



San Bernardino Community College District
2-Day Board Mid-Year Retreat
January 25, 2022
9:00 am Pacific Time

BOARD MID-YEAR RETREAT AGENDA
Meeting of the Board of Trustees
January 25, 2022 @ 9am

Location: SBCCD Boardroom
550 E. Hospitality Ln., Suite 200, San Bernardino, CA 92408

- I. CALL TO ORDER – PLEDGE OF ALLEGIANCE**
- II. PUBLIC COMMENTS ON AGENDA AND NON-AGENDA ITEMS**

The San Bernardino Community College Board of Trustees offers an opportunity for the public to address the Board on any agenda item prior to or during the Board’s consideration of that item. Comments must be limited to five (5) minutes per speaker and twenty (20) minutes per topic if there is more than one speaker. At the conclusion of public comment, the Board may ask staff to review a matter or may ask that a matter be put on a future agenda. As a matter of law, members of the Board may not discuss or take action on matters raised during public comment unless the matters are properly noticed for discussion or action in Open Session. Anyone who requires a disability-related modification or accommodation in order to participate in the public meeting should contact the Chancellor’s Office at (909) 388-6901 as far in advance of the Board meeting as possible.

III. PUBLIC COMMENTS ON CLOSED SESSION ITEMS

- IV. CLOSED SESSION**
Public Employee Performance Evaluation
Government Code section 54957(b)(1)
Title: Chancellor
(9:00am - 11:00am)

- V. BREAK**
(11:00am - 11:15am)

- VI. ACTION ITEM: BUDGET DIRECTIVES**
(11:15am - 12:15pm)

- VII. LUNCH**
(12:15pm - 1:15pm)

VIII. **GOVENDA TRAINING**

(1:15pm - 2:15pm)

IX. **ADJOURN**

(2:15pm)

The next meeting of the Board: Business Meeting

February 10, 2022 at 4pm

SBCCD Boardroom

550 E. Hospitality Ln., Suite 200, San Bernardino, CA 92408

SAN BERNARDINO COMMUNITY COLLEGE DISTRICT

TO: Board of Trustees

FROM: Diana Z. Rodriguez, Chancellor

REVIEWED BY: Jose F. Torres, Executive Vice Chancellor

PREPARED BY: Jose F. Torres, Executive Vice Chancellor

DATE: January 24-25, 2022

SUBJECT: Consideration of Approval to Accept the Prioritized Board Directives for Development of the 2022-23 Budget for First Read

RECOMMENDATION

It is recommended that the Board of Trustees accept the attached Prioritized Board Directives for Development of the 2022-23 Budget for first read.

OVERVIEW

District Administrative Procedure 6200, Budget Preparation, calls for the Board of Trustees to give initial direction concerning the distribution of resources for the 2022-23 budget prior to March 1, 2022.

The attached directives have been collegially reviewed by the District Budget Advisory Committee and discussed at the Board Finance Committee. On December 10, 2021, the Board Finance Committee voted to approve the document's submission to the full Board of Trustees for review during the January 24-25 mid-year retreat. It is anticipated that the Board will review and approve the directives at its meeting on February 10, 2022.

ANALYSIS

The attached directives are different from those of 2021-22 in order to align SBCCD resources with the Board approved SBCCD Goals and Objectives. Specific changes include:

- › Former directives 2) *Allocate resources to support college affordability*, and 4) *allocate funding through the budget process for deferred maintenance*, are being removed as they will be incorporated into the SBCCD Goal to Diversify Revenue Streams.
- › Former directive 3) *Maintain a fund balance range of 10-15%...* is being revised to reflect the Government Finance Officers Association and State Chancellor's Office recommendation to maintain a minimum fund balance of approximately two months of expenditures.

INSTITUTIONAL VALUES

- I. Institutional Effectiveness
- III. Resource Management for Efficiency, Effectiveness, and Excellence
- IV. Enhanced and Informed Governance and Leadership

FINANCIAL IMPLICATIONS

This direction of the Board of Trustees on the 2022-23 development budget process will facilitate the following:

- Alignment of resources with the SBCCD Board approved Goals and Objectives.
- Establishment of reserve levels following Government Finance Officers Association and State Chancellor's Office recommendations.
- Establishment of preliminary budget allocations for the colleges, DSO and other sites.

**Prioritized Board Directives for the
2021-22 SBCCD Budget**
(Board Approval April 8, 2021)

Consistent with SBCCD Administrative Procedure 6200 Budget Preparation, the Board of Trustees provides staff with initial direction concerning the distribution of resources for the next fiscal year's budget prior to March 1. SBCCD's budget shall be prepared in accordance with Title 5, the California Community Colleges Budget and Account Manual, and all other related State and federal laws and regulations.

- 1) Align unrestricted general fund and student success funding with the State Chancellor's Vision for Success and Guided Pathways frameworks.
- 2) Allocate resources to support college affordability.
- 3) Maintain a fund balance range of 10-15% in the Unrestricted General Fund, unless fund balance is utilized for specially identified *one-time*¹ needs as authorized by the Board of Trustees.
- 4) Allocate funding through the budget process for deferred maintenance.
- 5) Proposed new positions must be approved through the program review process or any other prioritization process established at SBCCD.

2021-22 Approved Directives



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**Prioritized Board Directives for the
2021-222022-23 SBCCD Budget**

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Attachment: SBCCD Goals & Objectives (Pending Board Approval)

2022-23 Proposed Directives
(Redlined)



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**Prioritized Board Directives for the
2022-23 SBCCD Budget**

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GOAL 1: CONTINUE TO EXPAND STUDENT ACCESS AND SUCCESS

Value Statement: SBCCD is in the business of transforming the lives of our students by both expanding access to high quality educational opportunities and regularly deploying interventions to support students from matriculation to completion.

Objective 1.1: Continue efforts to increase college-going culture.

Objective 1.2: Investigate and promote the success of our identity-based programs and student support services to gain insight that can be leveraged to enhance current efforts to improve the broader student experience at SBCCD.

Objective 1.3: Develop a state-of-the-art technology system that delivers a student-centered experience, improves efficiency and effectiveness, and provides analytical strategies and infrastructure that allows SBCCD to make Data-Driven Decisions.

Objective 1.4: Grow and expand Dual/Concurrent Enrollment and K-12 Articulations.

Objective 1.5: Implement a Board approved KVCR plan.

2022-23 Proposed Directives
(Clean)



DRAFT – NOT YET APPROVED

**Prioritized Board Directives for the
2022-23 SBCCD Budget**

Attachment

GOAL 2: ADVANCE ACCESS TO ADDRESS DIVERSITY, EQUITY, INCLUSION and ANTI-RACISM (DEI-A)

Value Statement: *SBCCD is committed to fostering an inclusive and antiracist environment where persons of all intersecting identities might thrive.*

Objective 2.1: Implement the four Pillars of Guided Pathways (GP).

Objective 2.2: Increase access and sense of belonging districtwide and foster a culture of inclusion that is supported by targeted professional development and sustained DEIA initiatives.

Objective 2.3: Leverage partnerships with community-based organizations to expand SBCCD's sphere of influence and include constituent voices in decision making.

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GOAL 3: POSITION SBCCD AS REGIONAL LEADER

Value Statement: *SBCCD is uniquely poised to lead our region into a transformative period for the California Community College System. We will capitalize on this opportunity through innovative and data-driven decision making.*

Objective 3.1: Develop a Strategic Plan that will signal to all constituents that SBCCD has a comprehensive vision that positively impacts our region and effectively employs strategies that will enable our students to develop the knowledge, confidence, and ability to succeed.

Objective 3.2: Institutionalize our commitment to investing in cultivating leadership skills within our District as a vehicle for expanding SBCCD's ability to influence economic and educational initiatives around the region, state, and country.

Objective 3.3: Grow our reputation as a leading higher education institution by enhancing and cultivating community partnerships with K-12 partners, businesses, and community organizations.

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GOAL 4: ENSURE FISCAL ACCOUNTABILITY/SUSTAINABILITY

Value Statement: SBCCD is dedicated to excellence in operations as demonstrated by fiscal responsibility and the proactive identification and establishment of diverse revenue streams.

Objective 4.1: Expand grants, partnerships with regional employers, and philanthropic culture.

Objective 4.2: Continue to advocate for local state and federal funding to support SBCCD's mission.

Objective 4.3: Enhance innovation in our investments, space utilization, and growth to (1) remain at the vanguard of facilities development; (2) improve our ability to respond to variations in capital and operational budgets and; (3) setting aside funds for deferred maintenance.

Objective 4.4: Leverage resources to decrease student cost of attaining a high-quality education.

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Objective 4.3: Enhance innovation in our investments, space utilization, and growth to (1) remain at the vanguard of facilities development; (2) improve our ability to respond to variations in capital and operational budgets and; (3) setting aside funds for deferred maintenance.

Objective 4.4: Leverage resources to decrease student cost of attaining a high-quality education.

DRAFT - NOT YET APPROVED

2022-23 Proposed Directives
(Clean)



DRAFT – NOT YET APPROVED