



Imperial Valley College START Team Action Plans

1) Area: Enrollment and FTES Analysis; Recommendation 52

Immediately establish at the senior administrative level an explicit, data-driven FTES planning process that relates the size of the course offering to the college's FTES target and other budget goals and will be the basis for all of the college's enrollment management efforts.

2) Area: Enrollment and FTES Analysis; Recommendation 53

Ensure that the FTES planning process is led by the Vice President, Academic Services and the Vice President, Business Services. This process should be dynamically continued throughout the academic year so the plan can be adjusted for external funding changes and actual enrollment results.

3) Area: Enrollment and FTES Analysis; Recommendation 55

Thoroughly evaluate the results of the FTES planning each year to ensure improvement from year-to-year.

(Created 4-9-13) (Modified 4-08-14)

Activity 1.1:	Person(s) Responsible	Timeline	Status and Progress
<ol style="list-style-type: none"> 1. Review last year's budget and develop a budget model that depicts goals and assumptions <i>(and FTES needed.)</i> 2. Review last year's Faculty Obligation Number (FON) and review and compare current Faculty Obligation Number. 3. Develop Fall 2013 and Spring 2014 schedules to meet FTES and budget assumptions. 4. Develop course schedule one year ahead. The 2014-2015 course schedule will be completed by March 2014. 	<ul style="list-style-type: none"> • President's Cabinet • Admin Dean HR • Enrollment Management Task Force • Institutional Researcher 	<p>March, 2014</p>	<p>#1 April 8, 2014 – 100% Complete</p> <ul style="list-style-type: none"> • 2013-2014 Budget approved by Board on 9-12-2013 <p>#2 April 8, 2014 – 100% Complete</p> <ul style="list-style-type: none"> • FON for Fall 2013 <p>#3 April 8, 2014 – 100% Complete</p> <ul style="list-style-type: none"> • Fall schedule model achieved estimated FTES in a M-F balanced approach without additional portable classrooms, utilized data on fill rates, wait lists, etc. • Classroom efficiency assessed simultaneously • Fall schedule was reviewed by Student Services in April 2013 • Model was utilized to predict the FTES and estimate FON number



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			<p>#4 April 8, 2014 - 100% Complete 2014-2015 course schedule built</p> <p>Supporting Documents:</p> <p>2013-2014 Budget and Board Meeting minutes of 9-12-2013 FON power point presentation FON Fall 2013 Report and Legal Opinion Enrollment Management power point presentation Enrollment Management Plan Productivity & Fill Rate Report</p>
<p>Activity 1.2:</p> <p>Develop an Administrative Procedure that depicts the Enrollment Management process.</p>	<p>Person(s) Responsible</p> <ul style="list-style-type: none"> • President's Cabinet • Enrollment Management Task Force • Institutional Researcher 	<p>Timeline</p> <p>November, 2013</p>	<p>Status and Progress</p> <p>April 8, 2014 – 100% Complete</p> <ul style="list-style-type: none"> • Enrollment Management Plan submitted to Curriculum Committee & to President's Cabinet for final approval in April 2014
<p>Activity 1.3:</p> <p>Send Enrollment Management Plan and procedures to participatory governance committees.</p>	<p>Person(s) Responsible</p> <ul style="list-style-type: none"> • VP of Academic Services • Academic Senate • President • 	<p>Timeline</p> <p>May 2014</p>	<p>Status and Progress</p> <p>April 8, 2014 - 95 % complete (with final approvals to come after April 2014 meetings)</p> <ul style="list-style-type: none"> • Enrollment Management Task Force: April 12, 2013 • Curriculum Committee: May 2, 2013 • Academic Senate: May, 2013 • College Council: May, 2013



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Activity 1.4:	Person(s) Responsible	Timeline	Progress
<ol style="list-style-type: none">1. Evaluate the effectiveness of the budget model as it pertains to Enrollment Management.2. Evaluate the effectiveness of the Enrollment Management Plan.3. Make adjustments to course schedule necessary based on external funding changes and actual enrollment results.4. Conduct a comprehensive yearly FTES evaluation to ensure improvements from year-to-year.	<ul style="list-style-type: none">• President's Cabinet• Enrollment Management Task Force	4 x / year – (after census & end of semester and at the end of the academic year)	April 8, 2014 – 95% Complete <ol style="list-style-type: none">1. FTES pre-evaluation was conducted after 1st census2. Enrollment Management evaluation rubric to be completed by May 15, 20143. Schedule changes completed by census date in February 20144. Budget model evaluation rubric to be completed by May 15, 2014



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<p>Evidence:</p> <ul style="list-style-type: none">• 2013-2014 Budget;• Budget assumptions which includes current FTE's number and projected number of FTE's; and• Pam Deegan's Enrollment Management power point presentation.• FTES comprehensive evaluation results			
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Area: Enrollment and FTES Analysis; Recommendation 56

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

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

Activity 2.1:	Person(s) Responsible	Timeline	Status and Progress
<p>Department Chairs and Deans will review all courses offered in their department and/or division.</p>	<ul style="list-style-type: none"> • VP, Academic Services • Curriculum Committee Chair • Division Deans • Department Chairs • Academic Senate President 	<p>Fall 2015</p>	<p>March 19, 2014– 60% Complete</p> <ul style="list-style-type: none"> • Curriculum Committee Minutes of 3/7/13, 10/3/13, 3/6/2014, 3/20/14 <ul style="list-style-type: none"> ○ Curriculum Committee will create matrix that depicts all course cap sizes. They will review it and discuss it. Currently developing a form that departments will utilize to establish and revise class sizes. Some departments have voluntarily increased cap sizes. AP 4020 will be revised • Review of State Academic Senate course cap size publication
<p>Take immediate action to make progress toward increasing institutional average class cap size to 30.</p>	<ul style="list-style-type: none"> • VP, Academic Services • Curriculum Committee Chair • Negotiators 	<p>Academic year 2013-2014</p>	<p>March 19, 2014– 100% Complete</p> <ul style="list-style-type: none"> • Minimum class size increased from 25 to 28 during Spring 2014 (unless safety or facilities limit student enrollment) • There must be a minimum of 17 students or a minimum 65% students enrolled in a course, otherwise it will be cancelled



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Activity 2.3	Person(s) Responsible	Timeline	Status and Progress
<p>Develop Trend line which includes FTES, class cap size and fill rates and a Course Tracking Tool to document improvement.</p>	<ul style="list-style-type: none"> • VP, Academic Services • Academic Services Office 	<p>Throughout 2013-2014, 2014-2015, 2015-2016</p>	<p>March 19, 2014 – 100% Complete</p> <ul style="list-style-type: none"> • FTES Reports provided by A&R and Instruction • Fill Rates tracked in iDashboard and Argos • Class Cap Size and Tracking Tool with Trend Line
<p>Activity 2.4:</p> <p>The college should strive to make steady progress toward an average class cap size of <u>35</u> (595 WSCH/FTEF).</p>	<p>Person(s) Responsible</p> <ul style="list-style-type: none"> • VP, Academic Services • Curriculum Committee Chair • Negotiators 	<p>Timeline</p> <p>Throughout 2014-2015, 2015-2016, 2016-2017</p>	<p>Status and Progress</p> <p>March 19, 2014 – 55% Complete</p> <ul style="list-style-type: none"> • Architect Sanders conducted a tour of the classes and created a schematic map that reflects the potential for classroom • Curriculum Committee Minutes of 3/7/13, 10/3/13, 3/6/2014, 3/20/14 <ul style="list-style-type: none"> ○ Curriculum Committee will create matrix that depicts all course cap sizes. They will review it and discuss it. Currently developing a form that departments will utilize to establish and revise class sizes. Some departments have voluntarily increased cap sizes. AP 4020 will be revised ○ Review of State Academic Senate course cap size publication
<p>Evidence:</p> <ul style="list-style-type: none"> • FTES and fill rate progression for the last three years • Course Inventory List • WSCH/FTEF Report • Productivity Report 			



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<ul style="list-style-type: none">• Schematic map of classrooms• Curriculum Committee; IVC course cap size matrix• Revised AP 4020• 2013-2015 CTA Full-Time Faculty Contract: Article 15.16, class size (pg. 88)• State Academic Senate Publication, discusses course cap sizes			
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Area: Academic Program Evaluation; Recommendation 64

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

(Created 4-23-2013) (Modified 3-26-14)

Activity 3.1	Person(s) Responsible	Timeline	Status and Progress:
1. Establish Program Pathways.	<ul style="list-style-type: none"> • VP Instruction, • VP for Student Services, Technology & Research Sub Committees: <ul style="list-style-type: none"> • Student Services Council • Instructional Council 	Fall 2014	March 26, 2014- 85% complete <ul style="list-style-type: none"> • Scheduling process has been centralized for Fall 2013. It is based on historical data and priority is to meet student needs • Program Pathways have been completed • Need to determine the frequency of each Program Pathway
Activity 3.2:	Person(s) Responsible	Timeline	Status and Progress
1. Develop a course inventory list with fill rate, cap, and course classifications; i.e. IGETC, CSU-GE, TOP-Codes, etc. 2. Develop course inventory list with associate degrees, certificates and programs.	<ul style="list-style-type: none"> • Enrollment Management Task Force • VP Instruction Sub Committees: <ul style="list-style-type: none"> • Instructional Council, • Curriculum Committee, • Student Services Council 	Fall 2013	March 26, 2014- 90% complete <ul style="list-style-type: none"> • Course inventory list is posted on Blackboard START Team shell • Need updated course inventory list which includes IGETC, CSU and Top Codes and AS degrees
Activity 3.3:	Person(s) Responsible	Timeline	Status and Progress
1. Develop a program inventory list.	<ul style="list-style-type: none"> • Enrollment Management Task Force 	April 2013	March 26, 2014- 100% complete



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	<ul style="list-style-type: none"> • VP Instruction <p>Sub Committees:</p> <ul style="list-style-type: none"> • Instructional Council, • Curriculum Committee, • Student Services Council • 		<ul style="list-style-type: none"> • List completed
<p>Activity 3.4:</p> <ol style="list-style-type: none"> 1. Conduct assessment of course offerings. 2. Create additional objective assessment criteria. 3. Evaluate credit and non-credit options after assessment has been completed. 	<p>Person(s) Responsible</p> <ul style="list-style-type: none"> • Enrollment Management Task Force • VP Instruction <p>Sub Committees:</p> <ul style="list-style-type: none"> • Instructional Council • Curriculum Committee, • Student Services Council 	<p>Timeline</p> <p>Fall 2014</p>	<p>Status and Progress</p> <p>March 26, 2014- 50% Complete</p> <ul style="list-style-type: none"> • See Activity 3.2 above and Annual Program Review which includes review of success, retention and completion rates
<p>Activity 3.5:</p> <ol style="list-style-type: none"> 1. Conduct assessment of program offerings. 2. Create additional objective assessment criteria. 3. List and evaluate available options including TMC's & University Studies Major after assessment has been completed. 	<p>Person(s) Responsible</p> <ul style="list-style-type: none"> • Enrollment Management Task Force • VP Instruction <p>Sub Committees:</p> <ul style="list-style-type: none"> • Instructional Council, • Curriculum Committee, • Student Services Council 	<p>Timeline</p> <p>Fall 2014</p>	<p>Status and Progress</p> <p>March 26, 2014 - 90% Complete</p> <ul style="list-style-type: none"> • Curriculum Committee is completing program reviews • Annual Program Review which will include review of success, retention and completion rates • Additional assessment criteria for TMC's, ADT's, University Studies and credit/non-credit options to be developed



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Evidence: <ul style="list-style-type: none">• Course inventory list; and• Program inventory list.• Assessment Criteria Templates (when available)• List of Completed TMC's/ADT's			
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Area: Budget Monitoring; Recommendation 29

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

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

Activity 4.1:	Person(s) Responsible	Timeline	Status and Progress
1. Develop a process that requires the institution and individual programs to utilize the budget monitoring tool which will reflect month-to-month expenditures.	<ul style="list-style-type: none"> • Board • VP of Business • President's Cabinet • Department leaders • Information Technology 	Academic year 2013-2014	March 26, 2014– 10% Complete <ul style="list-style-type: none"> • Conceptual framework • IT is developing an iDashboard to address this
Activity 4.2:	Person(s) Responsible	Timeline	Status and Progress
1. Set a target for an adequate reserve level goal of 16.6%.	<ul style="list-style-type: none"> • Board • VP of Business • President's Cabinet 	May 2013	March 26, 2014 – 100% Complete <ul style="list-style-type: none"> • Funding Balance Policy of 16.6% approved by board on June 19, 2014 • Budget and Fiscal Planning- April 2013 • Academic Senate- May 2, 2013 • College Council- May 6, 2013
Activity 4.3:	Person(s) Responsible	Timeline	Status and Progress
1. Develop a Funding Strategy Plan to finance the 16.6% reserve.	<ul style="list-style-type: none"> • Board • VP of Business • President's Cabinet 	January 2014	March 26, 2014 – 100% Complete <ul style="list-style-type: none"> • B&F Planning approved strategy to increase reserve fund balance on 1-29-14



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Activity 4.4: 1. Ongoing evaluation of the effectiveness of budget planning process to obtain targeted goals such as reserve level goal, operational costs, assumptions, and three-year fiscal projection.	Person(s) Responsible <ul style="list-style-type: none">• VP of Business• President's Cabinet	Timeline Starting July 2014	Status and Progress March 26, 2014 – 70% Complete <ul style="list-style-type: none">• 2013-2014 budget• 2014-2015 budget development process considers all these recommendations
Evidence: <ol style="list-style-type: none">1. Budget Monitoring Tool2. Fund Balance Policy; Board Resolution (June 19, 2014)3. Funding Balance Strategy Plan4. Minutes from Academic Senate, College Council & Budget & Fiscal Planning Meeting of 1-29-145. Three-Year Fiscal Projection6. Budget Assumptions			



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Area: Fiscal Planning; Recommendation 40 Develop a working enrollment management program using the guidance provided by FCMAT in this area. (Created 5-28-2013) (Modified 4-08-14)			
Activity 5.1:	Person(s) Responsible	Timeline	Status and Progress
1. Finalize the Enrollment Management Plan.	<ul style="list-style-type: none"> • President’s Cabinet • Enrollment Management Task Force 		April 8, 2014 – 100% Complete <ul style="list-style-type: none"> • Enrollment Management Plan concepts applied in 2013-2014 schedule • Fall schedule model done and achieved estimated FTES in a M-F balanced approach without additional portable classrooms, utilized data on fill rates, wait lists, etc. • Classroom efficiency assessed for potential increase in student seating and underutilized lab space. Additional costs of desks to be addressed in budget process. • Fall schedule was reviewed by Student Services in April 2013 • Model used to predict the FTES <p>Supporting Documents: Enrollment Management power point presentation Enrollment Management Plan Productivity & Fill Rate Report</p>
Activity 5.2:	Person(s) Responsible	Timeline	Status and Progress
1. Develop an Administrative Procedure that depicts the Enrollment Management process.	<ul style="list-style-type: none"> • President’s Cabinet • Enrollment Management Task Force 		April 8, 2014 - 95% Complete <ul style="list-style-type: none"> • Enrollment Management Process Cycle has been completed and was reviewed by President’s Cabinet



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			<ul style="list-style-type: none"> Currently going through participatory governance committees
<p>Activity 5.3:</p> <p>1. Send Enrollment Management Plan and procedures to participatory governance committees.</p>	<p>Person(s) Responsible</p> <ul style="list-style-type: none"> VP of Academic Services Academic Senate President 	<p>Timeline</p>	<p>Status and Progress</p> <p>April 8, 2014 – 100% complete</p> <p>Action Items in Spring 2014 (April-May)</p> <ul style="list-style-type: none"> Enrollment Management Task Force: May 20, 2013 Curriculum Committee: May 2, 2013 Instructional Council: May 2013 Student Services Council: May 2013 Academic Senate: September 2013 College Council: September 2013
<p>Activity 5.4:</p> <p>1. Evaluate the effectiveness of the Enrollment Management Plan.</p>	<p>Person(s) Responsible</p> <ul style="list-style-type: none"> President’s Cabinet Enrollment Management Task Force 	<p>Timeline</p> <p>4 times per year- after census & end of each semester</p>	<p>Status and Progress</p> <p>April 8, 2014 – 95% complete</p> <ul style="list-style-type: none"> Evaluation rubric to be completed by May 2014 Ongoing evaluation
<p>Evidence:</p> <ul style="list-style-type: none"> Enrollment Management Process Cycle and Plan Current FTE’s number and projected number of FTE’s; Pam Deegan’s Enrollment Management power point presentation. Budget Assumptions document 			



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Area: Budget Monitoring; Recommendation 31

Develop and share a regular schedule of FTES updates and modeling of annual FTES so that there is broad understanding of where the college stands regarding FTES targets, providing time for corrective action if warranted.

Area: Enrollment and FTES Analysis: Recommendation 54

Communicate the FTES planning process to the entire college so that it guides decision-making processes throughout the organization.

(Created 5-28-2013) (Modified 1-28-14)

Activity 7.1:	Person(s) Responsible	Timeline	Status and Progress
1. Set FTES goal for the next academic year based on the three-year forecast of State funding and to maximize the reimbursement potential.	<ul style="list-style-type: none"> • Board • VP of Business • President’s Cabinet 	July 1, 2013 (for AY 2014-2015)	January 28, 2014 – 100% complete <ul style="list-style-type: none"> • Completed 2013- Enrollment Management Meeting
Activity 7.2:	Person(s) Responsible	Timeline	Status and Progress
1. Present information on the following items: Reserve of 16.6% target, FTES Status, and Fill Rates at: <ul style="list-style-type: none"> • Board Meetings • Town Hall Meetings and/or President’s Campus Update • Participatory Meetings • Campus Hours 	<ul style="list-style-type: none"> • Board • VP of Business • President’s Cabinet 	February 14, 2014	January 28, 2014–90% complete <ul style="list-style-type: none"> • Presented to Board in April 2013 • Informational item (Budget and Fiscal Planning, College Council and Academic Senate) • Presented at a campus forum (11-19-13) • There was a 16.6% reserve BP (Board Resolution 6-19-2013) • B&F Planning- Strategy to Fund 16.6% reserve (meeting of 1-29-14) • All user email regarding accessing FTE’s dashboard • AP Enrollment Management –President’s Cabinet, Academic Senate (minutes for meetings)



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Activity 7.3A	Person(s) Responsible	Timeline	Status and Progress
1. Make data available on targeted <ul style="list-style-type: none"> • Fill Rates; and • FTES Using iDashboards	<ul style="list-style-type: none"> • Board • VP Business • President’s Cabinet 	November 30, 2013	January 28, 2014–90% complete <ul style="list-style-type: none"> • Campus forum of November 19, 2013 (demo of dashboard) • All user email regarding accessing FTE’s dashboard
Activity 7.3B 1. Present mini budget 101 review sessions which will include major elements of the budget, including income sources, expenditures, and unmet needs.	Person Responsible <ul style="list-style-type: none"> • VP of Business with assistance of Carlos Fletes 	April, 2014	January 28, 2014– 0% complete <ul style="list-style-type: none"> • This will be provided to campus community and specifically aimed for the area leaders who are responsible for budgets
Activity 7.4: 1. Evaluate the effectiveness of communication via electronic surveys that inquire about the following: <ul style="list-style-type: none"> • Targeted FTES • Fill Rates • Source of income, unmet needs, and include in EMP Evaluation Section 	Person(s) Responsible <ul style="list-style-type: none"> • President’s Office • President’s Cabinet • Institutional Researcher 	December 2, 2013	January 28, 2014– 0% complete Pending (impacted by 7.3 a and b)



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Activity 7.5	Person(s) Responsible	Timeline	Status and Progress
1. Develop the criteria for when Corrective Action Plans are required if FTE's targets are not met.	<ul style="list-style-type: none">• VP of Business, VP of Academic Services• President's Cabinet	On-going process (current at the beginning of semester, after census at end of each term)	January 28, 2014– 100% complete <ul style="list-style-type: none">• Enrollment Management Plan- this is completed every semester after census (criteria is included in AP)
Evidence: <ul style="list-style-type: none">• Budget Monitoring Tool• FTES Reports• Fill Rate Reports• Program Reviews• Corrective Action Plans if triggered• AP			



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Area: Organizational Review and Budget Development; Recommendation 2

Consider restructuring the department chair model to either reduce the number of department chair positions, decreasing the amount of release time for department chairs, or move to a different model that has only deans, eliminating the department chair positions. If the department chairs are retained in some form, greater accountability should be established over class schedule building and faculty assignments to the department chairs.

(Created 11-12-2013) (Modified 11-17-14)

Activity 8.1	Person(s) Responsible	Timeline	Status and Progress:
1. Negotiate restructuring department chair model.	<ul style="list-style-type: none"> • VP of Academic Services • CHRO 	On-going	November 17, 2014 – N/A <ul style="list-style-type: none"> • There was no reduction of department chairs in the current 2013-2015 CTA Contract; contract negotiations will be resumed in fall 2014. • The District and CCA/CTA/NEA both agreed to have the current department chair model remain the same.
Activity 8.2: <ul style="list-style-type: none"> • Develop a job description for Department Chairs that defines their role and provides for greater accountability. 	Person(s) Responsible <ul style="list-style-type: none"> • CHRO 	Timeline June 2013	Status and Progress November 17, 2014 – 100% <ul style="list-style-type: none"> • Copy of Department Chair job description (available on website) • The district now has discretion to dismiss a Department Chair if they are not fulfilling their roles and responsibilities.
Activity 8.3: <ul style="list-style-type: none"> 1. Negotiate decreasing the amount of release time for department chairs. 	Person(s) Responsible <ul style="list-style-type: none"> • CHRO 	Timeline June 2013	Status and Progress: November 17, 2014 – N/A <ul style="list-style-type: none"> • The District and CCA/CTA/NEA both agreed to have the current release time for department chairs remain the same.



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Evidence: <ul style="list-style-type: none">• CTA 2013-2015 Contract; Article 17.3• Department Chair job description			
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Area: Organizational Review and Budget Development; Recommendation 3
 Limit the use of 199-day contracts. They should be used on a very limited basis if they are used at all. (Pg. 27; All nonteaching faculty members are on 199-day contracts instead of the more common base contract of 177 days, with lower-rate overload assignments to be used when demand warranted.)
(Created 11-12-2013) (Modified November 17, 2014)

Activity 9.1	Person(s) Responsible	Timeline	Status and Progress:
1. Negotiate to limit the 199-day contracts.	<ul style="list-style-type: none"> • Admin Dean , HR 	June 2013	November 17, 2014– 100% complete <ul style="list-style-type: none"> • Current CTA contract (2013-2015); Article 15.3.3 reflects a reduction of 5 days to 199-day contracts
Evidence: <ul style="list-style-type: none"> • 2013-2015 CTA Contract; Article 15.3.3 			



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Area: Fiscal Planning; Recommendation 34 Initiate negotiations with faculty employees to discuss changes in class size, loading and release time. (Created 11-12-2013) (Modified November 17, 2014)			
Activity 10.1	Person(s) Responsible	Timeline	Status and Progress:
1. Negotiate increase in class size.	<ul style="list-style-type: none"> • VP of Academic Services • CHRO 	June 2013	November 17, 2014 – 100% <ul style="list-style-type: none"> • There was a class increase approved in the current 2013-2015 CTA Contract, the increase was from 25 to 28; Article 15.16
Activity 10.2:	Person(s) Responsible	Timeline	Status and Progress
1. Negotiate limiting release time.	<ul style="list-style-type: none"> • CHRO • CBO 	June 2013	November 17, 2014 – 100% <ul style="list-style-type: none"> • There was a significant reduction of reassigned time approved in 2013-2015 CTA Contract, Article 17.13; this resulted in a reduction to the number of part-time faculty.
Evidence:			
<ul style="list-style-type: none"> • 2013-2015 CTA Contract; Article 17.13 • Calculations for release time • Report outlining number of part-time faculty members for 2011 compared to 2013. 			



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Area: Fiscal Planning; Recommendation 35 Initiate negotiations with classified employees to reduce the percentage, the number of steps, or both on the annual step increment. (Created 1-28-2014) (Modified November 17, 2014)			
Activity 11.1	Person(s) Responsible	Timeline	Status and Progress:
1. Negotiate with classified employees to reduce the annual step increments.	<ul style="list-style-type: none"> CHRO 	June 2013	November 17, 2014 - 100% <ul style="list-style-type: none"> Board unilaterally approved the LBFO in August 2014; reduction on the salary schedule from 5% to 3% between steps.
Activity 11.2:	Person(s) Responsible	Timeline	Status and Progress
1. Negotiate with classified employees to reduce the number of steps.	<ul style="list-style-type: none"> CHRO 	June 2013	November 17, 2014 - 100% <ul style="list-style-type: none"> Reduced salary schedule from 15 steps to 5 steps with 4 longevities
Evidence:			
<ul style="list-style-type: none"> Last, Best, and Final Offer Document approved by the Board on August 28, 2014 			



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Area: Fiscal Planning; Recommendation 36 Negotiate with employee groups to limit the rate of increase on health benefits, exploring changes that have the greatest impact on limiting costs while maintaining a reasonable level of health coverage. <div style="text-align: right;">(Created 1-28-2014) (Modified November 17, 2014)</div>			
Activity 12.1	Person(s) Responsible	Timeline	Status and Progress:
1. (Negotiate with faculty) District will present proposal to limit increase on health benefits and explore changes that will limit costs.	<ul style="list-style-type: none"> • CHRO 	On-going	November 17, 2014 – N/A <ul style="list-style-type: none"> • During the 2012-2013 and 2013-2014, the District chose not to increase employee paid premiums. Health and welfare proposals will be discussed during upcoming negotiations with the unions, as well as, unrepresented groups
Activity 12.2	Person(s) Responsible	Timeline	Status and Progress:
1. (Negotiate with faculty) District will present proposal to limit increase on health benefits and explore changes that will limit costs.	<ul style="list-style-type: none"> • CHRO 	On-going	November 17, 2014 – N/A <ul style="list-style-type: none"> • During the 2012-2013 and 2013-2014, the District chose not to increase employee paid premiums. Health and welfare proposals will be discussed during upcoming negotiations with the unions, as well as, unrepresented groups



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Evidence: <ul style="list-style-type: none">• Proposals/CBA's• Information received from ICSVEBA and Keenan			
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Area: Academic Program Evaluation; Recommendation 71

Reduce the amount of release time assigned to faculty for managerial responsibilities, to improve the college's 50% ratio and create more hours of faculty teaching, generating more FTES for their programs. The managerial duties formerly assigned to faculty members would be assumed by instructional administrators.

(Created 1-28-2014) (Modified 11-17-2014)

Activity 13.1	Person(s) Responsible	Timeline	Status and Progress:
1. Reduce the amount of release (reassigned) time assigned to faculty for managerial responsibilities.	<ul style="list-style-type: none"> • CHRO 	June 2013	November 17, 2014 - 100% <ul style="list-style-type: none"> • There was a significant reduction of release time approved in 2013-2015 CTA Contract, Article 17.13; this resulted in a reduction to the number of part-time faculty. • In lieu of reassigned time, specific positions identified in Article 17.13 by CTA and the District are receiving stipends (Academic Senate Secretary, Basic Skills Coordinator, CISCO Academy Coordinator, Curriculum Committee Chair, ADS Coordinator, Art Gallery Coordinator, Athletic Director, and all coaching staff).
1. Improve the college's 50% ratio and create more hours of faculty teaching, generating more FTES for their programs.	<ul style="list-style-type: none"> • President's Cabinet 	On-Going	November 17, 2014 - 100% <ul style="list-style-type: none"> • Increased part-time lecture rate from \$48.50 in 2012-2013 to \$55.00 (12% increase) to now \$60.00 (9% increase) 2014-2015 (21% increase total) • Adjustment of release (reassigned) time – reduction • All future expenditures will consider the 50% law



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Activity 13.3	Person(s) Responsible	Timeline	Status and Progress:
1. Managerial duties formerly assigned to faculty members should be assumed by instructional administrators.	<ul style="list-style-type: none">• CHRO• VP, Academic Services	June 2013	November 17, 2014 - 100% <ul style="list-style-type: none">• Some of the Department Chair duties were assigned to the Instructional Deans.
Evidence: <ul style="list-style-type: none">• 2013-2015 CTA Contract; Article 17.13• Department Chair job description• Document from Linda that outlines changes to Deans			



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Area: Academic Program Evaluation; Recommendation 69 Find ways to stabilize or increase enrollment in the next three years without adding new full-time faculty. This would necessitate increasing class sizes and fill rates and/or hiring more adjunct faculty. <p style="text-align: right;">(Created 1-28-2014) (Modified 11- 17-14)</p>			
Activity	Person(s) Responsible	Timeline	Status and Progress:
Activity 14.1 1. Stabilize or increase enrollment in the next three-years.	<ul style="list-style-type: none"> • President's Cabinet • Entire College Endeavor 	June 2012-June 2015	November 17, 2014 – 100% <ul style="list-style-type: none"> • Will hit restoration, plus 1% by July 1, 2014 • 2014-2015 goal is to meet FTE's cap, plus 3% growth
Activity 14.2: 1. Refrain from adding additional new full-time faculty positions.	<ul style="list-style-type: none"> • VP of Academic Services • VP of Student Services • Staffing Committee 	On-going	November 17, 2014 – N/A <ul style="list-style-type: none"> • Based on the needs of the District/Program Review Data
Activity 14.3: 1. Increase class sizes.	<ul style="list-style-type: none"> • VP of Academic Services • CHRO • Curriculum Committee • Academic Senate 	June 2013	November 17, 2014 – 100% <ul style="list-style-type: none"> • There was a class increase approved in the current 2013-2015 CTA Contract, the increase was from 25 to 28; Article 15.16 • Curriculum Committee Minutes of 3/7/13, 10/3/13, 3/6/2014, 3/20/14 • Curriculum Committee will create matrix that depicts all course cap sizes. They will review it and discuss it. Currently developing a form that departments will utilize to establish and revise class sizes. Some



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			departments have voluntarily increased cap sizes. AP 4020 will be revised
Activity 14.4: 1. Hire more adjunct faculty when appropriate.	Person(s) Responsible <ul style="list-style-type: none"> • VP of Instruction • CHRO 	Timeline Ongoing	Status and Progress November 17, 2014 – N/A <ul style="list-style-type: none"> • On-going process • HR will continually advertise to increase the part-time faculty application pool.
Evidence: <ul style="list-style-type: none"> • Staffing Report • FON Report • Faculty Replacement Form • Curriculum Committee Minutes • 2013-2015 CTA Contract; Article 15.16 			



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Area: Academic Program Evaluation; Recommendation 63

Carefully review career and technical programs that have a low current student demand, a low local labor market demand for the near future, and/or a low certificate or degree completion rate. The college should develop a plan to increase the minimum class enrollment to 20 for classes that have been allowed to operate with enrollments of much less. Programs should be discontinued if enrollment does not increase to an average class size of approximately 20. There should be few and clearly delineated exceptions for specified advanced courses (This will require discussion as a contractual issue in negotiations between the college and the faculty union).

(Created 1-28-2014) (Modified 2-27-15)

Activity 15.1	Person(s) Responsible	Timeline	Status and Progress:
1. Carefully review career and technical programs that have a low current student demand, a low local labor market demand for the near future, and/or a low certificate or degree completion rate.	<ul style="list-style-type: none"> • VP of Academic Services • Dean or Economic and Workforce Development 	April 2014	January 28, 2014- 100% complete <ul style="list-style-type: none"> • All CTE Programs completed a two-year Program Review that includes the following: <ol style="list-style-type: none"> 1. Duplication of Services evaluation 2. Labor Market Data 3. Program Completion rates, course fill rates, FTE's rates • The Dean or Economic and Workforce Development will be consulting with proper Academic Dean and will develop a recommendation regarding the sustainability of CTE Programs.
Activity 15.2:	Person(s) Responsible	Timeline	Status and Progress
1. Improve low certificate/degree completion rate.	<ul style="list-style-type: none"> • Dean or Economic and Workforce Development • CTE Counselor 	Continuous	January 28, 2014- 100% complete <ul style="list-style-type: none"> • CTE Counselor started providing presentations to CTE students; assist with academic advising and certificate/degree application.



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<p>Evidence:</p> <ul style="list-style-type: none">• CTE Program Reviews• Minutes of Industrial Technology Meeting – CTE Counselor provided information• Comparison of CTE certificate/degree awarded during 2011-2012; 2012-2013; 2013-2014; and 2014-2015			
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START Team Action Plans

Area: Organizational Review and Budget Development; Recommendation 6

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

Organizational Review and Budget Development; Recommendation 7

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

(Created 2-11-2014) (Modified 11- 17-14)

Activity 17.1	Person(s) Responsible	Timeline	Status and Progress:
1. Seek to eliminate the faculty contract mandate providing an extra hour of pay per day for non-instructional faculty.	<ul style="list-style-type: none"> • CHRO 	June 2013	November 17, 2014 - 100% <ul style="list-style-type: none"> • <u>Long-term strategy</u>- Additional language was included in contract, which stipulates that future incumbents in these positions are not entitled to receive extra duty assignments. (Current employees fulfilling extra duty roles will remain receiving extra hour of pay until they retire; however, once they retire incumbents will not receive extra hour of pay) • Eliminated SARS Coordinator, Title IX Coordinators, Student Equity Coordinator, and IVUP Coordinator extra duty positions. (this is equivalent to over \$50,000 in savings)
Activity 17.2	Person(s) Responsible	Timeline	Status and Progress:
1. Redistribute some of the tasks assigned to coordinators to the managers in the student services unit.	<ul style="list-style-type: none"> • CHRO 	January 2014	November 17, 2014 - ??% <ul style="list-style-type: none"> • Title IX Coordinator for the College is the CHRO • Deleted IVUP Coordinator position and these responsibilities will be fulfilled by the Transfer, Articulation, and University Partnership Coordinator; • Deleted the SARS Coordinator position in Spring 2014



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			and these responsibilities will be fulfilled by IT
Evidence: <ul style="list-style-type: none">• 2013-2015 CTA Contract; Article 17.16.1• CHRO job description			



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Area: Organizational Review and Budget Development; Recommendation 8 Ensure any additional revenue or savings are first used to improve its fund balance. (Created 2-11-2014)			
Activity 18.1	Person(s) Responsible	Timeline	Status and Progress:
1. Ensure any additional revenue or savings are first used to improve its fund balance.	<ul style="list-style-type: none"> • Board of Trustees • President's Cabinet • B&F Planning Committee 	On-going	February 11, 2014- 100% complete <ul style="list-style-type: none"> • Board approved Policy of reserve level of 16.6% • B&F Planning approved strategy to increase reserve fund balance on 1-29-14
Evidence: <ul style="list-style-type: none"> • Board minutes approved Policy of reserve fund of 16.6% • B&F Planning minutes of 1-29-14 approved strategy to increase fund balance 			



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Area: Organizational Review and Budget Development; Recommendation 12

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

Area: Organizational Review and Budget Development; Recommendation 15

Permanently implement a three-year budget model that allows for analysis of potential outcomes and consistently develop multiyear financial projections.

(Created 2-11-2014)

Activity 19.1	Person(s) Responsible	Timeline	Status and Progress:
1. Ensure multiyear projections include all cost increases. 2. Permanently implement a three-year budget model.	<ul style="list-style-type: none"> • VP of Business Services 	September 2013	February 11, 2014- 100% complete <ul style="list-style-type: none"> • Pg. 4 of 2013-2014 Final Budget includes all the cost depicted.
Activity 19.2 1. If a deficit occurs after including these items the college should identify an ongoing revenue source and/or implement permanent cost reductions.	<ul style="list-style-type: none"> • VP of Business Services 	September 2014	February 11, 2014- 0% complete <ul style="list-style-type: none"> • There is a deficit in the current budget. Therefore, the philosophy of the budget development process has been approved and will be applied to the 2014-2015 budget process.
Evidence: <ul style="list-style-type: none"> • Pg. 4 of 2013-2014 Final Budget • Budget Development Philosophy 			



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Area: Organizational Review and Budget Development; Recommendation 17 Compare actual revenues to expenditures to determine the surplus or deficit that would affect fund balance, instead of the current practice of including the reserve as a revenue line item since this masks the real operating results. (Created 2-11-2014)			
Activity 20.1	Person(s) Responsible	Timeline	Status and Progress:
1. Compare actual revenues to expenditures to determine the surplus or deficit that would affect fund balance.	<ul style="list-style-type: none"> • VP of Business Services 	September 2013	February 11, 2014- 100% complete <ul style="list-style-type: none"> • Pg. 1 of 2013-2014 Final Budget compares actual revenues to expenditures • Board receives updated budget report on a monthly basis
Evidence: Pg. 1 of 2013-2014 Final Budget			



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Area:50% Law; Recommendation 45

Establish budget planning criteria for maintaining compliance with the 50% law.

Area:50% Law; Recommendation 46

Examine and evaluate proposed budget increases and decreases to fully understand the impact on the 50% law calculation before they are initiated.

Area:50% Law; Recommendation 50

Develop a 1% rate sensitivity calculation so that when the budget is increased or decreased, the collage can quickly determine the effect on the 50% law ratio. The 1% sensitivity calculation allows the college to know how many dollars of change it takes to alter the 50% calculation by 1% in either direction.

(Created 2-11-2014)

Activity 21.1	Person(s) Responsible	Timeline	Status and Progress:
1. Maintain compliance with the 50% law. Examine and evaluate proposed budget increases and decreases to fully understand the impact on the 50% law calculation	<ul style="list-style-type: none"> • VP of Business Services 	May 2014	February 11, 2014- 0% complete <ul style="list-style-type: none"> • Request that IT creates a program model that will immediately calculate the 50% law. This currently is calculated manually and it is time consuming. • Budget Enhancement Evaluation Form takes 50% law into account
Activity 21.2	Person(s) Responsible	Timeline	Status and Progress:
1. Develop a 1% rate sensitivity calculation so that when the budget is increased or decreased, the collage can quickly determine the effect on the 50% law ratio.	<ul style="list-style-type: none"> • VP of Business Services 	May 2014	February 11, 2014- 10% complete <ul style="list-style-type: none"> • Request that IT create a program model that will immediately calculate the 50% law. This currently is calculated manually and it is time consuming.



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Evidence: <ul style="list-style-type: none">• IT Model• Budget Enhancement Evaluation Form			
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Imperial Valley College START Team Action Plans

Area: Organizational Review and Budget Development; Recommendation 24

Implement a budget calendar that outlines the process, actions and dates that personnel district wide should know.

(Created 2-11-2014)

Activity 22.1	Person(s) Responsible	Timeline	Status and Progress:
1. Implement a budget calendar that outlines the process, actions and dates that personnel district wide should know	<ul style="list-style-type: none"> • VP of Business Services 	February 2014	February 11, 2014- 100% complete <ul style="list-style-type: none"> • Presented and approved in College Council on 11/18/13 and 2/10/14 • Approved in Budget and Fiscal Planning 11/20/14 • Presented in Academic Senate on 2-5-2014
Evidence: <ul style="list-style-type: none"> • 2013-2014 Planning Calendar • 2014-2015 Integrated Planning Calendar • College Council minutes of 11/18/13 and 2/10/14 • Budget and Fiscal Planning minutes of • Academic Senate minutes of and Accreditation power point presentation of 2-5-2014 			



Imperial Valley College START Team Action Plans

Area: Organizational Review and Budget Development; Recommendation 14

Identify changes in revenues and expenditures that separate one-time adjustments from ongoing commitments so that there is a clear understanding of the budget's ongoing status. This includes items such as step/column and utilities and is also important in multiyear modeling.

(Created 2-25-2014)

Activity 23.1	Person(s) Responsible	Timeline	Status and Progress:
1. Identify changes in revenues and expenditures that separate one-time adjustments from ongoing commitments.	<ul style="list-style-type: none"> • VP of Business Services 	Fall 2014	February 25, 2014- 70% complete <ul style="list-style-type: none"> • SPOL separates budget enhancements with on-going expenses • Budget and Fiscal Planning Committee has included this as one of the measures to allocate resources; see Budget Enhancement Evaluation Form
Evidence: <ul style="list-style-type: none"> • Budget Instructions were emailed 2-27-14 • SPOL budget documents • Budget and Fiscal Planning minutes of January 31, 2014 • Budget Enhancement Evaluation Form 			



Imperial Valley College START Team Action Plans

Area: 50% Law; Recommendation 49

Report all classroom teaching and instructional aide costs in TOP codes 0100-5900 to positively affect the 50% law calculation.

Area: 50% Law; Recommendation 51

Ensure that the business office, in consultation with the instructional office, reviews the assignment of TOP codes and object codes for faculty to make certain the expenditures are correctly captured and reported.

(Created 2-25-2014)

Activity 24.1	Person(s) Responsible	Timeline	Status and Progress:
1. Report all classroom teaching and instructional aide costs in TOP codes 0100-5900 to positively affect the 50% law calculation.	<ul style="list-style-type: none"> • VP of Business Services 	March 2014	February 25, 2014- 90% complete <ul style="list-style-type: none"> • Accounting codes and Program codes will be reviewed for accuracy • HR is currently requesting that this information be included in Request-to-Hire Form
Activity 24.2 1. Ensure that the business office, in consultation with the instructional office, reviews the assignment of TOP codes and object codes for faculty.	Person(s) Responsible <ul style="list-style-type: none"> • VP of Business Services • VP of Academic Services • Institutional Researcher 	Timeline May 2014	Status and Progress: February 25, 2014- 50% complete <ul style="list-style-type: none"> • Meeting between Business Office & Academic Services took place to review assignment of TOP codes; the Business Office will meet with Student Services to conduct this review • Accounting Codes and Program codes are being reviewed for accuracy • HR is requesting that this information be included in Request-to-Hire Form



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Evidence: <ul style="list-style-type: none">• Printed Excel spreadsheet, which reflects that the TOP codes are being reported accurately• HR Request-to-Hire form			
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Imperial Valley College
START Team Action Plans

Area: Fiscal Planning; Recommendation 39
 Explore ways to expand student capacity in classrooms.
Area: Enrollment and FTES Analysis; Recommendation 57
 Consider its need for larger lecture classrooms with a capacity of 45 or 50 in future planning for new and remodeled facilities.
(Created 2-25-2014)

Activity 25.1	Person(s) Responsible	Timeline	Status and Progress:
1. Explore ways to expand student capacity in classrooms.	<ul style="list-style-type: none"> • VP of Academic Services • VP of Business Services 	Dec. 2013	February 25, 2014- 100% complete <ul style="list-style-type: none"> • Architect Sanders toured all classrooms and will create a schematic for all classrooms to determine how IVC can currently expand capacity in each current classrooms ensuring that all safety regulations are abided by
1. Consider its need for larger lecture classrooms with a capacity of 45 or 50 in future planning for new and remodeled facilities.	<ul style="list-style-type: none"> • VP of Academic Services • VP of Business Services 	On-going	February 25, 2014- 100% complete <ul style="list-style-type: none"> • Architect Sanders toured all classrooms and will create a schematic for all classrooms to determine how IVC can currently expand capacity in each current classrooms ensuring that all safety regulations are abided by



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Evidence: <ul style="list-style-type: none">• Schematic by Architect Sanders (once it is completed)			
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Imperial Valley College START Team Action Plans

Area: Fiscal Planning; Recommendation 13

Develop a plan to restore the ending fund balance and to fund ongoing obligations if the November tax measure passes.

(Created 2-25-2014)

Activity 26.1	Person(s) Responsible	Timeline	Status and Progress:
1. Develop a plan to restore the ending fund balance and to fund ongoing obligations.	<ul style="list-style-type: none"> • Board • VP of Business Services 	March 2014	February 25, 2014- 90% complete <ul style="list-style-type: none"> • Board approved Fund Reserves 16.6% Policy • B&FP Committee approved strategy to increase fund reserve balance strategy on 1-29-14 • New budget development process, program review will be completed in the fall semester to allow more time for planning process to lead budget development process • Board Retreat 3-15-2014
Evidence: <ul style="list-style-type: none"> • Board minutes approved reserve of 16.6% • B&F Planning minutes of 1-29-14 approved strategy to increase fund balance • 2014-2015 Integrated Planning Calendar • Board Retreat Presentation of 3-15-14 			



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START Team Action Plans

Area: Budget Monitoring; Recommendation 32

Implement strict controls to limit expenditure budget transfers that decrease the ending fund balance.

(Created 2-25-2014)

Activity 28.1	Person(s) Responsible	Timeline	Status and Progress:
1. Implement strict controls to limit expenditure budget transfers that decrease the ending fund balance.	<ul style="list-style-type: none">VP of Business Services	April 2013	February 25, 2014- 100% complete <ul style="list-style-type: none">The Director of Fiscal Services implemented strict measures to limit budget transfers on 4-24-13
Evidence: <ul style="list-style-type: none">Email from Carlos Fletes, dated 4-24-13			



Imperial Valley College START Team Action Plans

Area: Academic Program Evaluation; Recommendation 62

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

(Created 2-25-2014) (Modified 2-27-15)

Activity 29.1	Person(s) Responsible	Timeline	Status and Progress
1. Encourage more students to complete certificates.	<ul style="list-style-type: none"> • Dean or Economic and Workforce Development • CTE Counselor 	Continuous	February 27, 2015- 100% complete <ul style="list-style-type: none"> • CTE Counselor is currently providing presentations to CTE students; assisting with academic advising and certificate application
Activity 29.2	Person(s) Responsible	Timeline	Status and Progress
1. Revise whenever possible so that certificates require fewer total units, focusing on core requirements.	<ul style="list-style-type: none"> • Dean or Economic and Workforce Development • VP of Academic Services • Curriculum Committee 	Continuous	February 25, 2014- 100% complete <ul style="list-style-type: none"> • Process to address this recommendation has commenced. Some of the CTE programs are currently revising their curriculum.
Evidence:			
<ul style="list-style-type: none"> • Comparison of CTE certificate/degree awarded during 2011-2012; 2012-2013; 2013-2014; and 2014-2015 • Revised certificate programs • Curriculum and Instruction Committee Minutes 			



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START Team Action Plans

Area: Fiscal Planning; Recommendation 41

Develop clear, consistent budget information to better present and inform those responsible for making key decisions, possibly using the examples provided by FCMAT.

(Created 2-25-2014)

Activity 30.1	Person(s) Responsible	Timeline	Status and Progress:
1. Develop clear, consistent budget information to better present and inform those responsible for making key decisions.	<ul style="list-style-type: none"> • VP of Business Services 	December 2013	February 25, 2014- 90% complete <ul style="list-style-type: none"> • The budget principles recommended by FCMAT are in place and being utilized to develop monthly board meeting budget presentations • Board Budget Retreat 3-15-2014
Evidence: <ul style="list-style-type: none"> • Board Presentations • Board Retreat Presentation of 3-15-14 			



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Area: Organizational Review and Budget Development; Recommendation 23
 Establish a consistent report structure to enhance communication of important budget information.
(Created 3-11-2014) (Modified 3-26-14)

Activity 31.1	Person(s) Responsible	Timeline	Status and Progress:
1. Establish a consistent report structure to enhance communication of important budget information. <ul style="list-style-type: none"> • Create additional iDashboard with monthly budget info that the campus can view. • Provide consistent iDashboard update to shared governance committees. 	<ul style="list-style-type: none"> • VP of Business Services 	June 2014	March 26, 2014- 25% complete <ul style="list-style-type: none"> • Budget Instructions were emailed to all campus community • Budget and Fiscal Planning Committee makes key decisions regarding the budget development process and these decisions are reported to the campus through the shared governance process • Board Budget Retreat 3-15-2014 • Created iDashboard to share FTES (revenue) figures with the campus community.
Evidence: <ul style="list-style-type: none"> • Budget Instructions email 2-27-14 • Budget and Fiscal Planning Minutes of 3-26-14 • College Council Minutes • Board Retreat Presentation of 3-15-14 			



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Area: Fiscal Planning; Recommendation 39

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

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

Activity 32.1	Person(s) Responsible	Timeline	Status and Progress:
1. Currently we are using these funds to pay down long term debt. Upon maturity of this debt, these monies will be redirected to the OPEB liability as recommended.	<ul style="list-style-type: none"> • Board • VP of Business Services 	June 2016	March 26, 2014- 35% complete <ul style="list-style-type: none"> • Board Presentation minutes of Fall 2013 • B&FP Committee reviewed and considering options to address this matter, minutes of 2-26-14, • B&FP approved long term strategy to fund OPEB liability, minutes of 3-26-14 • Board Retreat 3-15-2014 will touch on this since it is a recommendation in the special ACCJC letter.
Evidence: <ul style="list-style-type: none"> • OPEB plan as recommended by the BFP committee, 3-26-14 • Board minutes of Fall 2013 • B&FP minutes of 2-26-14, 3-26-14 • Board Retreat Presentation of 3-15-14 			



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Area: Organizational Review and Budget Development; Recommendation 16
 Incorporate the impact of the Title V transition into the multiyear modeling. (Created 3-11-2014)

Activity 33.1	Person(s) Responsible	Timeline	Status and Progress:
1. Incorporate the impact of the Title V transition into the multiyear modeling. (Sept 2015 is the end of the ATLAS grant.)	<ul style="list-style-type: none"> • VP of Business Services 	June 2014	March 11, 2014- 0% complete <ul style="list-style-type: none"> • Create a separate column in the 2014-2015 budget that clearly depicts the impact on the budget when grants will phase out. • All grants will be analyzed for impact on the general fund and included in the three- year projection with the tentative budget being reviewed in June 2014.
Evidence: <ul style="list-style-type: none"> • 2014-2015 Budget 			



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Area: Organizational Review and Budget Development; Recommendation 4

Discontinue the practice of providing paid release time to either employee union groups beyond that time required by the Rodda Act and PERB rulings.

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

Activity 34.1	Person(s) Responsible	Timeline	Status and Progress:
1. Discontinue the practice of providing paid (reassigned) time to faculty beyond that time required by the Rodda Act.	<ul style="list-style-type: none"> • CHRO 	June 2013	November 17, 2014 - 100% <ul style="list-style-type: none"> • The amount of reassign time for CTA union activities was reduced from 18+ to 15 units maximum.
Activity 34.2 1. Discontinue the practice of providing paid release time that exceeds the recommended limits according to the Rodda Act and PERB rulings. CSEA 2012-15 contract (still in negotiation) it reflects 10 work days per year of released time to attend CSEA statewide meetings.	<ul style="list-style-type: none"> • CHRO 	On-Going	November 17, 2014 – 0% <ul style="list-style-type: none"> • Changes have not been made to the CSEA contract. • The District will continue to review options regarding the release time for CSEA.
Evidence: <ul style="list-style-type: none"> • 2013-2015 CTA Contract; Article 17.13 • CSEA contract 			



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Area: Organizational Review and Budget Development; Recommendation 33 Regularly verify retiree status since given the annual cost of benefits, paying for even a few non-qualifying people is costly. (Created 3-11-2014) (Modified 11- 17-14)			
Activity 35.1	Person(s) Responsible	Timeline	Status and Progress:
1. Regularly verify retiree status since given the annual cost of benefits.	<ul style="list-style-type: none"> • CHRO 	Spring 2015	November 17, 2014 - 100% <ul style="list-style-type: none"> • For those retirees on the United Health Care Plan there is a tracking system in place to inform HR of a deceased member. • For other changes, HR is researching options to help assist tracking of all changes.
Evidence: <ul style="list-style-type: none"> • United Health Services spreadsheet • Email from Martha Sanchez dated 10-03-13 			



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Area: Fiscal Planning; Recommendation 42 Consider reducing the number of funded full-time faculty positions. (Created 3-11-2014)			
Activity 36.1	Person(s) Responsible	Timeline	Status and Progress:
1. Consider reducing the number of funded full-time faculty positions.	<ul style="list-style-type: none"> • VP of Academic Services • Admin Dean , HR • Staffing Committee 	Ongoing	March 11, 2014- 100% complete for 2013-14 <ul style="list-style-type: none"> • The primary method to address this recommendation is by not replacing full-time positions where faculty members retire. These individuals can be replaced with adjuncts. The Staffing Committee is currently updating the hiring procedures (including approval to fill a vacancy). • This is also addressed by the Curriculum Committee when faculty prioritization is completed in April of every year.
Evidence: <ul style="list-style-type: none"> • Current full-time funded positions, comparison of last three years 			



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Area: Organizational Review and Budget Development; Recommendation 10
 More aggressively reduce expenditures by implementing ongoing budget adjustments to avoid insolvency. (Created 6-10-2014)

Activity 38.1	Person(s) Responsible	Timeline	Status and Progress:
1. Reduce expenditures by implementing budget adjustments to avoid insolvency.	<ul style="list-style-type: none"> • President’s Cabinet • B&FP Committee • Board 	Summer 2014	June 10, 2014- 40% complete <ul style="list-style-type: none"> • Closely analyze 2014-2015 budget by conducting variance analysis • Strictly follow 2014-2015 Annual Program Review and Budget Development Guidelines • Take action on possible options that will result in permanent budget reductions
Evidence: <ul style="list-style-type: none"> • 2014-2015 budget • Minutes of B&FP Committee of 6-9-14 • 2014-2015 Annual Program Review and Budget Development Guidelines 			



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Area: Organizational Review and Budget Development; Recommendation 21 Identify additional, permanent reductions instead of one-time items for 2012-13. (Created 6-10-2014)			
Activity 39.1	Person(s) Responsible	Timeline	Status and Progress:
1. Identify additional, permanent reductions instead of one-time items for 2012-13.	<ul style="list-style-type: none"> • President's Cabinet • B&FP Committee • Board 	Summer 2014	June 10, 2014- 0% complete <ul style="list-style-type: none"> • We had a deficit in the 2013-2014 budget. • Closely analyze 2014-2015 budget by conducting variance analysis • Strictly follow 2014-2015 Annual Program Review and Budget Development Guidelines • Take action on possible options that will result in permanent budget reductions
Evidence: <ul style="list-style-type: none"> • 2014-2015 budget • Minutes of B&FP Committee of 6-9-14 • 2014-2015 Annual Program Review and Budget Development Guidelines 			



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Area: Budget Monitoring: Recommendation 30 Establish a level of accountability for budget managers that is measured and addressed in evaluating performance. (Created 6-10-2014) (Modified 11-17-14)			
Activity 40.1	Person(s) Responsible	Timeline	Status and Progress:
1. Establish a level of accountability for budget managers.	<ul style="list-style-type: none"> • President’s Cabinet • Deans 	Summer 2014	November 17, 2014 – 20% <ul style="list-style-type: none"> • Ensure that budget managers closely follow 2014-2015 Annual Program Review and Budget Development Guidelines
Activity 40.2	Person(s) Responsible	Timeline	Status and Progress:
1. Include budget management and accountability component in performance evaluation. (Only applicable to those that manage budgets)	<ul style="list-style-type: none"> • President’s Cabinet • CHRO 	December 2014	November 17, 2014 – 0% <ul style="list-style-type: none"> • The District needs revisit the management/ administrative evaluation process.
Evidence:			
<ul style="list-style-type: none"> • 2014-2015 Annual Program Review and Budget Development Guidelines • New performance evaluation that includes budget management evaluation component. 			



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Area: Fiscal Planning; Recommendation 44

Evaluate all requests for categorical program subsidies against all other uses of unrestricted general fund monies, as well as with the college's other priorities. Subsidies should not be provided without analysis and discussion.

(Created 6-10-2014)

Activity 41.1	Person(s) Responsible	Timeline	Status and Progress:
1. Evaluate all requests for categorical program subsidies against all other uses of unrestricted general fund monies, as well as with the college's other priorities.	<ul style="list-style-type: none"> • VP of Business Services • Categorical Program managers 	June 2014	June 10, 2014- 60% complete <ul style="list-style-type: none"> • Complete categorical programs survey and create a spreadsheet that reflects results. • All categorical programs be analyzed for impact on the general fund and included in the three-year projection with the tentative budget being reviewed in July2014.
Activity 41.2 1. Categorical subsidies should not be provided without analysis and discussion.	Person(s) Responsible <ul style="list-style-type: none"> • President's Cabinet • B&FP Committee • Board 	Timeline July 2014	Status and Progress: June 10, 2014- 100% complete <ul style="list-style-type: none"> • Present categorical data to Board and have a discussion about potential subsidies • Present categorical data to President's Cabinet and have a discussion about potential subsidies • Present categorical data to B&FP Committee and have a discussion about potential subsidies



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Evidence: <ul style="list-style-type: none">• Categorical Funding Survey and results spreadsheet• B&FP Committee Presentation (minutes of 6/16/14)• Board Presentation (minutes of 6/18/14)			
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Imperial Valley College START Team Action Plans

Area: Fiscal Planning; Recommendation 70

Openly communicate that any program requests for new faculty will be denied until the college's overall faculty obligation number decreases to the obligatory level set by the California Community College Chancellor's Office. Currently, the college's obligatory faculty obligation number is 94.3.

(Created 6-10-2014)

Activity 42.1	Person(s) Responsible	Timeline	Status and Progress:
1. Openly communicate that any program requests for new faculty will be denied until the college's overall faculty obligation number decreases to the obligatory level set by the California Community College Chancellor's Office.	<ul style="list-style-type: none"> • VP of Academic Services • Admin Dean , HR • Staffing Committee 	On-going	June 10, 2014- 100% complete <ul style="list-style-type: none"> • VP of Academic Services has openly communicated this. • The primary method to address this recommendation is by not replacing full-time positions where faculty members retire. These individuals can be replaced with adjuncts. The Staffing Committee is currently updating the hiring procedures (including approval to fill a vacancy). • This is also addressed by the Curriculum Committee when faculty prioritization is completed in April of every year.
Evidence:			
<ul style="list-style-type: none"> • Current full-time funded positions, comparison of last three years • FON Report 			



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Area: Organizational Review and Budget Development; Recommendation 58

Link educational master planning, the college mission and purposes, and related planning processes to processes for cost reduction, prioritization of effort, and program efficiency decisions.

(Created 6-10-2014)

Activity 43.1	Person(s) Responsible	Timeline	Status and Progress:
1. Link educational master planning, the college mission and purposes, and related planning processes to processes for cost reduction, prioritization of effort, and program efficiency decisions.	<ul style="list-style-type: none"> • President’s Cabinet • Educational Master Planning Committee 	Fall 2014	June 10, 2014- 70% complete <ul style="list-style-type: none"> • SPOL links master planning, the college mission and purposes, and related planning processes to the budget • SPOL separates budget enhancements with on-going expenses, which • Budget and Fiscal Planning Committee has included the prioritization planning method as one of the measures to allocate resources; see Budget Enhancement Evaluation Form • President’s Cabinet and Budget and Fiscal Planning are discussing cost reduction and program efficiencies which will impact decision making
Evidence: <ul style="list-style-type: none"> • Budget Instructions were emailed 2-27-14 • SPOL budget documents • Budget Enhancement Evaluation Form • B&FP Committee Minutes for 6/9/14 			



Imperial Valley College START Team Action Plans

Area: Organizational Review and Budget Development; Recommendation 19

Develop a plan for tax measure passage that restores as much of the 449 lost FTES as possible. Recovery of these means revenue added to the base and is ongoing as long as the funded FTES is maintained.

(Created 9-9-2014)

Activity 44.1	Person(s) Responsible	Timeline	Status and Progress:
1. Develop a plan for tax measure passage that restores as much of the 449 lost FTES as possible. Recovery of these means revenue added to the base and is ongoing as long as the funded FTES is maintained.	<ul style="list-style-type: none"> • VP of Instruction 	Fall 2014	September 9, 2014- 100% complete <ul style="list-style-type: none"> • Enrollment Management plan was developed and implemented in 2013-2014 and IVC successfully achieved restoration.
Evidence:			
<ul style="list-style-type: none"> • Enrollment Management Plan that achieved restoration 			



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Area: Organizational Review and Budget Development; Recommendation 20

Avoid spending more money in an attempt to regain FTES only to dilute productivity, leading to little change but higher costs. If the college merely adds sections that add cost and do not increase the FTES, it has spent more without additional FTES, which ends up achieving lower productivity in the process.

(Created 9-9-2014)

Activity 45.1	Person(s) Responsible	Timeline	Status and Progress:
1. Avoid spending more money in an attempt to regain FTES only to dilute productivity, leading to little change but higher costs. If the college merely adds sections that add cost and do not increase the FTES, it has spent more without additional FTES, which ends up achieving lower productivity in the process.	<ul style="list-style-type: none"> • VP of Instruction 	Fall 2014	September 9, 2014- 100% complete <ul style="list-style-type: none"> • Developed criteria to determine process of adding additional courses. Criteria includes productivity and fill rates vs. faculty input and request to teach additional courses.
Activity 45.2	Person(s) Responsible	Timeline	Status and Progress:
1. Analyze yearly enrollment management plan.	VP of Instruction	Fall 2014	September 9, 2014- 0% complete <ul style="list-style-type: none"> • Develop criteria to analyze and evaluate enrollment management yearly plan.



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<p>Evidence:</p> <ul style="list-style-type: none">• Email sent to Instructional Deans clarifying criteria for adding new courses• Criteria utilized to analyze and evaluate yearly enrollment management plan			
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