Excerpts from FCMAT Report RECOMMENDATIONS Only

**Fiscal Health Analysis** (*FCMAT page 11*)

1. Increase funding for the future cost of retiree health benefits using a structured plan rather than on an ad hoc basis.
2. If funds become available, consider funding its outstanding workers’ compensation claims in advance of the current 25-year amortization plan.

**Multiyear Financial Projection** (*FCMAT page 19*)

1. Ensure that any additional revenue or savings that materialize are used first to improve its fund balance.
2. Develop a plan now for the scenario in which both November 2012 tax measures fail.
3. Become more aggressive in reducing expenditures by implementing ongoing budget adjustments to avoid insolvency.
4. Plan for and make permanent reductions to balance its fiscal year 2013-14 budget.
5. Take a very conservative position with its tentative and adoption budgets, and limit spending to an absolute minimum until the November election results are known. Any savings can be used to help address a worst-case scenario in the current year.
6. If the election results are positive, CCSF should assess the situation and then develop a plan to restore the ending fund balance and to fund ongoing obligations such as retiree health benefits and workers’ compensation.
7. Before adding any new discretionary costs to the budget, identify a reasonable level of resources to commit to capital outlay from the operating budget, beginning in fiscal year 2013-14.
8. Evaluate all requests for categorical program subsidies against all other uses of unrestricted general fund monies and along with CCSF’s other priorities.
9. Subsidies should not be provided without analysis and discussion.
10. Ensure that multiyear projections include all cost increases such as those for retiree health benefits, utilities, normal step-and-column movement, employee benefits, and payroll. If a shortage occurs after including these items, either identify an ongoing revenue source and/or implement permanent cost reductions.

**Staffing and Operational Costs** (*FCMAT page 23*)

1. Through the collective bargaining process, address the issue of adding steps to the classified salary schedule.
2. For SEIU, Consider combining or eliminating part-time positions, or negotiate a benefit structure under which employees qualify for partial benefits only if they work 20 hours or more (a higher threshold could be selected) per week.
3. Consider negotiating to eliminate contract provisions that are out of the ordinary and that increase costs, or for which costs are difficult to quantify or anticipate, such as the SEIU contract provision for wellness payments.
4. Consider negotiating reductions to the contract provisions that provide classified staff with substantial paid time off, a 37.5-hour workweek, and high levels of accrual for vacation and compensatory time.

5. Through the collective bargaining process, negotiate to align staffing with available resources and the college’s need to reorganize programs and course offerings.

6. Analyze the cost-effectiveness of non-instruction-related release time to determine if duties performed are essential or could be done by others. Eliminate this release time when possible, and negotiate reductions if required.

7. Consider negotiating reductions to the AFT contract provisions that provide benefits and compensation that may not be sustainable in the current economic environment, including compensation for tenure review committee members and mentors and generous categories of employee leave.

8. Negotiate to reduce total staffing costs for all bargaining units, including SEIU, AFT and department chairs. This could include rolling back pay schedules, reducing the cost of health benefits, reducing the cost per hour for part-time faculty, and/or reducing or eliminating the cost of part-time faculty health benefits (more specific recommendations related to the department chairs appear in the Administrative Structure section of this report, which begins on page 45).

9. Develop and implement accounting protocols that enable it to determine the full cost of operating each of its nine main sites.

10. Develop criteria to help evaluate the cost effectiveness and service requirements of the college centers to determine the best future use for them.

11. Develop criteria to eliminate some of the outreach locations where few courses are offered. Criteria might include items such as cost-benefit, logistical considerations, ability to manage the site, and availability of courses at a nearby location.

12. Change its descriptions of its off-campus locations to be consistent with the CCCCO’s definitions for them.

13. Account for expenditures by both location and function to provide more detailed data for decisions that affect future budgets.

14. Reduce the number of full-time faculty through attrition.

15. Evaluate ways to increase the productivity and cost-effectiveness of the credit program.

16. Decrease the amount of full-time faculty release time from the current level of approximately 14% so that faculty use highly qualified classroom instructors in a more effective manner to fulfill more teaching responsibilities to ensure that students receive the full benefit of their expertise.

17. To the extent practicable, budget and charge expenditures appropriately to the credit or the noncredit program.

18. Because of the size of the noncredit program, analyze and refine the revenue and cost model used in this report to verify the conclusions. Further analysis may be needed to make policy or operational decisions.

Enrollment Management (FCMAT page 43)
1. Ensure that the governing board makes enrollment management a key component of strategic planning.

2. Develop and implement an in-depth enrollment management training program for administrators, department chairs and key faculty leadership, focusing first on the fundamentals of enrollment management, including what it is, what it is not, and what is to be accomplished.

3. Prepare an enrollment management plan that focuses on development of the following:
   - Clearly communicated enrollment strategies.
   - A clear articulation of institutional and campus- and site-specific enrollment goals for credit and noncredit FTES and WSCH, based on CCSF’s mission.
   - Classroom and faculty productivity goals to manage instructional resources required to produce desired outcomes.
   - An institutional commitment to data-driven decisions about course scheduling and program delivery.
   - A compilation of data and measurements needed to determine progress and monitor the performance of the institution, programs, disciplines, courses and sites.
   - A means of evaluating enrollment management performance by campus and site to avoid unnecessary duplication of effort.
   - A plan that is constantly updated as institutional needs change.

4. Devote sufficient resources to information technology, and in particular the Banner software system, to develop reporting tools and to provide the timely data needed to support enrollment management.

5. Evaluate its attendance accounting procedures, using either its own staff or outside resources, to ensure that CCSF is claiming all of the FTES it is entitled to under current regulations as provided in the California Community Colleges Attendance Accounting Manual.

6. Clarify the roles and responsibilities of the vice chancellor for business and the vice chancellor of academic affairs with regard to enrollment management in order to provide needed leadership.

7. Use the Banner software system to produce reliable enrollment and productivity data by site, discipline and course in a consistent format.

8. Ensure that its enrollment management reporting tools are designed to provide data for timely review by management, faculty and staff.

9. Evaluate the process for scheduling classes at each site and determine what enrollment management strategies are used when making scheduling decisions.

10. Ensure that a well-developed, data-based program review process serves as the basis for enrollment management decisions.

**Administrative Structure** *(FCMAT page 47)*

1. Clearly define and communicate the roles, responsibilities and expectations of management personnel. Executive staff and the board should take steps to empower managers and support them, and managers should be held accountable for their performance.
2. Ensure that the governing board and the chancellor clarify the advisory nature and role of committees and reaffirm management’s role and responsibility to make final decisions.

Consider and implement an administrative structure that will eliminate the redundancy in the roles of the department chair and dean positions.

3. Consider reducing the number of department chairs by collapsing and restructuring the assignment of disciplines and reducing the positions’ role in oversight of the instructional program.

4. Strengthen the roles and responsibilities of the deans, particularly in the administration of the instructional program, and require greater accountability through performance evaluations.

5. Review and revise the evaluation process so that it does not create disincentives for the deans to make difficult decisions.

6. Ensure that managers exercise their right to assign part-time faculty in disciplines as appropriate and in accord with the AFT collective bargaining agreement.

7. Ensure that these assignments are less than 50% (7.5 units in credit and 12.5 units in noncredit instruction) to mitigate the cost of district-paid health benefits.

8. Evaluate the cost and operational effectiveness of the department chair structure so that decisions can be made to reduce or eliminate expenditures in this area.

9. Negotiate consolidation of department responsibilities under the agreement with the department chair council.

Barriers to Fiscal Solvency (FCMAT report page 51)

1. Closely monitor staff hired under grants and ensure that their employment does not continue when the grant funding is reduced or eliminated unless there is a complete discussion and agreement that the benefits of continuing employment outweigh the costs to CCSF.

2. Consider changing its approach to budget development and resource allocation, and creating incentives for good budget management.

3. Investigate the possibility of eliminating Education Code Section 88137, which puts CCSF within Civil Service. CCSF is the only community college in the State of California so designated.

4. Increase access to the information needed to carry out management responsibilities, and train personnel how to best use data. Consider surveying managers to determine what data is needed and then establishing the proper levels of access in the Banner software application.