

M I N U T E S



SANTA MONICA COMMUNITY COLLEGE DISTRICT BOARD OF TRUSTEES

STUDY SESSION

TUESDAY,
FEBRUARY 15, 2011

Santa Monica College
District Office Second Floor Lounge
2714 Pico Boulevard
Santa Monica, California

*The complete minutes may be accessed on the
Santa Monica College website:*

<http://www.smc.edu/admin/trustees/meetings/>

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SANTA MONICA COMMUNITY COLLEGE DISTRICT
BOARD OF TRUSTEES STUDY SESSION
MINUTES

TUESDAY, FEBRUARY 15, 2011

The Santa Monica Community College District Board of Trustees held a Study Session on Tuesday, February 15, 2011, in the District Office Second Floor Lounge, 2714 Pico Boulevard, Santa Monica, California.

I. ORGANIZATIONAL FUNCTIONS

A CALL TO ORDER – 5:41 p.m.

B ROLL CALL

Dr. Andrew Walzer, Chair - Present

Dr. Margaret Quiñones-Perez, Vice-Chair - Present

Dr. Susan Aminoff - Present

Judge David Finkel (Ret.) - Present

Dr. Nancy Greenstein – Absent (Excused)

Louise Jaffe - Present

Rob Rader - Absent (Excused)

Michael Song, Student Trustee - Present

II. PUBLIC COMMENTS - None

III. MAJOR ITEMS OF BUSINESS

Discussion Item A Budget Update and Scenarios

Discussion Item B Cost Containment and Reduction Concepts

Discussion Item C District Budget Principles
(revised Strategic Budget Plan Elements attached)

IV. ADJOURNMENT – 7:42 p.m.

The next regular meeting will be held on Tuesday, March 1, 2011 at 7 p.m. (5:30 p.m. if there is a closed session) in the Santa Monica College Board Room (Business Building Room 117), 1900 Pico Boulevard, Santa Monica, California

Santa Monica Community College District
Strategic Budget Plan Elements
~~April 30, 2007~~February 15, 2011

Objectives

1. Develop a budget plan that brings available ongoing revenues and expenditures into balance effective with the adoption budget for ~~2009/10~~2012-13.
2. Going forward from the ~~2007/08~~2011-12 budget ~~establish~~maintain benchmarks that will help guide budget decisions for the College.
3. Protect the College's ongoing operation by maintaining a fund balance that equals one month of salary for the District of 5% (7.5%) or more going forward from ~~2006/07~~2011-12.

As it works to accomplish these objectives, the College will do so consistent with the following set of principles. These principles are intended to influence the decision making and budget development process. Some may be considered shorter term, meaning the next two to three budget cycles, while others will have an impact beyond the immediate circumstance.

Principles

- A. Maintain course offerings that are consistent with State priorities of transfer, career technical, and basic skills. ~~responsive to current student needs but are also fiscally sound based on established measurements such as: WSCH/FTEF (Weekly Student Contact Hours/Full Time Equivalent Faculty).~~
- B. Establish and maintain an acceptable cost effective level of learning resources and student support services based on comparative performance data as determined by the College.
- C. To avoid layoffs of permanent employees, seek salary freezes, furloughs, salary reductions, and other adjustments. ~~Maintain employment for permanent personnel and avoid layoffs.~~
- D. Assure that all employee groups share in cost reductions.
- ~~D.E.~~ To the degree that they are the basis for revenue projections ensure that enrollment ~~growth~~ estimates targets are realistic and can be achieved within the fiscal limitations of the College.
- ~~E.F.~~ Where possible and practicable, use staff attrition and/or existing vacancies as one means of reaching budget targets.
- ~~F.G.~~ Expedite changes that may produce lower costs over time such as energy saving retrofits, alternative energy sources, reduction or consolidation of facility usage, etc.
- ~~G.H.~~ Continue to seek external sources of funding, such as grants, to support the College's core missions, but avoid those with matching, management, or reporting requirements that demand significant college resources.

H.I. Establish priorities for Unrestricted General Fund support of activities or programs outside of the core mission of the College.

H.J. Develop a budget process that manages the growth of expenditures based on: analysis of program need (rather than historical allocations); realistic expectations of revenues; updated market information; and performance measurements.

J.K. In light of the current ~~financial circumstances~~ State-imposed funding reductions, review ongoing and future planning initiatives in terms of their long term advantages to the College in meeting public demand for services, improving student success outcomes, or to provide new revenues. Modify, defer, or abandon as appropriate those for which the costs outweigh their potential for furthering the College's core missions and goals.

K.L. Make effective use of the College's established planning structures and processes to recommend specific actions to reach the stated objectives, following the principles listed above. The College President shall clarify how these recommendations will be evaluated and the timelines necessary to arrive at a set of final recommendations for any particular budget cycle.

L.M. Programs will not be eliminated or reduced without careful review.

M.N. Benchmarks will be used as a guide to inform the decision-making process.