

**NOTES FROM THE  
STUDY SESSION OF THE  
IMPERIAL COMMUNITY COLLEGE DISTRICT  
BOARD OF TRUSTEES**

**Monday, February 23, 2004**

The Board participated in at Study Session on Monday, February 23, 2004, from 3:30 P.M. to 6:00 P.M. in the College Center Casbah Room.

BOARD MEMBERS PRESENT: Carlos R. Acuña, Rudy Cardenas Jr.,  
Marian Long, Romualdo Medina,  
Rebecca Ramirez, Louis Wong

BOARD MEMBERS ABSENT: Kelly Keithly

REPRESENTATIVES PRESENT: Dr. James Patterson, Academic Senate  
Miriam Trejo, Students

CONSULTANTS PRESENT:

Dr. Paul Pai, Superintendent/President  
Tom Hudson, Dean for Business Services  
John Hunt, Vice President for Academic Services  
Dr. Victor Jaime, Vice President for Student Services  
Dr. Marion Boenheim, Director of Human Resources

VISITORS PRESENT:

Eileen Buckel; Carlos Fletes; Bill Gay; Abel Guillen representing  
Caldwell, Flores and Winters, Inc.

2004-2005 BUDGET STUDY SESSION

Tom Hudson, Dean for Business Services, introduced the budget development process and its major components:

- District visioning
- Board and President--District Goals
- Budget Guidelines
- Decentralized cost center budgeting
- Budget compilation
- Open, participatory and transparent arena balancing
- Board adoption of balanced budget

The criteria that the Board and the President will follow in the Budget Development process are:

- Is it fiscally responsible?
- Does it strengthen our commitment to student learning?
- Does it build, strengthen, or maintain our ties with the business, industry and government?
- Does it promote or safeguard the interest and well being of our IVC community as a whole?
- Does it help IVC to more effectively carry out its mission?

The California Community Colleges Chancellor's priorities and community college priorities for next year's budget are:

- COLA at 1.84%, same as K-12
- Equalization at \$80 million
- Growth at 5%; increase enrollment
- Noncredit rate increase \$25 million to enhance quality
- Enrollment Fees at \$20 per unit

The challenges and barriers that IVC faces for achieving the stated goals are:

- IVC is ranked 46th in the state in classroom instructional salaries and benefits.
- IVC is ranked 10th in the state in non-instructional salaries and benefits
- IVC is ranked 16<sup>th</sup> in the state in total cost of operations

The instructional effort at IVC reflects:

- 91 classroom teachers
- \$1.1 million budget for part-time teachers and overload
- Classroom instructional budget equals 26% of the total budget, which is low.

Many students cannot complete their Associate Degree or transfer in two years because of limited course offerings; limited flexibility in programs, courses and scheduled; and limited by the number of faculty and the 75/25 rule.

There is limited financial flexibility because:

- Reimbursable classes are limited to 26% of budget
- Capital outlay purchases are made with operating cash
- Extended campus has a \$1 million surplus
- Extended campus is unable to grow

After discussion the Board informally approved the following budget guidelines for the development of the 2004-2005 Budget:

- A comprehensive Financial Plan will be developed to assure that the Mission and Goals of IVC are met.

- B. Instructional reimbursable classes will be maximized because:
  - 1. Need to budget more than state funded
  - 2. Frequently one-time monies tied to growth
  - 3. Matriculation funds based on total head count
  - 4. Facilities funding based on actual growth
  - 5. Reimbursement rate is variable depending on other districts
  - 6. Extended Campus--\$1 million incentive
- C. Maximize low cost instructional classes (Extended Campus) \$1 million (23.5%)
- D. Increase full-time credit instructors by 50% (\$1.85 million)
- E. Increase part-time instructors by 50% (\$500,000)
- F. Maintain the District reserve at state mandated and Board specified level
- G. Move classroom instructional effort to top quartile in the state
- H. Develop a schedule that allows students to complete a two year program
- I. Remove capital outlay items from the General Fund (saving \$1 million)
- J. Charge all programs appropriate Direct Cost (saving \$300,000)
- K. Charge all programs appropriate Indirect Cost (saving \$700,000)
- L. Fund capital equipment with Revenue Bond
- M. Union Contracts

## 2004-2006 GOALS AND OBJECTIVES

Dr. Pai reviewed and discussed with the Board the 2004-2006 Goals and Objectives that were developed by the Visioning Task Force in meetings held on February 10 and 12, 2004 as follows:

### **GOAL "A" SCIENCE & TECHNOLOGY BUILDING**

Create a modern comprehensive Science and Technology Center.

- Complete a Facility Needs Assessment during Spring 2004.
- Conduct a Community Survey to determine support level for a General Obligation Bond issue during Spring 2004.
- Board decision on a General Obligation Bond during Spring 2004.
- When General Obligation Bond issue is decided, campaign will take place in May-October 2004 for the November 2004 election.
- Develop and release a Request for Proposals (RFP) to secure the most qualified architectural/engineering/building contractor firms to design and construct the building.
- The construction of the Center will start during 2005-2006.
- Staffing and operation of programs and services will begin during 2006-2007.

### **GOAL "B" DISTANCE LEARNING**

Develop a Distance Learning Center that provides faculty and curriculum development for online, interactive TV and hybrid courses to reach students whose access are hindered by factors such as distance, disability, scheduling, preference of learning style, etc.

### **GOAL "C" EXPAND CAREER/TECHNICAL INSTRUCTIONAL PROGRAMS**

IVC will respond to community needs that address our evolving economic diversification.

- Four new programs will be developed by Fall 2005.
- Tie in with Labor Unions to provide vocational training.
- Develop collaboration with high schools regarding vocational education.
- Development and expansion of continuing/non-credit education.
- Work with Imperial County, cities, and Imperial County Office of Education to develop a public/government channel for Imperial County.
- Address public perception gap.

#### **GOAL "D" FACILITY PLAN**

Develop a long-term facility plan.

- Complete a ten-year enrollment forecast and maintenance survey during 2003-2004.
- Complete facility modernization survey especially for Science/Technology during 2003-2004.
- Determine Long Range Plan funding alternatives and secure funding for Science/Technology Building during 2004-2005.
- Merge Long Range Plan with College Master Plan during 2004-2005.
- Complete Long Range Comprehensive Financial Plan during 2004-2005.
- Market the Facility Plan to the community with town hall meetings and a published annual report.

#### **GOAL "E" CLASS SCHEDULING**

Develop, implement and manage six day per week balanced class schedule applicable district-wide to meet the needs of our community.

- Use external instructional sites throughout Imperial County.
- Develop and implement a Fast Track weekend college.
- Expand Math and English course offerings based on demand.
- Provide lead-time for counselors' input to affect class scheduling to facilitate completion of program.
- Examine attrition and provide more accurate placement and retention strategies.

#### **GOAL "F" GIVE IMPERIAL COUNTY RESIDENTS REGISTRATION PRIORITY AND INCREASE INTERNAL EFFECTIVENESS**

Give Imperial County high school graduates "primary" and residents "secondary" priority at the entry freshmen level. For those who are ready for college level courses, a full-time program is offered to graduate in two years, or four to six semesters depending on major preparation requirements.

- Develop the program in 2004-2005.
- Offer a Fast Track Pilot Program during Fall 2004.
- In conjunction with the Fast Track Pilot Program, publicize the fact that priority is given to County high school graduates and residents.
- Engage Banner to validate enrollment during Spring 2005.
- Review and revise registration priority annually in the Spring.
- Implement Web Admission Registration during Spring 2005.

- Survey student demands for technology accessibility, classes and schedules.
- Survey current and prospective students biannually beginning 2004-2005 to determine the needs for a six-day week balanced schedule (8:00 A.M. to 10:00 P.M. - including Distance Learning: Online and Interactive TV)

**GOAL "G" RECRUITMENT AND COMMUNITY RELATIONSHIP**

Implement community involvement by IVC.

- Survey faculty about their community involvement during Spring 2004.
- Give faculty credit for participation on community committees/organizations.
- Administration should deal with transportation issues.
- Administration should address P-16.
- Develop with SDSU cooperation and joint programs.
- The Public Relations Plan should address misperceptions in the community.
- Develop a student mentor program for elementary schools.
- Expand the work experience program.
- Develop a District-wide alumni association.
- Institute an alumni publication.

The Board ended their discussion at 5:45 P.M.

Adopted this \_\_\_\_\_ day of \_\_\_\_\_, 2004.

\_\_\_\_\_  
ICCD Board President

\_\_\_\_\_  
ICCD Board Secretary