-
32	Part-Time Equalization	1,686,620	1,482,297	785,955	785,955	785,955
33	Part-Time Faculty Instructional/Health Ins	157,979	165,000	93,385	84,569	84,569
34	Part-Time Faculty Office Hours	131,618	48,120	35,454	35,812	35,812
36	Apprenticeship	504,610	477,187	232,414	232,547	232,547
37	One-Time Equalization	-	-	-	-	-
38	Sales Tax	15,333,162	14,815,434	13,795,174	14,582,325	14,915,125
39	Interest Income (net)	128,576	-	51,179	-	-
40	Non-Resident Tuition	5,918,053	6,665,348	7,187,172	7,924,894	9,162,468
41	Enrollment Fee	92,920	88,280	93,171	119,892	93,171
42	Other Revenue Fundraising External	-	-	-	-	750,000
43	Other Revenue Fundraising Internal	-	-	-	456,178	-
44	Other Revenue	365,551	843,888	851,987	1,454,962	500,000
45	Transfers	2,122	184,199	1,690,187	900,000	1,000,000
46	Transfers In - BD Reserve	-	-	-	-	-
47	Total District Other Revenues	30,054,177	32,935,653	31,049,979	31,658,572	32,199,647
49	Total Unrestricted Revenues	192,362,908	197,875,992	193,121,171	196,972,028	185,014,345
50	Beginning Balance	2,108,611	2,291,520	1,917,921	1,917,921	3,100,232
51	Additional Release of Corpus	-	-	-	-	1,100,000
52	Dept of Election PPD	-	-	-	-	-
53	Dividend Refund from Insurance JPA	-	-	-	-	-
54	Prior Year ADJUSTMENTS-ISA Agrees	-	-	-	284,515	-
55	Transfers from Board Designated Reserves	-	-	-	-	2,000,000
56	Total Resources	\$ 194,471,519	\$ 200,167,512	\$ 195,039,092	\$ 199,174,464	\$ 191,214,577

(1) For 2006-2007 Partnership for Excellence Funds are included in the State General Apportionment.

(2) Basic Skills was fully Unrestricted up through 2005-2006 and thereafter is treated as restricted funding from 2006-2007 forward.

Annual Budget Summary 2011-2012

Restricted Funds Budgets

Recommended Final Budget Summary for FY 2011-2012
Resolution No. 110922-B7
For Restricted General Fund & Special Revenue Fund

	Fund Code	Carry-forward Budget to FY 2011-2012	FY 2011-2012 Renewal Award	FY 2011-2012 Total Appropriation
Restricted General Fund:				
Federal Sources:				
	NSF-Biolink National ATE Center	121008	\$ 1,002,569	\$ - \$ 1,002,569
	NSF-MPICT Program Yr 1 & 2	121043	467,028	467,028
	NSF-STEM Program 5 yrs	121038	53,533	53,533
	NSF-IWITTS Consurtuim	121039	20,906	20,906
	NSF-Stem Cell Pipeline	121046	135,497	135,497
	NSF-UMASS Synergy Sub-contract	121013	8,224	8,224
	NSF-UMASS-ASSECT	121017	28,566	28,566
	NSF-Calton Vollege Cutting Edge	121019	(420)	6,291 5,871
	SF MOH/OWED Small Business Center	121107		150,000 150,000
	SBA-HSUSPFoundation-SBDC Center	121292	114,688	114,688
	SBA-HSUSPF Federal Job Bill	121293	64,009	64,009
	USDE-Federal Work Study-Campus Based	121367		692,894 692,894
	USDE-TRIO Writing Success	121436	(5,056)	(5,056)
	USDE-CCCCO Vtea Perkins Basic	121457		1,613,059 1,613,059
	USDE-PAAPI Leadership	121782	21,711	21,711
	USDE-API STEM Achievement Gap	122012	231,952	231,952
	USDE-Fipse-SFSU Metro Health Academy	121825	116,540	116,540
	USDEE-Transportation Electrification	122471	309,531	309,531
	USDEE-CEC-SFOWED-City Build Academy	122483	23,091	23,091
	USDHHS-Public Health Foundation	122181	17,800	17,800
	USDHHS-CDE-Early Child Care Mentoring	122509	451,138	451,138
fb	USDHHS-CMS-Med Admin -SH Center	125515	840,294	840,294
fb	USDHHS-CMS-Med Admin -Dept Participating	125513	227,593	227,593
	SFDHHS-TANF Calworks Baseline	121663		733,305 733,305
	SFDHHS-T4E Edgewood Training	121702		1,885,224 1,885,224
	WIA-ARRA-SFOWED-DW City Build	121256	75,589	75,589
	WIA-ARRA-SFOWED-Adults City Build	121268	77,229	77,229
	WIA-CaDE ABE/321 & Citizenship	121328		1,034,287 1,034,287
Total Federal Sources			\$ 4,282,011	\$ 6,115,060 \$ 10,397,071

	Fund Code	Carry-forward Budget to FY 2011-2012	FY 2011-2012 Renewal Award	FY 2011-2012 Total Appropriation
State Sources:				
AB 1725 Staff Development	123008/123011	\$ 21,977	\$ -	\$ 21,977
AB 1725 Staff Diversity PY	123012/123034	46,680		46,680
AB 1725 Staff Diversity 2011-12	123013		14,088	14,088
Board of Financial Assistance Prog	123048		931,028	931,028
Calworks Program	123088		340,500	340,500
CTE-Community Collaborative	123667	114,851		114,851
CTE-Community Collaborative	123671		130,000	130,000
CTE-Community Collaborative	123672		400,000	400,000
CTE-Supplemental Community Collaborative	123668	28,208		28,208
CTE-Teacher Prep Pipeline	123669	30,452		30,452
CTE- Strategic Hubs	123670	90,000		90,000
DSPS Excess Cost	123068		1,558,534	1,558,534
EOPS Part A, B, & C	123131		957,275	957,275
EOPS/CARE	123158		55,622	55,622
EWD-Adv Transportation Tech Center	123395/123396	91,849	205,000	296,849
EWD-Center for Excellence	123444	36,560		36,560
EWD-Curriculum for Emerging Industries	123283	70,000		70,000
EWD-Cabrillo CCD SBDC-YEP	123284		40,000	40,000
Matriculation Credit	123178		780,252	780,252
Matriculation Non-credit	123198		1,251,034	1,251,034
Nursing - RN Enrollment Growth	123641	4,951		4,951
Transfer & Articulation	123632	11,854		11,854
Inst Materials & Lib Materials-1801	123741	7,175		7,175
FY07 General Purpose Trailer	123742	122,819		122,819
FY07 General Purpose Reapp	123743	579,125		579,125
FY09 Inst Equip & Lib Mat-75/25	123746	55,850		55,850
FY07 SB1133 Settle-Up	123747	131,060		131,060
FY12 Basic Skills Apportionment	124996		970,970	970,970
Restricted Lottery Inst Materials	124523		400,000	400,000
CIRM-Bridges to Stem Cell	123688	129,064		129,064
Ca Dept of Health-SFDPH Mental CHW	123686	94,795		94,795
Ca Dept of Real State	121550		100,000	100,000
Ca EDD SFSU/GRIP	123691	10,064		10,064
SF First5 ECMP 11-12	124018		53,200	53,200
Total State Sources		\$ 1,677,335	\$ 8,187,503	\$ 9,864,838
City College San Francisco Foundation Pass thru:				
Rosenberg- for Library Use	125053	\$ 45,617	\$ 75,000	\$ 120,617
Wells Fargo Foundation-Teachers Academy	125055	87,371		87,371
Bechtel Foundation -Idesign Summer Program	125060	11,237		11,237
Total City College SF Foundation		\$ 144,226	\$ 75,000	\$ 219,226
Foundations				
Avon Foundation	125159	\$ 5,335	\$ -	\$ 5,335
David Gold -Expect Respect	125066	5,166		5,166
Gates-SFUSD Gateway 09-2011	125065	-	90,000	90,000
Gates-SFDCYF-Bridge to Success	125161	33,693		33,693
Genentech Foundation	125009	10,176		10,176
Genentech Biolink Registry	125014	3,298		3,298
Irvine/Univ Corp-Metro Health Academy	125067	22,662		22,662
Kimball Foundation	125156	5,000		5,000
Leong May Way Scholar	125046	38,701		38,701
Haas Fund- Metro ECE Academy	125154	10,079		10,079
Mimi & Peter Haas Fund Prof Dev #10	125165	434,415		434,415
Osher-Computer Lab	125021	50,000		50,000
Registry Foundation-Second Chance	125064	3,551		3,551
The SF Foundation-BA Workforce Collaborativ	125062	122,758		122,758
The SF Foundation-Way Pass Program	125070	6,021		6,021
The Sf Foundation-OWED Automotive	125153	18,178		18,178
Ticket to Dream Foundation	125158	28,329		28,329
Walter S Johnson Foundation	125157	25,644		25,644
Wells Fargo Foundation- Foster Youth	125202	3,516		3,516
Total Foundations		\$ 826,521	\$ 90,000	\$ 916,521

	Fund Code	Carry-forward Budget to FY 2011-2012	FY 2011-2012 Renewal Award	FY 2011-2012 Total Appropriation
Other Organizations/Entity:				
Amer Assn of Commtty College-TSA Training	129105	\$ 179,382	\$ -	\$ 179,382
Federal Work Study -Off Campus Share	1213xx	7,049		7,049
Growth Sector-STEM Summer Inst	125311	15,903		15,903
Single Stop USA Financial Aid	125309	72,402		72,402
NACME Pipeline Partnership	125310	20,586		20,586
Growth Sector-Stem Summer Intern	125311	32,223		32,223
UCSF-CTSI CHW Health Program	125701	1,144		1,144
UC Cal Teach Initiative	125703	2,763		2,763
University Fresenius-Business	125705		23,000	23,000
UCC Daegu South Korea	125706		32,500	32,500
SFUSD- Teacher Academy Summer	125704	21,345		21,345
Total Community Based Organization		\$ 352,797	\$ 55,500	\$ 408,297
SF City Subcontracts				
Mayors' Office Channel 27-Operational	125250	\$ -	\$ 131,400	\$ 131,400
SFOWED-City Build Gen Fund	125332	356,760		356,760
SFHSA-Lift	125337	18,464		18,464
SFOWED-Y2T Pathway	125338	50,000		50,000
SFDHHS-Arriba Juntos-VIP	125339		175,000	175,000
Total SF City Sub-contracts		\$ 425,224	\$ 306,400	\$ 731,624
Contract Education Programs				
CT Ed-Federal Bureau of Prison	127050	\$ 154,737	\$ -	\$ 154,737
CT Ed-SF Airport Commission #48	127310	43,620		43,620
CT Ed-SF Airport Commission #54	127316	33,550		33,550
CT Ed-SF Airport Commission #56	127451	25,102		25,102
CT Ed-SF Airport Commission #58	127453	36,740		36,740
CT Ed-SF Airport Commission #59	127454		75,000	75,000
CT Ed-SFUSD	127447	2,974		2,974
CT Ed-S F Dept of Human Resources	127448	9,169		9,169
CT Ed-S F Dept of Public Health	127449	6,200		6,200
CT Ed-S F Port	127481		35,585	35,585
CT Ed Cross Cultural Exchange	127859		3,800	3,800
CT Ed-Meitetsu Travel #12	127860		6,700	6,700
CT Ed-Daego Metro Office	127890	11,015	93,485	104,500
CT Ed Peralta Com College	127930		20,000	20,000
CT Ed Year Up #2	128074	8,142		8,142
CT Ed Year Up #4	128077	28,551		28,551
CT Ed Year Up #5	128078	46,837		46,837
CT Ed Year Up #5A	128080	30,324		30,324
CT Ed Year Up #6	128081	74,523		74,523
CT Ed SEIU Ed Fund #9	128075	214,036		214,036
CT Ed SEIU UHW #10	128079	3,432		3,432
CT Ed SEIU Catholic HC West #2	128083		4,378	4,378
CT Ed SEIU Catholic HC West	128082	172		172
Total Contract Education Programs		\$ 729,124	\$ 238,948	\$ 968,072
Restricted Student Fees				
Parking Fees	125503	\$ -	\$ 800,717	\$ 800,717
Student Health Services	125504		1,584,381	1,584,381
Total Restricted Student Fees		\$ -	\$ 2,385,098	\$ 2,385,098
Restricted Program Income				
fb Program Income - SBDC	125510	\$ (314)	\$ -	\$ (314)
fb Program Income- REEC	125511	9,825		9,825
fb Program Income-EWD ATT Center	125517	12,679		12,679
fb Program Income-EWD COEx	125521	114,161		114,161
fb Program Income-ECMP Material Sales	214002	7,975		7,975
Total Restricted Program Income		\$ 144,326	\$ -	\$ 144,326
Total Restricted Student Fees & Program Income		\$ 144,326	\$ 2,385,098	\$ 2,529,424
Unrestricted Transfer & Bailout				
Federal Work Study Institutional Match	121366	\$ -	\$ 230,965	\$ 230,965
Categorical Program Transfer-In Bailout		-	-	1,391,062
Total Unrestricted Transfer & Bailout		\$ -	\$ 230,965	\$ 1,622,027
Total General Fund - Restricted		\$ 8,581,563	\$ 17,684,474	\$ 27,657,099

	Fund Code	Carry-forward Budget to FY 2011-2012	FY 2011-2012 Renewal Award	FY 2011-2012 Total Appropriation	
Special Revenue Fund:					
Child Development Fund:					
Federal Sources:					
	Child Care Food Program-Center Based	211047	\$ 25,969	\$ -	\$ 25,969
	Child Care Food Program-State Preschool	211048	48,640		48,640
fb	MAA- Child Dev Participation	214003	5,565		5,565
State Sources:					
	Child Care Tax Bailout	212017	\$ -	\$ 77,151	\$ 77,151
	General Child Care Center Based	212074		168,290	168,290
	State Preschool - Half Day	212129		1,284,783	1,284,783
Foundation & Other Organization/Entity					
	Haas Fund- Child Care Center Materials	213012	\$ 31,236	\$ -	\$ 31,236
City College Foundation Pass Thru:					
	Orfaea Foundation-Child Care Center	213019		350,000	350,000
fb	Child Care & Services Parent Fees	214001	55,680		55,680
	Transfer-into Child Care Program			667,356	667,356
Total Child Development Fund			\$ 167,090	\$ 2,547,580	\$ 2,714,670
Cafeteria Fund					
	Transfer-In to Cafeteria Operations	220000	\$ -	\$ 900,000	\$ 900,000
				576,851	576,851
Total Special Revenue Funds			\$ 167,090	\$ 4,024,431	\$ 4,191,521
Total Restricted General Funds and Special Revenue Funds			\$ 8,748,653	\$ 21,708,905	\$ 31,848,620
			Note#1	Note #2	

Notes:

#1 General Fund - Restricted Programs and Child Development Programs eligible to carry-forward commitments and available balances for use in the Annual Appropriation for FY 2011-12

#2 General Fund - Restricted and Child Development Fund appropriations shall be increased or decreased in accordance with the amount made available during fiscal year 2011-2012. This is noticed for approval to the Board of Trustees via "For Information Only (FIO)" resolutions or by individual B resolutions in the monthly agenda.

#3 Unrestricted General Fund appropriates this transfer to various State Categorical and Child Care Program Awards in the event the authorized operational cost exceed the State Allocations. State Categorical may include Disabled Program, EOPS, Matriculation Credit and Non-credit and Basic Skills. Child Care Centers are funded by California Dept of Education under Child Care Block Grant , State Preschool Program and Orfaea Foundation.

**Recommended Final Budget 2011-2012
Resolution No.110922B7
For Internally Restricted Program Fund/Departmental Fund**

	Fund Code	Carry-forward Budget to FY 2011-12	FY 2011-2012 Estimated Budget	FY 2011-2012 Total Appropriation
Fee Based Program:				
fb Chinatown Rental Properties	125112	\$ 105,451	\$ -	\$ 105,451
Continuing Education Programs	125501		570,000	570,000
College for Teens	125514		194,898	194,898
ESL International Institute	125502		793,208	793,208
ESL Processing Fees	125505		58,200	58,200
Web & Telephone Fees	125508		225,000	225,000
fb GIS Center Training Fees	125518	28,100		28,100
fb Dacum -Workshop Fees	129102	3,692		3,692
fb District Property Mgt Fees	125520	87,515		87,515
Participating F & A Cost Recovery:				
fb Contract Ed Dept Incentives	125601	\$ 36,785	\$ -	\$ 36,785
fb Continuing Ed Dept Incentives	125602	27,026		27,026
Grant Fiscal F & A Cost Recovery	125603		450,000	450,000
Research F & A Cost Recovery	125607		245,000	245,000
Contract Ed F & A Cost Recovery	129991		433,944	433,944
Board Designated Program Service Funds				
Innovation Fund	153001	\$ -	\$ 300,000	\$ 300,000
Second Chance Program	153002	-	150,000	150,000
Mentoring & Service Learning Lab	153003	-	200,000	200,000
Total Internally Designated Fund Type 15		\$ 288,569	\$ 3,620,250	\$ 3,908,819
Departmental Fund Type 14		\$ 1,410,516	\$ -	\$ 1,410,516
Total Designated Internally Funded Program		\$ 1,699,085	\$ 3,620,250	\$ 5,319,335

fb: fund balance

Expenditure Budget

Expenditure Assumptions: Final Budget 2011-12

- A summer session will be held in 2012;
- Significant increased costs for fringe benefits such as health insurance and the SF Employee Retirement System will be incurred;
- Transfer out from the Unrestricted Fund to Categorical Restricted Funds including Basic Skills classes is budgeted at \$6.5 million;
- Spending for non-instructional assignments and other accounts within the “1000 category” will be reduced by approximately \$1.5 million;
- The college will downsize by the equivalent of about 80 positions in combined classified attrition, administrative attrition, and class section reductions;
- Salary delta on new hires vs. retirees’ outgoing salaries will generate substantial savings;
- Non personnel spending reduction including consultants, legal services, contracts, maintenance agreements, etc. will be reduced by at least \$500,000.

Schedule of Expenditures

SFCCD	B	D	H	I = D-H
Fiscal Year 2010-2011 Actual and Comparison of Tentative and Final Budgets FY 2011-2012	August 28, 2011 ESTIMATED ACTUAL REV & EXP FY2010-11	Board Tentative Preliminary Budget Estimated \$14 M State Cut FY2011-12	***DRAFT *** Board Final Budget: Tier Two (\$13,380,248) State Reduction FY2011-12	Variances Board Final Budget vs. Board Tentative Preliminary Budget BR110623-B1a FY2011-12
1000 Academic-Non Administrative Salaries	93,174,785	91,468,844	92,118,844	650,000
1000 Academic-Non Administrative Benefits	24,154,599	21,936,873	23,048,178	1,111,305
3000 Academic-Non Administrative Subtotal	117,329,384	113,405,717	115,167,022	1,761,305
1210 Administrators Salaries	5,234,868	5,039,696	5,039,696	-
3000 Administrators Benefits	1,145,580	1,055,812	922,521	(133,291)
1210 Administrators Subtotal	6,380,448	6,095,508	5,962,217	(133,291)
2000 Classified Salaries	39,102,496	36,241,232	36,241,232	-
3000 Classified Benefits	17,704,425	18,892,200	17,933,682	(958,518)
2000 Classified Subtotal	56,806,921	55,133,432	54,174,914	(958,518)
3000 Fringe Redistribute	-	-	-	-
4000 Supplies	1,653,848	1,972,229	1,602,229	(370,000)
5000 Operating Expense [PROP 20 & INT]	11,052,514	10,381,103	10,799,710	418,607
6000 Capital	190,673	58,847	58,847	-
7000 Other Outgo Cafeteria, PYMTS to Students	715,945	907,816	807,816	(100,000)
7000 Other Outgo CD Orfalea & State,	390,732	565,000	667,356	102,356
7000 Other Outgo () Categorical Bailouts	1,357,919	-	-	-
Abatements-:CALWKS-BR SUCC-TRANSFER	(70,000)	2,191,062	1,391,062	(800,000)
7000 Other Outgo Drug & WC	265,848	83,404	83,404	-
7001 Other Outgo OPEB	-	-	500,000	500,000
Total Expenditures ()	196,074,232	190,794,118	191,214,577	420,459

SFCCD

Base: 5/19/2011, and Updated 06/17/2011

Actual, Forecast and Budget, Salaries and Benefits

Longitudinal Presentation: FY 2006 to FY 2012

Detailed list of Personnel Accounts: Exhibit A

As of 09-21-2011

Amended

9/22/2011

Budget

FY2011-2012

Ftp	Acct Code/Title	Actual FY2005-2006	Actual FY2006-2007	Actual FY2007-2008	Actual FY2008-2009	Actual FY2009-2010	Actual FY2010-2011	Amended Budget FY2011-2012
Academic Salaries								
11	1120 Faculty-Sch1	\$ 41,664,948	\$ 44,275,905	\$ 48,009,452	\$ 49,355,941	\$ 49,054,627	\$ 49,466,214	\$ 52,759,370
	1129 Faculty-Long Term Substitutes	678,952	32,036	851,160	227,035	152,211	150,685	390,418
	Teaching Full Time	42,343,900	44,307,941	48,860,612	49,582,976	49,206,838	49,616,899	53,149,788
	1320 Faculty-LOA Hourly	-	2,521	81	-	-	-	-
	1322 Faculty-Regular Hours	23,845,932	25,166,570	5,010,751	5,342,528	2,574,347	2,629,572	1,973,544
	1323 Faculty-Reg Hrs PBL	-	-	21,064,874	18,742,880	18,734,129	15,592,023	16,072,803 (3)
	1324 Faculty-Summer/Int Hourly	2,500,278	2,836,258	3,712,348	3,528,110	1,592,420	1,575,303	3,100,000
	1325 Faculty-Subs	985,841	1,105,988	1,210,514	1,021,645	1,021,716	1,019,124	1,015,763
	1333 Faculty-Reg Hrs Ovrlid By Load	-	-	-	-	1,657,117	3,283,080	2,383,398
	Teaching Part-time	27,332,051	29,111,336	30,998,567	28,635,163	25,579,729	24,099,102	24,545,508
	1230 Librarians-Sch1	1,335,171	1,394,159	1,735,644	1,689,051	1,685,600	1,720,768	1,896,877
	1432 Librarians-Hourly	334,848	429,364	174,197	282,814	30,926	17,814	56,574
	1434 Librarians-Sum/Int	62,472	29,966	38,074	37,378	-	-	-
	Librarians	1,732,491	1,853,489	1,947,915	2,009,243	1,716,527	1,738,582	1,953,451
	1240 Counselors-Sch1	4,419,783	4,007,898	4,701,966	4,637,860	5,784,377	6,071,341	5,783,365
	1442 Counselors-Hourly	797,255	371,953	500,993	696,000	526,020	590,372	561,125
	1444 Counselors-Sum/Int	138,381	75,005	113,460	133,141	61,221	103,149	159,685
	Counselors	5,355,419	4,454,855	5,316,419	5,467,002	6,371,618	6,764,863	6,504,175
	1220 Nonteaching-Sch1	1,897,130	1,779,901	1,870,263	2,109,585	2,154,973	2,158,453	1,813,792
	1250 Student Health Personnel	2,165	-	-	-	-	-	-
	1280 Supervisors	1,371,001	1,358,669	1,368,481	1,302,430	1,227,076	1,109,668	1,215,660
	1412 Supervisors-Hourly	8,103	5,235	26,215	19,498	-	-	44,953
	1422 Nonteaching-Hourly	2,147,433	2,444,271	2,638,771	2,779,725	2,295,380	2,275,036	1,939,445
	1423 Part-time Office Hours	424,698	444,182	468,387	494,065	479,800	464,217	409,340
	1424 Nonteaching-Sum/Int	130,986	145,840	181,132	90,577	31,119	19,338	15,432
	1452 Student Health Persn-Hourly	13,324	11,455	11,502	12,299	12,570	7,385	8,000
	1484 Supervisors-Stipends	404,840	456,461	463,431	485,348	524,735	553,117	491,300
	1990 Grievance-Acad Settle	39,971	11,106	-	44,676	90,774	20,769	20,000
	1992 AFT-contract retros	11,061	25,876	6,909	3,728	10,569	7,617	8,000
	Non Teaching Unallocated reduction (\$150K +\$346K)							-
	Non Teaching	6,450,711	6,682,995	7,035,090	7,341,929	6,826,997	6,615,599	5,965,922
	1210 Administrators	6,014,321	6,867,225	7,468,013	7,189,457	7,021,647	5,131,562	5,039,696
	Total Academic Salaries	\$ 89,228,894	\$ 93,277,841	\$ 101,626,616	\$ 100,225,770	\$ 96,723,355	\$ 93,966,606	\$ 97,158,540

SFCCD

Base: 5/19/2011, and Updated 06/17/2011

Actual, Forecast and Budget, Salaries and Benefits
 Longitudinal Presentation: FY 2006 to FY 2012

Detailed list of Personnel Accounts: Exhibit A

**Amended
 9/22/2011
 Budget
 FY2011-2012**

Ftp	Acct Code/Title	Actual FY2005-2006	Actual FY2006-2007	Actual FY2007-2008	Actual FY2008-2009	Actual FY2009-2010	Actual FY2010-2011	Amended 9/22/2011 Budget FY2011-2012
Classified Salaries								
	2000 Budget-Classified Salaries	-	-	-	-	-	-	-
	2110 Classified-Reg	28,846,123	30,246,451	33,257,708	35,130,281	34,102,252	32,932,940	29,794,763
	2113 Classified-Perm Non-Sched Extra Hrs	-	-	-	-	287	-	-
	2115 Governing Board	42,162	42,092	42,566	42,323	41,757	41,439	42,000
	2210 Instructional Aides-Reg	1,824,127	2,004,000	2,294,029	2,468,319	2,507,724	2,517,110	2,705,134
	2380 Classified-Overtime	545,049	813,811	1,266,145	1,009,231	181,324	197,483	-
	2386 Classified-Lead Pay	-	-	-	-	246	-	-
	Full-Time	31,257,460	33,106,354	36,860,447	38,650,154	36,833,591	35,688,972	32,541,897
	2330 Classified-NI Temp	1,082,216	988,197	1,176,297	1,111,385	1,207,669	1,385,418	1,314,740
	2334 Classified-Sum/Int	12,217	36,270	94,542	33,840	34,490	52,673	254,620
	2340 Classified - Class 9910 only	-	-	554	-	-	-	-
	2410 Instructional Aides-Non Reg Temp	347,426	386,785	394,377	432,377	480,099	422,199	479,976
	Part-time	1,441,858	1,411,252	1,665,769	1,577,601	1,722,258	1,860,289	2,049,336
	2370 Classified-NI Coll Aide	1,462,652	1,527,135	1,491,616	1,593,276	1,325,088	1,486,463	1,649,999
	2374 Classified-Summer Lab Aide	139,762	130,628	122,227	136,598	76,921	58,698	-
	2375 Classified-NI Coll Aide WK Stdy	-	261	-	212	81	8,075	-
	Student	1,602,414	1,658,025	1,613,843	1,730,085	1,402,090	1,553,237	1,649,999
	Total Classified Salaries	\$ 34,301,732	\$ 36,175,631	\$ 40,140,060	\$ 41,957,840	\$ 39,957,938	\$ 39,102,498	\$ 36,241,232
Benefits								
	3101 STRS	6,544,701	6,797,390	7,442,222	7,404,219	7,195,995	7,069,343	7,249,085
	3201 PERS	470,787	476,620	487,369	474,738	500,163	428,366	500,863
	3701 SFERS	4,284,669	4,315,935	4,593,719	4,382,928	5,932,040	5,918,476	6,067,659
	Retirement	11,300,157	11,589,945	12,523,310	12,261,885	13,628,198	13,416,185	13,817,607
	3301 OASDI	2,119,877	2,187,839	2,428,535	2,487,473	2,379,922	2,288,345	2,321,219
	3321 Medicare	1,538,815	1,626,037	1,806,722	1,823,909	1,760,845	1,734,161	1,816,419
	Social Security/Medicare	3,658,693	3,813,876	4,235,257	4,311,381	4,140,767	4,022,507	4,137,638
	3401 Health Service	9,041,175	9,322,589	10,188,342	11,431,070	13,032,683	13,594,114	13,252,193
	3461 Add-Retirement Subsidy Benefits	4,415,084	4,629,484	4,979,458	5,106,423	5,720,950	6,234,826	7,100,000
	3414 Lila ER Contribution	-	-	-	26,383	21,979	(22,601)	-
	Health Insurance	13,456,259	13,952,073	15,167,800	16,563,875	18,775,612	19,806,338	20,352,193
	3416 Dental	2,236,015	2,330,071	2,472,459	2,446,274	2,780,857	2,832,885	2,842,604
	3431 Life Insurance	141,510	139,145	139,947	146,712	147,636	151,269	165,189
	3446 Prescription Drug	121,579	120,119	126,330	128,530	127,506	126,809	137,070
	3501 SUI	537,361	63,572	77,631	415,028	410,985	1,205,497	1,142,147
	3601 Worker's Compensation	937,885	750,634	1,169,062	1,384,674	1,331,463	1,294,174	1,330,427
	Other Fringe Benefits	3,974,350	3,403,541	3,985,429	4,521,217	4,798,447	5,610,635	5,617,437
	3991 Other Benefits-Transportation	11,228	28,636	14,918	13,728	11,528	20,465	15,000
	3992 Other Benefits-Health Benefits	65,717	36,184	35,470	33,548	34,260	145,604	35,000
	3XXX-Allocated benefit Expense reductions associated with Attrition	-	-	-	-	-	-	(2,070,494)
		76,945	64,820	50,388	47,276	45,788	166,069	(2,020,494)
	Total Benefits	32,466,403	32,824,256	35,962,185	37,705,635	41,388,812	43,021,735	41,904,381
	Total Salaries and Benefits	\$ 155,997,029	\$ 162,277,728	\$ 177,728,860	\$ 179,889,245	\$ 178,070,105	\$ 176,090,839	\$ 175,304,153

Notes:

(1) Change due to impact of salaries and SFERS swap.

(2) The benefit expense reductions relate to position consolidations, retirements, frozen and / or defunded positions, certain class section and / or workload reductions, and other personnel attrition components contemplated in this budget.

(3) As of September 22, 2011 the District does not have all its Basic Skills courses identified and quantified. Therefore, the budgetary impact in dollars to the Pay-by-load computation is not exactly known. The direct result of this missing information is that the estimated Pay-By-Load budget may be materially misstated. District Administration is monitoring this situation very closely and will disclose any material adjustments as soon as they are known and measurable.

Budget Resolution

Resolution includes authorization to transfer funds out of the Board Designated Reserve, which requires a 2/3's vote of the Board of Trustees.

DATE: September 22, 2011

B7

TO: Board of Trustees

FROM: Dr. Don Q. Griffin, Chancellor

**SUBJECT: GENERAL FUND
Adoption of Annual 2011-2012 Budget
(Final Budget)
(Resolution No. 110922-B7)**

BACKGROUND INFORMATION:

The Final Annual Budget for City College for 2011-12 reflects the final state budget as enacted. Revenue estimates presume that midyear "trigger cuts" will also be implemented. The Final Annual Budget for 2011-2012 is a roll-over of current expenses plus unavoidable cost increases, minus anticipated savings, as reviewed by the planning and budget council. In addition the Board's Budget Committee conducted several public meetings to review the proposed budget. This budget is detailed in the "Final" Annual Budget 2011-2012 Final Recommendation", and presented to the Board of Trustees at the September 14, 2011 and September 22, 2011, meetings.

Annual Budget for 2011-2012: Final Recommendations

The 2011-2012 Annual Budget for the General Fund Unrestricted is based on the Governor's May Revised Budget with projected revenue and resources totaling \$191,214,577 of which \$186,114,345 represents the sum of state and local allocations and fees and \$3,100,232 represents the prior year's forecasted unreserved undesignated fund balance.

The General Fund Unrestricted Expenditure Budget for FY 2011-2012 is currently projected at \$191,214,577. This budget generally continues operational expenditures from the prior fiscal year. This budget includes a transfer in the amount of up to \$2,000,000 from the Board Designated Reserve, which would leave \$4.65 million in the reserve, if the transfer is spent.

The recommended 2011-2012 Annual Budget, as proposed by the Chancellor and submitted to the Board of Trustees for approval, is as follows:

General Fund - Unrestricted

Estimated Revenue Appropriations

Estimated Revenues and Transfers-in	\$ 186,114,345
Add: Beginning Balance	3,100,232
Add: Transfer from Designated Reserve	2,000,000
Total Estimated Revenue & Resources	<u>191,214,577</u>

Estimated Expenditure Appropriations

Estimated Expenditures	\$ 191,214,577
Less: Unallocated Abatements	-
Total Estimated Expenditures	<u>191,214,577</u>

Estimated Surplus / (Deficit)

	<u>\$ -</u>
Projected Board Designated Reserve 6/30/2011	\$ 6,652,879
Projected Board Designated Reserve 6/30/2012	<u>\$ 4,652,879</u>

Internally Designated Fees & Services Fund Type 15	\$ 3,908,819
Internally Designated Departmental Fund Type 14	1,410,516
Total Internally Designated Unrestricted Funds	<u>5,319,335</u>

Federal	\$ 10,397,071
State	9,864,838
Pass Thru the City College of San Francisco	219,226
Foundations	916,521
Community Based Organizations	408,297
City and County of San Francisco	731,624
Contract Education Programs	968,072
Fees and Restricted Program Income	2,529,424
FWS Inst match & Categorical Transfer -In,	1,622,027
Total Restricted Funds Type 12	<u>\$ 27,657,100</u>

Special Revenue Fund - Child Development Funds Type 21	<u>\$ 2,612,314</u>
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Special Revenue Fund – Cafeteria Funds Type 22	<u>\$ 1,807,816</u>
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Total Restricted and Special Revenue Funds \$ 32,077,230

Capital Projects Funds (Estimated Fund Balance 06/30/2011)

Local Capital Projects	\$ 2,403,865
2001 Bond	26,341,195
2005 Bond	91,943,754

Total Capital Projects Funds \$ 120,688,814

Total District Trust Funds released from Corpus of Donated Funds \$ 1,100,000

Notes:

Fund Balance (Balance sheet) Measurement Dates are: For Departmental and Capital Outlay are September 16, 2011.

All other Budgeted fund amounts are based on the Income measurement approach covering the Period July 1, 2011 to June 30, 2012.

Part 1: Adoption of the Annual Budget

- Section 1 In accordance with Title 5, California Code of Regulations, Section 58196 the Board of Trustees of the San Francisco Community College District hereby adopts the Annual Budget for 2011-2012, hereafter termed the Tentative Annual Budget of the San Francisco Community College District, as detailed on Community College District forms and summarized by fund, purpose, and amount as follows:
- Section 2 Any action taken by the Board of Trustees at its meeting of September 22, 2011 shall be incorporated in the 2011-2012 Annual Budget and a copy of the 2011-2012 Annual Budget with modifications shall be placed in the official files of the Board of Trustees.
- Section 3 The estimated receipts, income and revenue enumerated in the Annual Budget are hereby appropriated to the several funds and departments indicated in the Annual Budget for the purpose of meeting expenditure appropriations provided in the Annual Budget. These proposed expenditures are hereby appropriated to the funds and departments enumerated in the Annual Budget. Each department for which an expenditure appropriation is made is hereby authorized to use, in the manner provided by law, the amounts so appropriated for the purpose specified in the Annual Budget.
- Section 4 The Chancellor and Vice Chancellor of Finance and Administration are also authorized to execute all necessary budgetary documents, including current and subsequent budget transfers as required to maintain depository accounts with the San Francisco Controller and Treasurer, provided they are within the purposes and amounts of the budgets adopted on Community College District forms.
- Section 5 The Chancellor and Vice Chancellor of Finance and Administration are hereby authorized to withhold filing the documents described in Section 4 above until such time as they are legally required to be filed with the local and state agencies.
- Section 6 The Chancellor and Vice Chancellor of Finance and Administration are hereby authorized and obligated to the Administrative Provisions as contained in the attachment to this resolution entitled, Administrative Provisions, 2011-2012.

Part 2: General Fund Restricted

- Section 1 The General Fund - Restricted portion of the SFCCD Annual Budget contains appropriation of categorical funds from various granting agencies, thru RFP's, Apportionment, Allocations, Subcontracts, Sub-Recipient Agreements, Fee Based Programs, Property rentals and overhead. Such appropriation shall be increased or decreased in accordance with the amount made available during the year 2011-2012 by cash receipts or allocations from the State of California or by amounts carried over from the prior fiscal year. Throughout the year, General Fund - Restricted Awards, Allocations, Sub-contract, Sub-recipients Agreements accepted by the District are communicated to the Board of Trustees monthly and appropriated to the Annual Budget. Such receipts are hereby appropriated in accordance with law for the purpose and subject to the conditions under which each receipt

was received. Within each categorical program, transfers from unallocated amounts, transfers between accounts, and transfers between major classes are authorized to be made by the Chancellor and Vice Chancellor of Finance and Administration to the extent permitted by the laws and regulations of the State of California.

Part 3: Child Development Fund

Section 1 The Child Development Fund portion of the SFCCD Annual Budget contains appropriations of categorical funds from California Dept. of Education thru RFP's, Subcontracts, Sub-Recipient Agreements or gifts from various donors. Such appropriations shall be increased or decreased in accordance with the amount made available during fiscal year 2011-2012 by cash receipts or allocations from the State of California. Throughout the year, General Fund - Restricted Awards, Allocations, Sub-contract, Sub-recipients Agreements accepted by the District are communicated to the Board of Trustees monthly and appropriated to the Annual Budget. Such receipts are hereby appropriated in accordance with law for the purpose and subject to the conditions under which each receipt was received. Within each categorical program, transfers from unallocated amounts, transfers between accounts, and transfers between major classes are authorized to be made by the Chancellor and Vice Chancellor of Finance and Administration to the extent permitted by the laws and regulations of the State of California.

Part 4: Board of Trustees Budget Modifications

Section 1 The Chancellor and Vice Chancellor of Finance and Administration are hereby directed and authorized to restore \$1.9 million to the 1000 Account, from a proposed \$3.8 million cut and (1) such funds shall be reserved for historically impacted and high enrollment/FTES generating sections, (2) the Chancellor shall proceed with current plans of not offering sections that are historically low enrolled, estimated at 400-500 sections per year and (3) the Chancellor shall have absolute discretion to effectuate the foregoing.

Section 2 **The district shall provide a cost-effective salary schedule for administrators that shall take effect this fiscal year, 2011-2012.**

Section 3 **The District shall establish an Innovation Fund, which shall be reserved solely for those Instructional Offerings, that meet the following criteria: (1) Innovative and or experimental; (2) Demonstrated ability to garner High Student Enrollment; and, (3) demonstrated ability to improve degree completion, Transfer or student success. This fund shall place a particular, but not exclusive, emphasis on STEM subjects.**

The District shall allocate \$300,000 for the foregoing fund for innovation in this fiscal year. This amount shall be drawn from the funds set aside in Part 4 Section 1 of this resolution (Rizzo amendment adopted by Budget Committee June 2, 2011).

Section 4 The District is seeking to reduce spending for non-instructional time and other subaccounts within the 1000 category by a total of \$1.5 million. To accomplish this new restrictions will be placed on accounts within the 1000 category that are used for non-instructional time. The following sub categories and amounts are authorized:

Hourly Librarians, Counselors, and Student Health Personnel	\$ 1,499,459
Office hours for Part-time Faculty	\$ 458,600
Tenure Review Assignments	\$ 397,731
Lab Monitors that directly generate FTES	\$ 835,422

The above items total \$ 3,191,212. All remaining non-instructional time (\$2.375 million) will continue to be evaluated, and a substantial amount of the \$1.5 million savings goal will be achieved by reducing such spending. The Board of Trustees original direction to “zero-out” non-instructional time effective January 1, 2012 is now subsumed into the \$1.5 million reduction referenced above, as savings greater than this amount no longer appear possible. This conclusion is based on the work the administration has conducted at the direction of the Board. As the work required to review these assignments has taken longer than expected, the District shall provide a full and specific accounting of all non-instructional time no later than November 30, 2011 and a policy or protocol governing the assignment of such funds and or time shall be adopted no later than December 15, 2011.

Section 5 **With an additional allocation of \$150,000, the District shall adequately and properly plan for the anticipated increase in students eligible for the Second Chance Program.**

Section 6 This resolution would amend the 2011-12 Final Budget Resolution by allocating sales tax **and trust fund** revenue to fund **stipends or scholarships** for Mentoring and Service Learning activities. The District shall **establish a fund in the** amount of \$200,000 derived solely from **a combination of** Sales Tax Revenue **and the fund distribution anticipated from the private moneys released from District Trust funds.** Such funds shall be reserved for and or otherwise administered by the Office of Mentoring and Service Learning **and designated specifically for the purpose of scholarships from trust funds and Stipends from sales tax** subject to the following: (1) all City College students are eligible for these positions who demonstrate financial need; ~~and~~, (2) such positions shall be consistent with the mission of the Office, “to enhance student learning, promote teaching innovations and involvement, respond to community needs, and foster civic responsibility and personal growth-”; **and, any other permitted criteria established by said Office and or the District.**

If any student who qualifies for in-state tuition pursuant to AB540 or California Education Code § 68130.5 becomes eligible for the foregoing program, disbursed funds shall be derived from the fund distribution anticipated from the private moneys released from District Trust funds.

The District shall present to the Board, prior to the adoption of the 2012-2013 fiscal year budget, findings as to whether the District's sales tax revenue may also be used for the purposes of this Amendment, including as non-state appropriated funds for purposes of AB130.

One of the express purposes of this Amendment is to conform this Resolution 110922-B1 to AB130, California Education Code §§ 66021.7 and 68130.7. However, implementation of this Amendment prior to January 1, 2012 may and shall be made according to all existing and applicable laws.

Administrative Provisions 2011-2012

- Section 1 Because total appropriations contained in the Annual Budget are based on estimated revenues which may not be fully realized, it shall be incumbent upon the Chancellor and Vice Chancellor of Finance and Administration to review revenue estimates each month. If such revenue estimates indicate a shortage, the Chancellor and Vice Chancellor of Finance and Administration are authorized to freeze an equivalent amount of expenditure appropriations and report this action to the Board of Trustees. These frozen appropriations may only be released if subsequent estimates indicate that the collection of the amount originally estimated is assured.
- Section 2 The Chancellor and Vice Chancellor of Finance and Administration are hereby authorized to make any transfer necessary to correct technical errors. In contrast, transfers from the unallocated appropriations to any expenditure classification shall be made only by formal resolution approved by a two-thirds vote of the members of the Governing Board as provided for in Title 5, California Code of Regulations, Section 58199; in addition transfers between major budget classifications shall be made only by a formal resolution approved by a majority of the members of the Board of Trustees as provided for in Title 5, California Code of Regulations, Section 58199. Transfers between subordinate accounts within a single major classification may be made by the Chancellor and Vice Chancellor of Finance and Administration.
- Section 3 The Chancellor and Vice Chancellor of Finance and Administration are hereby authorized; first, to expend from the available funds budgeted for any approved position; second, to transfer subject to the provisions of Title 5, California Code of Regulations, Section 58199 and expend from the available funds budgeted for personal services; and third, to transfer subject to the

provisions of Title 5, California Code of Education, Section 58199 and expend from any other available budgeted funds for lump sum payments to classified employees upon death or retirement for service or separation caused by industrial accident for accumulated sick leave benefits in accordance with Civil Service Commission Rules 22, Section 22.02.B9. Provided, however, that the position held by an employee who is entitled to such lump sum payment will not be filled with either a permanent or temporary replacement until such lump sum payment has been recovered from funds budgeted for personal services, and further provided that in the event that said position must be filled immediately it may be so filled on the authorization of the Chancellor or the Vice Chancellor of Finance and Administration.

Section 4 That the San Francisco Community College District is hereby authorized and directed to continue the existing special and trust funds, reserves; and the receipts in each such fund are hereby appropriated in accordance with law and the conditions under which such fund was established. The Chancellor and the Vice Chancellor of Finance and Administration are hereby authorized and directed to set up additional special and trust funds and reserves as may be created by either additional requests or under other conditions and the receipts in each fund are hereby appropriated in accordance with law for the purposes and subject to the conditions under which each fund was established.

Section 5 That whenever the San Francisco Community College District shall receive for a special purpose from the United States of America, the State of California, or from any public or semi-public agency, or from any private person, firm or corporation any money or property to be converted into money, there shall be set up in the accounting records of the San Francisco Community College District, a special fund or account evidencing the amount received and specifying the special purposes for which it has been received and for which it is held. Such an account or fund shall be maintained as long as any portion of said money or property remains. Such receipts are hereby appropriated in accordance with law for the purpose and subject to the conditions under which each receipt was received.

Section 6 Permanent certificated and classified positions continued or created by the Board of Trustees in the Annual Budget, may be increased, decreased, or reclassified only by approval of the Chancellor and Vice Chancellor of Finance and Administration. Funds provided with approval of the Chancellor and Vice Chancellor of Finance and Administration may be used to provide temporary employment when it becomes necessary to replace a permanent occupant of a position while on extended leave without pay, or for the temporary filling of a vacancy for a permanent classified position. Funds provided in the Annual Budget for permanent certificated positions may be with the approval of the Chancellor and Vice Chancellor of Finance and Administration transferred to other certificated positions.

Section 7 Money received as payment for damage to SFCCD property is hereby appropriated to pay the cost of repairing such equipment or property. Any excess funds, and any amount received for damaged equipment which is not to be repaired shall be credited to Miscellaneous Revenues of the General Fund; provided that where the property is damaged during construction and such construction is funded from the Capital Outlay Projects Fund, the excess funds shall be credited to the specific construction project in the Capital Outlay Projects Fund.

Section 8 In compliance with Government Code Section 7900 et seq., the College has calculated its Gann Appropriation Limit for fiscal year 2011-12. The final budget as adopted will be in compliance with this limit.

SHARED GOVERNANCE REVIEW:

Yes: X ; No: ___; If yes, which Committee: College Planning Budget Council

Date of Review: August 30, 2011

(A negative response indicates that a review is not necessary)

RECOMMENDATION:

RESOLVED: That approval is hereby given for the Final Fiscal Year 2011-2012 Annual Budget, including a transfer of up to \$2M from the Board Designated Reserve, and

RESOLVED: Any and all changes to the Final Budget adopted by the Board of Trustees at its meetings on September 14, 2011 and September 22, 2011 shall be incorporated into the final budget.

FURTHER BE IT RESOLVED: That the Chancellor, Vice Chancellor of Finance and Administration and/or their designee are hereby authorized to execute any and all documents on behalf of the District to effectuate this resolution.

Recommended for adoption:
Dr. Don Q. Griffin, Chancellor

Appendices

Draft Annual Plan And Linkages

2011-2012



Office of the Chancellor

Office of Research & Planning

DRAFT

Unrestricted General Fund

LINKAGES BETWEEN 2011-12 FINAL BUDGET AND DRAFT ANNUAL PLAN

* indicates no annual plan reference

STRATEGIC PRIORITIES	Annual Plan Reference	Organization Code	Name of Department
A. EXCELLENCE IN TEACHING, LEARNING, AND SUPPORT SERVICES:	I.a.	does not require budget	
	II.a.	7272	Math
	II.b.	does not require budget	
	II.c.	5110	Office of Instr'n
	II.d.	does not require budget	
	II.e.	7512 and 8001	English & Capital Projects
	III.a.	Fund 12 - Grants	
	III.b.	does not require budget	
	III.a.	Fund 12 - Grants	
	III.b.	does not require budget	
	IV.a.	Fund 12 - Grants	
	IV.b.	Fund 12 - Grants	
	IV.c.	6250	Student Development, OSML
	IV.d.	Fund 12 - Grants	
	V.	*	*
	VI	*	*
	VII.a.	4042	Fin'l Aid
	VIII.	*	*
	IX.a.i.	5161	HR, Resarch & Policy, & MIP
	IX.a.ii.	7272 & 7512	English and Math
	IX.a.iii.	6250	Research & Policy, OMSL & CTE
	IX.a.iv.	5161	HR, Staff Development
	IX.a.v.	Innovation Fund	
	IX.a.vi.	does not require budget	
	X	*	*
	XI.a	does not require budget	
	XII.	*	*
	XIII.a.	2058	Human Resources
	XIII.b.	Innovation Fund	
	XIV.a.	6320 - 6468	Retention Programs
XIV.b.	6250	Research & Policy	
XV.	*	*	
XVI.	*	*	
B. COMMUNICATION AND INFORMATION	I.a.	0062	Office of Shared Gov
	I.b.	does not require budget	
	II.a.	4060	Outreach
	II.b.	Distributed	
	III.a.	0040	Marketing & Public Info
	III.b.	does not require budget	
	IV.	*	*
	V.a.	0062	Office of Shared Gov
	VI.a.	Fund 12 - Grants	
	VI.b.	0050	Research & Policy
	VI.c.	1545 & 0006	Controller and Internal Audit
	VI.d.	0050	
	VII.	*	*
	VIII.	*	*
	IX.a	does not require budget	
X	*	*	

STRATEGIC PRIORITIES	Annual Plan Reference	Organization Code	Name of Department
C. CAMPUS FACILITIES AND COMMUNITIES	I. a & b	Fund 12 - Grants	
	II.a.	VC for Campuses	
	II.b.	4042	Financial Aid
	II.c.	4024	A & R Non Credit
	III.a	Fund 12 - Grants	
	IV.	*	*
	V.a.	does not require budget	
	V.b.	does not require budget	
	VI.	*	*
	VII.	*	*
	VIII.	*	*
	IX.	*	*
	X.	*	*
D. DIVERSITY AND INCLUSIVENESS	I.	*	*
	II.a.	0050	Research & Policy
		4060	Outreach
	II.b.	6320 - 6468	Retention Programs
		4060	Outreach
	II.c.	6320 - 6468	Retention Programs
		0050	Research & Policy
	III.a.	0050	Research & Policy
	IV.	*	*
		*	*
		*	*
	V.	*	*
	VI.a	6250	Student Development, OMSL
		6430	Learning Assistance
	VII.	*	*
	VIII.a.	2541	Ed Tech Office
	IX.a.	8001-8087	Capital Projects
X.a.	0050	Research & Policy	
	4060	Outreach	
Xb.	does not require budget		
XI.a.	4060	Outreach	
XI.b.	6110	Matriculation	
XII.a.	4042	Financial Aid	
	6250	Student Development, OMSL	
XIII.	*	*	
XIV.	*	*	
E. TECHNOLOGY	I.a.	8001-8087	Capital Projects
	II.	*	*
		*	*
	III	*	*
	IV.	*	*
	V.a.	4042	Financial Aid
		2520	ITS
	V.b.	4042	Financial Aid
	VI.a.	2541	Ed Tech Office
	VI.b.	2541	Ed Tech Office
	VII.	*	*
	VIII.a.	2541	Ed Tech Office
	VIII.b.	2541	Ed Tech Office
	VIII.c.	7508	Broadcast Electronic media Arts
	IX.a.	2541	Ed Tech Office
		9320	Library Resources
	X.	*	*
XI.	*	*	
	*	*	
F. RESOURCES AND STAFFING	I.a.	0060	Gov't Relations
		0120	VCFA
	II.a.	0078	College Development
	III.a.	does not require budget	
	III.b.	does not require budget	
	III.c.	does not require budget	
	III.d.	1120	Bookstore
	IV.a.	does not require budget	
	IV.b.	2058	Human Resources
	V. a	2058	Human Resources
	V.b.	does not require budget	All VCs
	VI.a.	2058	Human Resources
	VI.b.	2058	Human Resources
	VII.	*	*
VIII.	*	*	
IX.a, b, & c	3542	Bldgs & Grnds	
X.a.	0050	Research & Policy	
	2058	Human Resources	
XI.	*	*	



Annual Plan 2011 – 2012

Final Draft – September 19, 2011

DRAFT:

Note: This Plan remains a draft until approved by the College's Board of Trustees. The FY 2011/2012 Budget is scheduled to be approved by the Board at their 9/22/11 meeting. This Draft will be included in the Budget Book. By adopting the FY 2011/2012 Budget, the Board is not approving CCSF's 2011/2012 Annual Plan.

Introduction

Dear Colleagues, Community Partners, and Friends,

As described in our Mission and Vision, City College strives to provide superior and affordable educational experiences for all students within a supportive, caring, inclusive, and diverse College culture that fosters student success. The Draft Strategic Plan for 2011-2016 identifies six Strategic Priorities which will move the College closer to this vision of excellence. These six Strategic Priorities are:

A. EXCELLENCE IN TEACHING, LEARNING, AND SUPPORT SERVICES.

Strengthen and improve academic and student development programs to enhance student learning outcomes and promote access, progress, and success for all students.

B. COMMUNICATION AND INFORMATION

Improve communication among all CCSF constituencies, including students, alumni, and community partners. Coordinate the dissemination of information to these groups.

C. CAMPUS FACILITIES AND COMMUNITIES

Respond to the changing academic, CTE, student service, cultural and personal goals and needs of students and communities throughout San Francisco.

D. DIVERSITY AND INCLUSIVENESS

Promote diversity and inclusiveness at all levels of the College.

E. TECHNOLOGY

Update technology infrastructure, hardware, and software to support the College's vision and mission.

F. RESOURCES AND STAFFING

Support workforce practices that put students first and that are economically, socially, and environmentally sustainable for the College and its employees.

This Draft Annual Plan for 2011-2012 serves as a key integration point for the College's planning, budgeting, and assessment processes. Building upon the framework provided by the

Strategic Priorities, it draws from the College's other long-range plans and reflects priorities identified through the Program Review process.

This year's Annual Plan focuses on attainable annual objectives and the College's collective efforts to make progress in these areas. The Draft Annual Plan for 2011-2012 specifies many different measures the College will use to gauge such progress. Achievement of these annual objectives is of course partly dependent upon the resources that will be available this Fiscal Year. But, as is generally the case, some progress can be achieved even in the face of diminished resources. Toward the end of the Fiscal Year, the College's Planning and Budget Council, as well as the Board's Planning and Budget Committee, will review the data collected to measure progress on the objectives contained in this plan.

This Annual Plan has embedded the six Strategic Priorities into the plan. The Strategic Plan also contains Major Objectives that cover academic years beginning in the Fall of 2011 and ending in the Spring/Summer of 2016. It will not be possible for the College to identify measurable objectives that cover every objective in a single academic year. The 2011/2012 Annual Plan begins to build upon existing or funded objectives and begins to develop a baseline for evaluating these activities and their effectiveness.

Annual Objectives: 2011-2012

Draft 9/19/11

A. EXCELLENCE IN TEACHING, LEARNING, AND SUPPORT SERVICES: During fiscal year 2011-2012, the College will strengthen and improve academic and student development programs to enhance student learning outcomes and promote access, progress, and success for all students, including the development and promotion of programs, services and strategies that narrow achievement gaps and support student preparedness and success, teaching and learning, multicultural infusion and exchange, and a global learning perspective. These efforts include a focus on gateway courses in math and English and services/programs that target underserved, educationally disadvantaged and first generation college students. Additional focus includes professional development covering the relevant areas of GED and adult basic education, basic and developmental skills, English as a Second Language, cohort based learning communities, career technical education, interdisciplinary and intersegmental pathways and connections, immigrant and multicultural populations. Academic Freedom and collegial professionalism create a foundational environment of inquiry, discussion, and critical judgment. Academic Freedom allows the faculty to be bold and visionary as they deliver instruction. Students are provided with opportunities to learn about and try out different perspectives. The process of examining and assessing different perspectives encourages students to contextualize and synthesize what they learn. Freedom of inquiry is essential to City College's goal of providing not just acquisition of skills and credentials, but a full education of the whole person.

I. Recognize academic freedom and collegial professionalism as central to the college.

- a. Assess the vitality of Academic Freedom and Professionalism at the College by reporting on the priority given to Academic Freedom in relevant College policy documents (i.e.: Strategic Plan, Annual Plan, Accreditation, AFT CONTRACT, etc.), as well as specifying the role and relevant actions of the Academic Senate as guardian of academic freedom. Report aggregate data from student evaluations on these questions: “seem free of racial, sexual, religious, and political prejudices” (Credit) or “showing respect for all racial, sexual, religious, and political groups” (Non-credit) to demonstrate the degree to which faculty respect for Academic Freedom, is reported by our diverse student population.

II. Implement strategies to close achievement gaps for identified groups, increase retention and persistence, and support all students in achieving their goals including transfer and achievement of certificates and degrees.

- a. To assess whether the implementation of dedicated lab hours for the Math/Stat program has a positive effect, we will compare the number of students across all ethnic groups who use the lab while completing the Math 45-Math 80/Psych 5 sequence and achieve transfer level status in 2012 as compared to 2011.
- b. To assess our ability to facilitate transfer opportunities for students, we will measure the number of additional transfer programs approved by the State Chancellor's Office in 2011/2012 under Senate Bill 1440 and the number of students transferring using any of the SB 1440 approved degrees. We will also measure the number of 2012 Transfer Admission Guarantees (TAG) applications and acceptances as compared to 2011.
- c. Implement and assess the effectiveness of degree audit software to increase completions of certificates and degrees.
- d. Assess the effectiveness of bridge and academy programs in Career and Technical Education departments that strive for higher transfer and completion rates while focusing on students' long-term employment goals.
- e. Implement the plan to create an English Department Reading and Writing Center. Once the Center is established, hoped for results to be assessed will include whether there is a positive effect on retaining students, achieving desired learning outcomes, strengthening college readiness, making better use of the lab budget, and improving the morale of students, faculty, and staff.

III. Strengthen and improve programs and courses including alignment with the Educational Master Plan, student learning outcomes, and the accreditation self-study report.

- a. To assess our effectiveness in promoting program improvement in CTE departments, evaluate the research conducted in the Perkins-funded Student Success Initiative. In its second year, this initiative has been supporting program improvement in career and technical education departments through conducting qualitative and quantitative research with students and faculty and supporting professional development activities.

- b. To assess our effectiveness in developing remaining program student learning outcomes (that reflect critical skills and competencies for student success and completion) and finalizing their corresponding assessment plans, we will compare our 2012 percent completion of program SLOs to that of 2011.

- IV. *Respond to the educational and training needs of students and communities through implementation of workforce, STEM, and community development initiatives.*
 - a. We will assess the Career and Technical Education, as well as student services needs, by continuing to request the input of CTE students and community partners.
 - b. We will assess our outreach efforts to respond to the changing needs of students and communities and our success in identifying and advocating for viable career and technical education programs and services that are identified by employers, industry sectors and communities.
 - c. We will assess the collaborative work of the Student Development Division in initiating new internships and distributing employment opportunity information to students who successfully complete their programs of study.
 - d. To assess our effectiveness in providing Career and Technical Education students with tools for employment, we will work with the Student Job Placement Task Force to determine the success of piloting employment portal software in selected Career and Technical Education departments. Input will be provided from this Task Force for assessment on how to better serve our students with post-CCSF employment.

- V. *Strengthen links between/among departments and programs with classes in basic skills instruction, including but not limited to: Transitional Studies, ESL, Mathematics, English, and Career Technical Education.*

- VI. *Strengthen collaboration among various departments and segments within the College including enhancement of noncredit offerings with facilitation of seamless student movement between noncredit and credit.*

- VII. *Assess student and academic support systems, under the direction of its departments, and develop and implement strategies to most effectively serve students.*
 - a. We will assess support services needs and financial aid literacy levels, beginning with students in targeted Career and Technical Education programs.

- VIII. *Assess the College curriculum with analytical writing, numeracy, critical thinking, communication skills, and information competencies among the criteria for excellence in order to better prepare students for careers and transfer.*

- IX. *Assess the College curriculum, with multicultural perspectives and inclusiveness among the criteria for excellence.*

- a. To continue efforts to diversify the curriculum and promote instructional and counseling methods that optimize student success and close achievement gaps across the College:
 - i. Evaluate and assess the effectiveness of the Multicultural Infusion Project as a model for the college, in part, through surveying faculty participants about their satisfaction with the training and its perceived impact on student learning in the classroom.
 - i. Expand the number of sections of accelerated English and math where possible and compare student passing rates to those of students in standard English and math courses.
 - ii. Measure increases in opportunities for students to engage in out-of-classroom learning activities (including service learning, internships, tutoring, mentoring, and cultural and recreational activities at all campuses.)
 - iii. Measure the participation of faculty and staff in professional development opportunities related to diversity issues and multicultural perspectives.
 - iv. Promote contextualized and experiential learning strategies, especially in English, ESL, and math and begin collecting data to measure and assess the impact on student learning.
 - v. Promote and assess Writing Across the Curriculum and other programs in departments other than English that promote language skills.

- X. *Strive to make multicultural perspectives and civic engagement the norm for all disciplines, as appropriate.*

- XI. *Promote the infusion of sustainability practices and themes, as appropriate, into curriculum, learning resources, student support services, and staff development initiatives.*
 - a. Identify those courses that include project based learning focused on sustainable practices. Begin to identify and promote best practices that can be shared with departments throughout the college.

- XII. *Integrate artistic and cultural resources into the institutional life of the College.*

- XIII. *Support faculty and staff in the use of effective practices in teaching and learning and develop ongoing professional learning programs that promote such strategies.*
 - a. To assess professional development activities, both those focusing on scholarly content and those centered on pedagogy, target the goal of meeting the needs of our student population by examining the diversity of content and availability to faculty of activities offered during flex days and throughout the year. The number of related sessions held during flex days will be compared to the previous year.

- b. The College will make available a modest amount of funding to support innovative efforts to enhance student learning.

XIV. *Encourage out-of-classroom learning activities to provide a range of opportunities, including service learning, internships, tutoring, mentoring, and cultural and recreational activities.*

- a. Inventory and assess the effectiveness of implementing the collaborative student learning outcome projects that integrate counseling with instruction in Retention Programs. This will include comparing the change in student retention and success rates from 2011 to 2012, by project.
- b. To assess our effectiveness in expanding experiential learning opportunities, we will compare the number of new internship, service learning, and mentoring courses developed by departments, the number of such courses scheduled, and their corresponding enrollments in 2012 as compared to 2011.

XV. *Provide on and off campus opportunities for cultural exchange including exposure to diverse environments and global careers.*

XVI. *Develop explicit benchmarks and certificates to acknowledge and document noncredit student achievement.*

B. COMMUNICATION AND INFORMATION: During fiscal year 2011-12, the College will improve communication among all CCSF constituencies, including students, alumni, and community partners, and coordinates the dissemination of information to these groups. The College will increase the number of opportunities for constituency groups to engage in communication and collaboration that will provide consistent and complete information about college programs, resources, and policies. These efforts will use electronic forms of communication in order to reach and inform the greatest numbers of constituent groups, including faculty, staff, administration, Board members, current and future students, alumni, members of the community, and employers. A major focus of this coming year will include identifying and disseminating online information, particularly promoting easy access to the location of program, resource, and policy information. This will also support the college's commitment to environmentally sustainable practices. Email blasts, City Currents, and CCSF's website will also be used to inform the community of new or revised policies and new and existing resources.

I. *Increase opportunities to engage in communication and collaboration across all constituent groups to develop more consistent and complete information about college programs, resources, and policies.*

- a. Working through the appropriate Shared Governance Committees, institute the infrastructure to update online information and create the ability to easily respond to electronic student requests.

- b. Develop an inventory of publications, websites, and other forms of communication used by the college. Provide this inventory to constituent groups for review, update and further disseminate to inform the greatest number of users.
- II. *Increase use of social media and other communication tools across the College and for communication with the students and communities the college serves.*
 - a. Identify existing CCSF Facebook and other social media pages and include in inventory of other forms of communication used by CCSF.
 - b. Update Department and program webpages and promotional materials. Develop a process for ongoing updating and maintenance. Report the number of sites on CCSF's webpage that have been updated or revised.
- III. *Design outreach communications (publications, web, visual, audio) to appeal to local, state, national and global audiences, including translation of print materials into multiple languages.*
 - a. Reininvigorate the Office of Marketing and Public Information. By hiring a Dean of Marketing and Public Information, CCSF will improve marketing, promotional materials, and communication. The new Dean would ensure that information resources will be inventoried, standardized, and centralized.
 - b. Work with the Foundation of CCSF to increase online communications with alumni providing opportunities to stay in touch with CCSF, to participate in CCSF activities, and to support CCSF fundraising campaigns. Compare total donations to previous year's donations.
- IV. *Coordinate the dissemination of information to potential students to ensure greater success in outreach activities.*
- V. *Strengthen and support College shared governance, including educating the College community about its processes.*
 - a. Identify methods to inform the college community of the shared governance process to increase greater college wide participation. Survey faculty, staff, and students to determine the level of participation and understanding of shared governance and identify factors that motivate participation.
- VI. *Collect, analyze, review and disseminate a broad array of relevant data to inform decision making in all areas of the college.*
 - a. To assess our effectiveness in promoting student employment, we will evaluate and assess the data accessed through the Employment Outcomes Project, which CCSF will be involved with along with the Bay Area Community College Consortium (BACCC) during Fall 2011-Spring 2012. This project will use completer and leaver surveys to assess the outcomes of the CTE programs at Bay Area community colleges, including CCSF, and will consider whether students became employed within their field of study, if their community college coursework positively affected their earning potential, and why students dropped out of CTE programs.

- b. The Research & Planning and Technology Offices will continue to coordinate and collaborate in order to provide easily accessible and accurate data regarding programs, outcomes, enrollment patterns, etc. Review inventory of requested reports and compare to previous year's output.
- c. Review and update the Office of Grants and the Office of the Controller websites to include reporting procedures, fundraising protocols and resources, and information on local, state, and federal regulations. Begin to develop an online Grant's Manual and standardized grant activity procedures. These procedures, protocols and guidelines should be regularly reviewed and approved by the Grants Office, the Controller's Office, the Internal Auditor's Office and Legal Counsel.
- d. Provide a centralized repository of surveys conducted and provide assistance in the use of Survey Monkey.

VII. *Conduct employer and professional practice surveys to evaluate curriculum competencies in career and technical education disciplines.*

VIII. *Implement strategies to preserve institutional knowledge.*

IX. *Promote sustainability efforts throughout the College using educational materials about environmentally sustainable practices and policies.*

- a. Encourage faculty to develop and present sustainability workshops for flex day that include topics such as, paperless classrooms, zero waste or how to reduce what is added to landfill, and green purchasing practices.

X. *Ensure appropriate levels of privacy and security for electronic and other communications.*

C. CAMPUS FACILITIES AND COMMUNITIES: During fiscal year 2011-2012, the College will continue to respond to the changing needs of students and communities throughout San Francisco. We will work with employers and community partners to identify Career and Technical Education and student services needs. We will enhance, as needed, the physical and operational structure of the College campuses. To support the College's mission we participate in outreach activities in local neighborhoods and communities to improve access to the College. We will administer surveys and conduct focus groups to determine whether appropriate and relevant education programs are offered at campuses. We will continue to conduct outreach activities to assess whether underrepresented populations.

I. *Continue to improve our outreach services and partnerships with high schools and local community organizations.*

- a. Identify the number of SFUSD high schools participating in concurrent enrollment programs. Compare the number of students enrolled in this year's program to last year.

- b. Identify the number of SFUSD high school students that participated in FRISCO Day in the Spring of 2011 and 2012. Compare the number of participants to the number of students that enrolled in classes at CCSF, including the number enrolled in English, math and average number of units. Compare to previous year's enrollment figures.
- II. *Move toward an appropriate level of student services and curricular offerings at each campus.*
 - a. We will document the utilization and student satisfaction of a Pilot "One Stop" Enrollment Services Centers that will integrate Admissions, Financial Aid and New Student Counseling Services at John Adams, Mission, Evans and Southeast Campuses.
 - b. Increase staffing and document the effects in the Financial Aid Office at the Chinatown Campus.
 - c. We will develop and assess a Pilot Web-Registration process for noncredit business students at the Downtown, Mission and Civic Center Campuses.
- III. *Collaborate with community partners to provide wrap-around services for students who need extra support to succeed (i.e. services that contribute to physical, mental, social and economic well-being).*
 - a. Identify the current number of grant funded programs that include wrap-around services provided by community partners. Identify the number of participants in each program and inventory the types of services provided.
- IV. *Complete building projects currently in progress, and assess future needs for facilities planning, funding, construction, utilization and consolidation, always adhering to College standards for sustainability.*
- V. *Improve the availability of facilities at all campuses as feasible, including classrooms, tutoring spaces, group study rooms, and labs.*
 - a. We will evaluate the physical layout (use of space) and operational structure at the campuses and assess our success at enhancing the programs and services offered at, in particular, the Civic Center, Evans, and Southeast Campuses.
 - b. We will evaluate our collaboration and participation with PUC to remodel the Southeast Campus and the intra-campus shuttle transportation program being developed.
- VI. *Develop regular maintenance plans, including retrofits for existing facilities, to provide a high quality educational environment and meet the needs of programs and students, always adhering to College standards for sustainability.*
- VII. *Collaborate with community partners in promoting sustainability.*

- VIII. *Provide sustainable, ergonomic seating, furniture, equipment, and ADA accommodations for all facilities.*
- IX. *Create a maintenance plan for artistic and cultural resources of the College.*
- X. *Maintain clean and functional facilities that support student learning.*

D. DIVERSITY AND INCLUSIVENESS: During fiscal year 2011-12, the College will continue to promote diversity and inclusiveness at all levels of the College. The College will implement initiatives to close student achievement gaps by increasing support for underrepresented populations through improved registration and placement test processes, expanded peer mentoring and tutoring opportunities, greater access to quality counseling services at all campuses, targeted outreach at San Francisco high schools, and increased support for retention-based programs and services assisting underrepresented students. As appropriate, the College will continue to make multicultural perspectives and civic engagement the norm for all disciplines. The College will continue to tie all programs and services to ADA compliance and increase data collection for additional at-risk populations. The College will work to increase the success of underrepresented students in meeting certificate, degree and transfer goals.

- I. *Foster a supportive, positive, and productive environment for our diverse employees and students.*
- II. *Implement strategies to close student achievement gaps for identified underrepresented groups.*
 - a. Assess strategies (such as priority registration for high school students and accelerated sequencing in English and math courses) for reducing the achievement gap by measuring the following (from 2008-09 baseline data):
 - i. the number of underrepresented students taking and passing transfer-level English and Math course sequences
 - ii. the number of high school graduates successfully transitioning to City College and enrolling full time (12 units).
 - iii. persistence in enrollment for underrepresented student groups from fall to spring semesters
 - iv. increases in the number of underrepresented students with a first semester passing GPA (min. 2.0)
 - v. demographic data about the numbers of underrepresented, first-generation students coming to CCSF from S.F.Unified high schools.
 - b. Provide additional support for underrepresented students through current retention programs and other retention initiatives to assist students in meeting transfer goals.
 - i. Define and begin implementation of measures to assess the effectiveness of current CCSF retention policies, programs and initiatives, particularly in the areas of increased access, persistence and transfer readiness thereby establishing a baseline for future comparison.

- ii. Write a comprehensive retention plan to create a data-driven, college-wide retention strategy to increase persistence and retention.
 - c. Pilot First Year Experience Program – YO! (Year One) in Spring 2012 semester using a learning community model targeting African American and Latino/a students from SFUSD who test into Basic Skills. Begin to gather data on the number of students who enroll and complete the 12 – 13 unit program that includes English Accelerated/Intensive Curriculum, Math and College Success courses.
- III. *Collect and assess data for groups not yet identified who might be affected by achievement gaps. Groups for which we need data so that achievement gaps may be identified include, but are not limited to, transgender students, foster youth, homeless / at risk students, and AB540 students, and in noncredit, students who received less than a 6th grade education in their native language.*
 - a. Begin to gather demographic information for additional at-risk populations to be included in future institutional research reports.
- IV. *Provide support for and expand the success of underrepresented students in meeting transfer goals.*
- V. *Support and maintain successful College retention programs and other programs for underserved students, underrepresented students of color, and all underrepresented student populations.*
- VI. *Increase the opportunity for students to support other students through peer mentors, tutors, and other appropriate methods.*
 - a. Expand, where possible, the Peer mentoring program and assess its effectiveness by evaluating the retention and completion rates of program participants.
- VII. *Maintain a commitment to ensure that all programs and services are in compliance with the Americans with Disabilities Act of 1990 (ADA).*
- VIII. *Expand distance education offerings where possible and appropriate in order to accommodate students who are unable to attend classes where they are offered, including exploring methods to document attendance for noncredit online classes.*
 - a. To assess our expansion of distance learning offerings to include more courses and programs, we will compare, by department, the number of 2012 online offerings and the number of students completing the courses to that of 2011; in addition we will compare the cumulative number of faculty, by department, trained in 2012 to the number trained in 2011.
- IX. *Increase the opportunity for students from underrepresented populations to access educational technology readily and easily by ensuring that appropriate equipment is accessible on all campuses and tech support is available.*
 - a. To continue closing the digital divide, begin to identify space where an additional academic computer lab could be located.

- X. *Improve the registration process to enable students, especially recent graduates of San Francisco high schools, to better access all pre-collegiate and collegiate courses in a manner that promotes persistence in the sequence.*
 - a. To assess the effectiveness of outreach efforts to underrepresented and low-enrolling, first generation students enrolled in San Francisco high schools, measure the number of graduating seniors completing the five matriculation steps compared to past averages.
 - b. Increase concurrent enrollment participation and explore options for AB540 students to participate without having to pay prohibitive non-resident tuition fees.

- XI. *Develop policies and support systems to increase opportunities for incoming students to accurately demonstrate their abilities on CCSF placement examinations, including the exploration of alternative testing methods and modalities.*
 - a. Improve advertising of the college's new placement retest policies, continue to explore alternative testing methods and modalities that promote improved student success, and pursue test preparation options for high school students to better inform them about the importance and implications of test results.
 - b. Explore potential for accepting SAT scores and/or other assessments in lieu of placement testing.

- XII. *Improve and promote greater access to financial aid and other support resources for all credit and noncredit students.*
 - a. To evaluate access to financial resources for all students, and in particular AB540 students, measure increases in the number of students receiving scholarship awards and participating in the book loan program.

- XIII. *Create structures that encourage and support student participation from diverse segments of the CCSF community in the college's sustainability efforts.*

- XIV. *Promote inclusiveness of all four constituent groups, namely; administrators, classified employees, faculty and students, in the shared governance process by preserving independent appointments for each group, collegial interaction, as well as support the impartial coordinating unit of the Office of Shared Governance.*

E. TECHNOLOGY: During fiscal year 2011-12, the College will seek to update technology infrastructure, hardware, and software to support the College's vision and mission. The College will continue to provide technology that enhances the student's learning environment and allows greater informational access. The College will continue to provide online training opportunities for faculty in how to use the College's learning management system (Insight) to tech-enhance face-to-face courses. The use of Insight will continue to be

promoted for greater efficiencies and waste reduction. Technological support for distance learning and tech-enhanced learning modalities will be provided through a Distance Learning and Teaching Specialist and by working creatively to maintain student support for Insight. The College will ensure equitable student access to library resources for distance learning and other outside-the-classroom learning modalities. The College will increase efficiency in response to technology project and maintenance requests. The College will ensure technical systems' availability will remain high for equitable access for all students.

- I. *Establish a "refresh program" that updates, recycles, or replaces obsolete hardware, software, and infrastructure by investing in cost effective technology and adopting application replacement cycles throughout the district.*
 - a. To better ensure availability of technological systems, construction on the District's data center remodel will begin by January 2012 and be completed by September 2012. The remodel will install new power circuits, connect the data center to the Cloud emergency generator, provide for an uninterruptable power supply, remove and replace the data center's HVAC unit.
- II. *Encourage departmental collaboration in the procurement and use of equipment and software.*
- III. *Encourage standardization of equipment for simpler maintenance and repair.*
- IV. *Increase access and support for appropriate technology-mediated instructional equipment used to enhance student learning such as smart classrooms and instructional labs.*
- V. *Improve the use of interactive digital technologies especially those used by students such as CCC Apply, application processes for financial aid and certificates of achievement.*
 - a. We will continue to assess the implementation of the document imaging system program.
 - b. We will assess student satisfaction as we decentralize the Financial Aid Office.
- VI. *Make education technology programs and services accessible across all campuses and online, to all employees including part-time faculty.*
 - a. To measure accessibility of online training opportunities, we will report by campus the number of faculty who participate in a new six hour online class. To measure effectiveness, we will compare completion rates with faculty completing the face to face training.
 - b. To assess the degree to which Insight has promoted sustainability goals, we will determine the number of faculty who in face-to-face sections use Insight to provide digital versions of course materials, thereby decreasing paper consumption. This will provide a baseline to compare to in subsequent fiscal years.
- VII. *Use technologies to promote sustainable practices, greater efficiencies, and reduce waste.*

VIII. Increase access and technological support for distance learning and other outside-the-classroom learning modalities.

- a. To measure improved support for distance learning, we will identify the number of faculty who used this technology for the first time in 2011-12, compared to the number of faculty who started use of the technology in 2010-11.
- b. Support for distance learning and tech-enhanced learning modalities will be provided through a Distance Learning and Teaching Specialist and by working creatively to maintain student support for Insight.
- c. To improve student access to courses, we will install equipment that will allow for the production and distribution of content via EATV and online.

IX. Ensure equitable access to library resources for distance learning and other outside the classroom learning modalities by providing adequate levels of online library resources.

- a. To determine whether library resources are accessible to students enrolled in distance learning classes, we will track the number of students who access the new library block in Insight and the number of instructors who keep the block active. This will provide a baseline to compare to in subsequent fiscal years.

X. Improve student access to computer labs and other technology resources using integrated systems and consistent policies and procedures.

XI. Create structures to evaluate and disseminate information about appropriate technologies and institutional effectiveness.

F. RESOURCES AND STAFFING: During fiscal year 2011-12, the College will support workforce practices that put students first and that are economically, socially, and environmentally sustainable for the College and its employees. The College will continue to maintain overall solvency and seek funding streams that will support operations and innovation. The College will increase the efficiency of its use of resources and operate with fewer filled positions for administrators and classified staff, as well as less funding for non-personnel costs. Staff development needs will be assessed and professional development opportunities will be made available to all employees. Recruitment efforts for hiring will be used to increase diversity of the College's workforce. The viability of a college-owned bookstore will be assessed. The College will continue to work to meet its commitment to employee needs during challenging economic times so that it can attract, retain, and support a highly qualified, diverse workforce.

I. Advocate for state policies that provide a sustainable resource base for community colleges.

- a. To assess efforts to maintain the district's solvency, we will compare total spending with total available resources for Fiscal Year 2011-12 to determine whether the

college is continuing to spend no more than it receives. We will also compare the balance in the Board Designated Reserve on June 30, 2012 with the amount in the Reserve on June 30, 2011.

II. Identify dependable funding streams for operational priorities and innovation while ensuring educational excellence and effective and efficient use of College resources.

- a. To determine whether efforts to raise funds to support operations have been successful, we will compare total funds raised for supporting operations for FY 2011-12 with the amounts raised during previous years.

III. Review and improve efficient use of resources, including reorganizing and re-engineering College operations and systems as needed to maximize efficient use of resources and maintain solvency.

- a. To measure the efficiency with which resources are used, we will compare total expenditures per full time equivalent student (FTES) for FY 2011-12 with previous years.
- b. To measure the efficiency with which resources are used, we will compare 311 Report data related to the 50 per cent rule (direct expense of education) for FY 2011-12 with previous years.
- c. To measure and promote efficient use of resources we will:
 - i. monitor and evaluate monthly work request productivity trends for a continuing reduction in mean time to repair
 - ii. compare the return on investment and to the total cost of ownership for newly emerging technologies
 - iii. establish a contract by December 2011 which standardizes computer hardware purchases
- d. To assess the viability of the college continuing to own its own bookstore, financial statements for the bookstore for FY 2010-11 will be compared with previous years, and forecasts for FY's 2011-12 and 2012-13 will be reviewed to determine if action is needed.

IV. Develop employment practices that ensure sufficient service to employees and students to maintain the continuity of services.

- a. To measure the efficiency with which resources are used, we will compare total non-personnel spending per FTES for FY 2011-12 with previous years.
- b. A comprehensive effort will be conducted to assess historic classified staffing levels and to guide decisions for limited hiring with a goal of rebalancing human resources.

This effort will be coordinated by senior management and the Human Resources Department.

- V. *Assess staffing levels across departments and programs and make adjustments that rebalance human resources.*
 - a. To determine whether staffing levels are equitable across departments and programs, we will assess the number of FTE for each major employee group within departments and programs for FY 2011-12 and compare it with other departments and programs of similar size (or serving similar numbers of students).
 - b. The College will share resources across departments, including staff.
- VI. *Increase the recruitment and hiring of a diverse faculty, staff, and administration.*
 - a. To assess the effectiveness of efforts to increase the diversity of the College's workforce, we will compare demographic data for all employees hired during FY 2011-12 with previous years.
 - b. Support efforts to increase hiring of a diverse faculty by researching the effectiveness of the Faculty Diversity Internship Program and the Grow Your Own program, and by pursuing best strategies to cultivate and support a future corps of diverse faculty for CCSF. Compare the number of current year participants in FDIP with the number of 2010-2011 participants.
- VII. *Address cyclical workloads through College-wide cooperation and sharing professional expertise.*
- VIII. *Support critical collaborations between and among counseling faculty, instructional faculty, librarians, administrators, and classified staff.*
- IX. *Provide support for the College's sustainability/green efforts.*
 - a. Continue to provide electronic updates on free and easy sustainable practices, such as double sided printing, recycling of supplies and material, etc.
 - b. Identify current sustainable/green best practice efforts already in place and create an opportunity to share throughout the college.
 - c. Compare and evaluate the results of activities and efforts, to date, implemented by the Office of Buildings and Grounds' Recycling Program.
- X. *Conduct periodic assessments of professional development needs including input from key college constituencies.*
 - a. To determine which professional development opportunities are most needed, we will conduct a survey of the college workforce and compare the results with data on current and past staff development offerings.

XI. Ensure professional development opportunities are available to all CCSF employees, especially for new faculty, classified staff, and administrators.

Overview of Annual Planning Processes

Annual Planning with Biennial Program Review	Spring Term - Prior						Spring Term - Following					
	Jan	Feb	Mar	Apr	May	June	Jan	Feb	Mar	Apr	May	June
Annual Plan (Prior)	VC / IR	VC / IR	PBC	PBC	☀	√						
Annual Budget (Prior)			PBC	PBC	☀	√*						
Program Review (Biennial) *							DC / IR	PRC / VC	PBC	☀		
End-of-Year Assessment (EYA) **							IR	VC / IR	PBC	☀		
Annual Plan (Following)								VC / IR	PBC	PBC	☀	√
Annual Budget (Following)									PBC	PBC	☀	√*

Legend:

☀ = Shared with Board or Board Committee(s)

√ = Board Approval Needed

√* = Board Adopts Preliminary Budget in June; Adopts Final Budget in August/September

IR = Institutional Research (Office of Research & Planning); DC = Department Chairs; VC = Vice Chancellors;
PBC = College Planning & Budgeting Council; PRC = Program Review Committee; CAC = College Advisory Council

Notes:

* Program Review is integral to Annual Planning--informed by prior Annual Plan and informs following Annual Plan.

** As of 2011-12, the EYA will combine the following items which have previously been reported separately (listed from most broad to most detailed):

- a new dashboard depicting College Performance Indicators (CPI) in a streamlined format;
- performance indicators from Accountability Reporting for the Community Colleges (ARCC) available in February;
- summary figures from the Student Achievement Gap & Social Equity Report(s);
- annual metrics specific to Annual Plan objectives (formerly the entirety of the EYA);
- the most recent program review summary report with access to all department- and unit-level program reviews.

Not Shown in Gantt Above:

Each Fall Term, implementation of new Annual Plan Objectives begins. In addition, Program Review Plans and Objectives are reviewed and implemented. Every-other-year, during the Fall Term, Program Review Data Packets and Templates are assembled per the Biennial Cycle.

Each Spring Term, the Plan for Five-Year Capital Outlay is updated and adopted.

Updated 8/17/2011 for Biennial Program Review (prior revisions per CPBC 2/1/11, 4/6/10, 10/20/09, 9/21/09).

Supplemental Schedules

San Francisco Community College District
 Transfer out Schedule
 Final Budget

	Budget	Budget (1)
	FY 2010-2011	FY 2011-2012
Cafeteria & Payment to/for Students	755,816	807,816
Child Development	565,000	667,356
Prescription Drug Reimbursement Fund	-	83,403
Categorical Bailout	3,456,645	1,391,062
Total Transfer	<u>4,777,461</u>	<u>2,949,637</u>

Note (1): As of September 22, 2011 the District does not have all its Basic Skills Courses identified and quantified. Therefore, the budgetary impact in dollars to the Categorical Transfer-out from the Unrestricted fund can not be exactly known. The direct result of this missing information is that the estimated Basic Skills Categorical Transfer out may be materially understated. District Administration is monitoring this situation very closely and will disclose any material adjustments as soon as they become known and measurable.

Additional Graphic Illustrations of District Budget

Section not used

Glossary of Terms and Definitions

GLOSSARY OF FINANCE TERMS

Accounting – The process of identifying, measuring, and communicating financial information to permit informed judgments and decisions by users.

Apportionment – Federal or state taxes distributed to college districts or other governmental units according to certain formulas.

Appropriation – An allocation of funds made by a legislative or governing body for a specified time and purpose.

Base Revenue – The districts' total prior year revenue from state general apportionment's, local property tax revenue, and student enrollment fees, adjusted when applicable for projected deficits.

Block Grant – A fixed sum of money, not linked to enrollment/ FTES measures.

Budget – A plan of financial operation for a given period for a specified purpose consisting of an estimate of revenue and expenditures. (Ideally, an educational plan expressed in dollars.)

Career Development College Prep – Enhanced Non-credit funding applied to these student FTE's.

Categorical Funds – Funds received by a district for a certain purpose which can only be spent for that purpose. Examples: Funding for the disabled, EOPS, deferred maintenance, and matriculation.

Chart of Accounts – A systematic list of accounts applicable to a specific entity.

Cost of Living Adjustments (COLA) – an increase in funding for revenue limits or categorical programs. Current law ties COLAs to indices of inflation, although different amounts are appropriated in some years.

Current Expense of Education (CEE) – ECS 84362 – The current General Fund operating expenditures of a community college district excluding expenditures for food services, community services, object classifications 6000 (except equipment replacement) and 7000, and other costs specified in law and regulations.

Deferred Maintenance – Major repairs of buildings and equipment which have been postponed by college districts. Some matching state funds are available to districts which establish a deferred maintenance program.

Encumbrances – Obligations in the form of purchase orders, contracts, salaries, and other commitments for which part of an appropriation is reserved.

Enrollment/FTES Cap – A limit on the number of students (FTES) for which the state will provide funding.

Equalization – Funds allocated by the Legislature to raise districts with lower revenue limits toward the statewide average.

Expenditures – Amounts disbursed for all purposes. Accounts kept on an accrual basis include all charges whether paid or not. Accounts kept on a cash basis include only actual cash disbursements.

Fifty Percent Law – Requires that fifty percent of district expenditures in certain categories must be spent for salaries and benefits of classroom instructors and some instructional aides. Salaries of counselors and librarians are not included in this classification.

Full-time Equivalent Student – An FTES is a student workload measure that represents 525 class (contact) hours of student instruction/activity in credit and noncredit courses. Full-time equivalent student (FTES) is one of the workload measures used in the computation of state support for California community colleges.

Fund – An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein.

Fund Balance – The difference between assets and liabilities.

General Fund – The fund used to account for the ordinary operations of the district. It is available for any legally-authorized purpose not specified for payment by other funds.

Mandated Costs – College district expenditures which occur as a result of federal or state law, court decisions, administrative regulations, or initiative measures.

Reserve – Funds set aside in a college district budget to provide for future expenditures or to offset future losses, for working capital, or for other purposes.

Restricted Funds – Money which must be spent for a specific purpose either by law or by local board action.

Revenue – Income from all sources.

Shortfall – An insufficient allocation of money, requiring an additional appropriation or resulting in deficits.

State Apportionment – An allocation of state money to a district based on total available general revenues less property taxes and enrollment fees.

Unencumbered Balance – That portion of an appropriation or allotment not yet expended or obligated.

Unfunded FTES – FTES which are generated in excess of the enrollment/FTES cap.