

Date: April 16, 2014

To: District Budget Committee

From: Enrollment Management Task Force 1

Subject: **Recommendation to District Budget Committee on Resource Allocation Model (RAM) Guidelines for Fiscal Years 2014-15 and 2015-16**

We feel that changes to the RAM Guidelines for FY 2014-15 and 2015-16 should be implemented in order for the district to begin a systematic approach to addressing critical issues identified in the October 2014 Collaborative Brain Trust report on Enrollment Management for the San Bernardino Community College District.

Overview

In October 2014, the Collaborative Brain Trust (CBT) completed a report on enrollment management for the San Bernardino Community College District. That report focuses on four specific issues:

1. *Development of a recommendation on full time equivalent student (FTES) goal distribution between the two colleges over the next five years.*
2. *Evaluation of the district's external data to be sure that FTES goal distribution recommendation is realistic.*
3. *Development of recommendations on how to increase instructional productivity (weekly student contact hours (WSCH)/full time equivalent faculty (FTEF).*
4. *Assessment of the processes and policies each college uses to manage its schedule and course offerings.*

Task Force 1 & the District Budget Committee

In response to the CBT report, the Chancellor has formed two task forces:

- Task Force 1 is charged with developing a recommendation on FTES goal distribution between the two colleges.
- Task Force 2 is charged with developing an enrollment management database system consistent among both colleges.

In order to maintain a collegial process, Task Force 1 includes members from both colleges. These members have had discussions with their respective budget committees, academic senate presidents and academic senates. These recommendations have not been presented to District Assembly yet because we feel this is the charge of the District Budget Committee.

Task Force 1 reviewed the CBT report and identified two major issues that require immediate attention in order for our district to avoid deficit spending at one of its colleges.

1. *"CHC is in the midst of a building program that will add over 46,000 ASF of instructional space (9,206 ASF of lecture and 36,953 of laboratory), increase their instructional capacity by 50% (37% increase in lecture and 86% increase in laboratory) and cause the college to incur an estimated new annual operating cost of \$725,000 for maintenance and operations of the new buildings."*
2. *Even after CHC and the District implement the recommended actions, "it is probable that CHC is simply too small to support its operating expenses. Therefore, it is necessary to either increase their revenues by increasing their funded FTES so that they can capture economies of scale and balance their budget, or the district should alter their allocation model to provide an on-going "subsidy" (or simply additional funding) to CHC."*

Proposed recommendations to the RAM Guidelines for FY 2014-15

As you already know, any modifications to the RAM Guidelines will most likely shift funded credit FTES from one college to another. Because of this, we recommend that a baseline be established at the end of this fiscal year based on the following forecast and adjustments.

San Bernardino Valley College

Recommend that projected FYE 2014-15 credit FTES of 10,100 be fully funded, accomplishing the following:

- 1) Recuperation of credit FTES lost during the previous modification to 2014-15 RAM Guidelines.
- 2) Funding for 2% growth goal.
- 3) Funding for unfunded credit FTES.

Crafton Hills College

Recommend that 4,182 of the projected 4,589 FYE 2014-15 credit FTES be funded, accomplishing the following:

- 1) Return of credit FTES gained during the previous modification to the 2014-15 RAM Guidelines.
- 2) Funding for 2% growth goal.
- 3) Funding for unfunded credit FTES from the expected additional State Overcap.
- 4) Crafton will carry all unfunded credit FTES for the district.
- 5) Crafton will have greater risk (no guarantee of state funding), but also potential for financial reward.

Proposed recommendations to the RAM Guidelines for FY 2015-16

The proposed recommendations to the RAM Guidelines for FY 2015-16 will only work if the District Budget Committee approves the proposed recommendations to the RAM Guidelines for FY2014-15 as outlined in the previous section.

San Bernardino Valley College

Recommend that projected FYE 2015-16 credit FTES of 10,302 be fully funded (based on FY 2014-15 FTES of 10,100 plus Governor's proposed 2% growth of 202). This accomplishes the following:

- 1) Funding for 2% growth goal.
- 2) Continued funding for unfunded credit FTES.

Crafton Hills College

Recommend that projected FYE 2015-16 credit FTES of 4,266 be funded (based on FY 2014-15 FTES of 4,182 plus Governor's proposed 2% growth of 84). Crafton receives one-time subsidy from district reserves to carry 165 unfunded credit FTES. Furthermore, they will receive all State Overcap funding (if any) since they are carrying all the unfunded credit FTES for the district. This accomplishes four goals:

- 1) Funding for 2% growth goal.
- 2) Funding for unfunded credit FTES from the expected State Overcap.
- 3) They carry all unfunded credit FTES for the district.
- 4) They will have a greater risk with no guarantee of funding by the state, but with the potential of financial reward.

Next steps

Task Force 1 will be recommending that the Chancellor establish a Districtwide Enrollment Management Committee with membership recommendations from the District Budget Committee and District Assembly in order to develop a Districtwide Enrollment Management Plan by next fiscal year. Our recommendation is for District Budget Committee to incorporate FTES projections and goals into the multi-year RAM forecast. We have attached a proposed Districtwide Enrollment Management Multi-year Plan that this task force will present to the Chancellor for consideration.

Summary

This task force has reviewed the CBT report and the multi-year forecast and feels this distribution of credit FTES is the most comprehensive in systematically addressing the issues identified in the report. This recommendation:

- ◆ Provides clear goals and expectations from both colleges,
- ◆ Allows Valley College to continue growing,
- ◆ Shifts the risk of unfunded FTES to Crafton Hills College,
- ◆ Provides funding from the district, and
- ◆ Places the district in a position to recapture additional FTES that other districts cannot.

Finally, as long as the State continues to provide growth, this plan provides a clear timeline of three years for the district to address the issues identified by the CBT report.

JT/kg



Revised Resource Allocation Model (RAM) Guidelines Fiscal Year 2014-15

Revenues shall be divided between San Bernardino Valley College and Crafton Hills College, in accordance with the following principles. These guidelines accord best with the desired objectives of transparency, fairness, and ease of understanding; and have the flexibility to adjust to changing circumstances, without the need for extensive debate and readjustment every fiscal year.

1. The SB361 State Base Allocation revenue for each college shall be passed directly on to the college concerned.

2. The district's State non-credit FTES allocation revenue shall be passed directly on to the college that produced the non-credit FTES.

3. The district's state credit FTES allocation revenue shall be divided between the two colleges as follows:

San Bernardino Valley College

- I. 10,100 total projected funded FTES
- II. San Bernardino Valley College will carry any excess over 10,100 as Unfunded FTES

Crafton Hills College

- I. 4,182 total projected funded FTES
 - II. All district unfunded FTES will be carried by Crafton Hills College (projected is 407 unfunded FTES)
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4. Overcap funding for credit FTES shall be divided between the two colleges as follows. *(Overcap is the additional FTES the district could recapture if other districts do not grow enough during the year. It is usually known around February of each year at recalculation [Recalc].)*

San Bernardino Valley College

No additional Overcap funding since San Bernardino Valley College will be fully funded for the credit FTES

Crafton Hills College

Additional Overcap funding will be absorbed by Crafton Hills College since all unfunded FTES are carried by Crafton

5. Other eligible revenues received by the district shall be divided between the two colleges in accordance with the relative FTES numbers achieved by the colleges as in item 3. above.

6. Site-specific revenues will remain with the college concerned.

7. District growth levels/targets may be recommended by District Budget Committee and approved/modified by the Chancellor's Cabinet.

8. Districtwide assessments shall be divided between the two colleges based on FY 2014-15 projected actual (not funded) FTES.

San Bernardino Valley College

10,100 actual FTES

Crafton Hills College

4,589 actual FTES



Revised Resource Allocation Model (RAM) Guidelines Fiscal Year 2015-16

Revenues shall be divided between the two colleges of the District, San Bernardino Valley College and Crafton Hills College, in accordance with the following principles. These guidelines accord best with the desired objectives of transparency, fairness, and ease of understanding; and have the flexibility to adjust to changing circumstances, without the need for extensive debate and readjustment every fiscal year.

1. The SB361 State Base Allocation revenue for each college shall be passed directly on to the college concerned.
2. The district's State non-credit FTES allocation revenue shall be passed directly on to the college that produced the non-credit FTES.
3. The district's state credit FTES allocation revenue shall be divided between the two colleges as follows:

San Bernardino Valley College

- I. 10,302 total projected funded FTES (projected FY 2014-15 Actual FTES of 10,100 FTES plus stated proposed Governor's FY 2015-16 budget of 2%)
- II. San Bernardino Valley College will carry any excess over 10,302 as unfunded FTES

Crafton Hills College

- I. 4,266 total projected funded FTES (projected FY 2014-15 actual FTES of 4,182 FTES plus stated proposed Governor's FY 2015-16 budget of 2%)
- II. All District Unfunded FTES will be carried by Crafton Hills College (projected is 407 unfunded FTES)
- III. District to fund unfunded FTES from fund balance

4. Overcap funding for credit FTES shall be divided between the two colleges as follows. (*Overcap is the additional FTES the district could recapture if other districts do not grow enough during the year. It is usually known around February of each year at recalculation [Recalc].*)

San Bernardino Valley College

No additional Overcap funding since San Bernardino Valley College will be fully funded for the credit FTES

Crafton Hills College

Additional Overcap funding will be absorbed by Crafton Hills College since all unfunded FTES are carried by Crafton

5. Other eligible revenues received by the district shall be divided between the two colleges in accordance with the relative FTES numbers achieved by the colleges as in item 3. above.
6. Site-specific revenues will remain with the college concerned.
7. District growth levels/targets may be recommended by District Budget Committee and approved/modified by the Chancellor's Cabinet.
8. Districtwide assessments shall be divided between the two colleges based on FY 2015-16 projected actual (not funded) FTES.

San Bernardino Valley College

10,302 actual FTES

Crafton Hills College

4,727 actual FTES

Proposed District-Wide Enrollment Management: FTES Planning and Projections Plan

FY 2014-15

Complete the enrollment management analysis (Collaborative Brain Trust)

Establish task force 1 to create assumptions for FTES distribution for budget development

Colleges develop College-Specific enrollment projections and goals

Discuss FTES distribution assumption for budget development (Task force 1)

Forward recommended FTES distribution assumption for budget development to District Budget Committee (Task force 1)

District Budget Committee recommends FTES distribution assumption for budget development to the Chancellor

FTES distribution assumption for FY 15-16 budget is incorporated into Tentative & Final budget

Chancellor recommends FTES distribution assumptions for FY 15-16 Tentative and Final budget to Board of Trustees

Establish task force 2 to evaluate our enrollment management data system

Develop minimum requirements for enrollment management data system for Phase 1

Chancellor to establish District-Wide Enrollment Management Committee with membership recommendations from District Budget Committee & District Assembly

FY 2015-16

Chancellor to charge the District-Wide Enrollment Management Committee with goals for FY 2015-16

District-Wide Enrollment Management Committee to differentiate District-Wide Enrollment Management Committee roles against College Enrollment Management Committees roles

District-Wide Enrollment Management Committee develops District-Wide Enrollment Management Plan incorporating the Strategic Plan, Educational Master Plans & Facilities Master Plans

District-Wide Enrollment Management Committee presents outcomes through collegial consultation

District-Wide Enrollment Management Committee finalizes District-Wide Enrollment Management Plan

District-Wide Enrollment Management Committee forwards recommended FTES distribution assumptions for multi-year forecast to District Budget Committee

District Budget Committee incorporates FTES projections into FY 16-17 Tentative & Final budget and multi-year forecast

Chancellor recommends FTES distribution assumptions for FY 16-17 Tentative & Final budget and multi-year forecast to Board of Trustees

FY 2016-17

District-Wide Enrollment Management Committee evaluates District-Wide Enrollment Management Plan and makes changes if necessary

District-Wide Enrollment Management Committee presents outcomes through collegial consultation

District-Wide Enrollment Management Committee updates District-Wide Enrollment Management Plan

District-Wide Enrollment Management Committee forwards updated recommended FTES distribution assumptions for multi-year forecast to District Budget Committee

District Budget Committee incorporates updated FTES projections into FY 16-17 Tentative & Final budget and multi-year forecast

Chancellor recommends updated FTES distribution assumptions for FY 17-18 Tentative & Final budget and multi-year forecast to Board of Trustees



ENROLLMENT MANAGEMENT TIMELINE

In October 2014 the Collaborative Brain Trust (CBT) completed a report on enrollment management for the San Bernardino Community College District. That report focuses on four specific issues:

- ◆ Development of a recommendation on full time equivalent student (FTES) goal distribution between the two colleges over the next five years,
- ◆ Evaluation of the district's external data to be sure that FTES goal distribution recommendation is realistic,
- ◆ Development of recommendations on how to increase instructional productivity (weekly student contact hours (WSCH)/full time equivalent faculty (FTEF), and
- ◆ Assessment of the processes and policies each college uses to manage its schedule and course offerings.

The following is a timeline of the District's progress in the area of enrollment management to date.

November 2014 ◆ CBT provided draft of report.

December 2014 ◆ Ad hoc task force was formed December 4, including:

- College presidents;
- Academic Senate presidents;
- Vice presidents of instruction, administrative services, and student services;
- Chancellor; and
- Vice chancellor of business and fiscal services.

January 2015 ◆ Ad hoc task force met with CBT.
◆ CHC Budget Committee discussed enrollment management growth, funding, FTES targets, and directions.

February 2015 ◆ Fiscal Services met with the vice presidents of instruction and administrative services of both campuses.

- ◆ Crafton Hills:
 - *Budget Committee discussed direction of district enrollment management regarding potential growth and FTES targets.*
 - *Administration provided updates to the Academic Senate on status of the enrollment management discussions on productivity, fill rates, growth and FTES targets for both campuses.*
- ◆ San Bernardino Valley:
 - *Vice president of administrative services presented to Budget Committee: Preview of Enrollment Management Plan and Budget Forecasts – Discussion.*

- *Vice president of instruction met with deans to discuss enrollment management plan, and solicited input from instructional deans on FTES projection and strategies to construct the initial draft document.*
- *Vice president of instruction led further discussion on FTES projection and strategies with instructional deans and Academic Senate president; then met with vice presidents of administrative services and student services, reviewed the draft document, solicited input and updated document to include input.*
- *Draft of "Enrollment Management for FTES Projection through 2017-2018 and Strategies" was shared at president's cabinet for input and final approval; final version then submitted to interim vice chancellor of business and fiscal services.*
- *Vice president of administrative services presented to managers meeting: Enrollment Management/Resource Allocation Plan and Multi-Year Forecast Impact on SBVC- Q&A.*
- *Vice presidents of administrative services and instruction collaborated on multi-year FTES projections and strategy to meet the enrollment management plan targets.*
- *Management engaged in various president's cabinet discussions.*

**March
2015**

- ◆ Ad hoc task force met and discussed centralization of enrollment support system and draft model.
- ◆ Crafton Hills vice president of instruction met with assorted shared governance committees to discuss enrollment management plan.
- ◆ San Bernardino Valley:
 - *Vice president of administrative services presented to Academic Senate and Budget Committee: Enrollment Management/Resource Allocation Plan and Multi-Year Forecast Impact on SBVC- Q&A.*
 - *Budget Committee members shared the enrollment management/resource allocation plan with constituencies.*

The timeline of activities going forward is as follows.

April 2015

- ◆ Draft enrollment management model will be presented to District Budget Committee for approval
- ◆ Enrollment management model will be incorporated into the budget development process and resource allocation model
- ◆ Formal districtwide enrollment management subcommittee to the District Budget Committee to be formed

May 2015

- ◆ Enrollment management model will be presented to the Board of Trustees with the preliminary budget

	A	F	G	H	I	J	K	L	M	N	O	P	Q
1	San Bernardino Community College District												
2	Multi-Year Forecast						Enrollment Management Task Force: FTES Planning & Projection						
3	Operating Results by Fiscal Year by Location												
4													
5													
6	San Bernardino Valley College												
7		2015-2016		2016-2017		2017-2018		2018-2019		2019-2020		2020-2021	
8	Draft #	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance
9	EM	\$ 122,644	\$ 3,635,415	\$ 126,151	\$ 3,761,566	\$ 31,873	\$ 3,793,440	\$ 240,374	\$ 4,033,813	\$ 403,042	\$ 4,436,856	\$ 524,084	\$ 4,960,939
10													
11													
12													
13	Crafton Hills College												
14		2015-2016		2016-2017		2017-2018		2018-2019		2019-2020		2020-2021	
15	Draft #	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance
16	EM	\$ (204,825)	\$ (1,890,818)	\$ 403,033	\$ (1,487,785)	\$ 91,550	\$ (1,396,249)	\$ 1,001,511	\$ 435,252	\$ 996,136	\$ 1,431,387	\$ 962,583	\$ 2,393,971
17													
18													
19													
20	District Office												
21		2015-2016		2016-2017		2017-2018		2018-2019		2019-2020		2020-2021	
22	Draft #	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance
23	EM	\$ (714,544)	\$ 11,946,717	\$ (192,390)	\$ 11,754,327	\$ -	\$ 11,754,327	\$ -	\$ 11,754,327	\$ -	\$ 11,754,327	\$ -	\$ 11,754,327
24													
25													
26													
27	Totals												
28		2015-2016		2016-2017		2017-2018		2018-2019		2019-2020		2020-2021	
29	Draft #	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance	Excess (Deficit)	Fund Balance
30	EM	\$ (796,725)	\$ 13,691,315	\$ 336,794	\$ 14,228,109	\$ 333,409	\$ 14,981,518	\$ 1,241,874	\$ 16,223,392	\$ 1,399,178	\$ 17,622,570	\$ 1,486,667	\$ 19,109,237
31	Fund Balance Percent Fund Balance to Cover		16.51%		16.46%		16.97%		17.67%		18.42%		19.15%
32	Monthly 15% Fund Excess over		1.98		1.97		2.04		2.12		2.21		2.21
33		\$	12,435,424	\$	12,787,336	\$	13,242,202	\$	13,772,252	\$	14,349,225	\$	14,965,241
34		\$	1,255,891	\$	1,240,773	\$	1,739,315	\$	2,451,140	\$	3,273,345	\$	4,143,996
35													
36	Notes:												
37	All Data stated in 2014 Dollars												

**San Bernardino Community College District
Multi-Year Forecast**

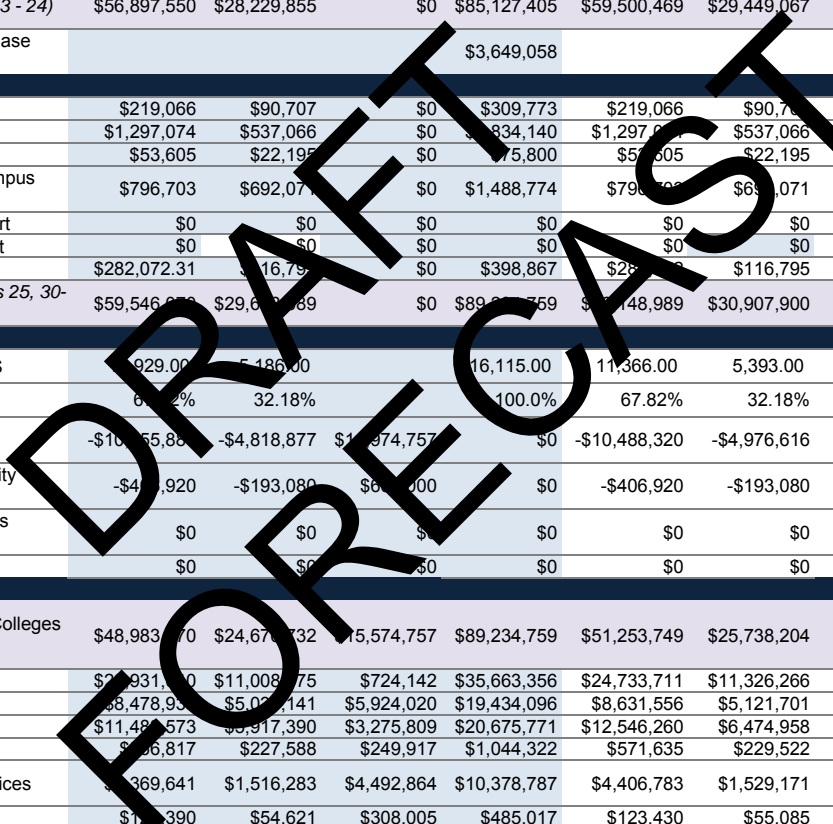
Enrollment Management Task Force: FTES Planning Projection

	2015-16 Forecast				2016-17 Forecast				
	SBVC	CHC	District Office	District Total	SBVC	CHC	District Office	District Total	
Section A - State Base Revenue									
1	Base Allocation Revenue per SB361 for Medium and Small Colleges	\$4,032,148	\$3,456,127		\$7,488,276	\$4,066,422	\$3,485,504		\$7,551,926
2	Credit FTES Percent	69.40%	30.60%		100.00%	68.76%	31.24%		100.00%
3	Total College Funded Credit FTES	10,302.00	4,543.00		14,845.00	10,611.00	4,822.00		15,433.00
4	District Funded Rate Credit FTES per State Allocation				\$4,749.78				\$4,790.15
5	Credit Funding (multiply line 3 x 4)	\$48,932,226	\$21,578,247		\$70,510,473	\$50,828,307	\$23,098,115		\$73,926,421
10	Total State Base Revenue (add lines 1, 5, & 9)	\$52,964,374	\$25,034,374	\$0	\$77,998,748	\$54,894,728	\$26,583,619	\$0	\$81,478,347
11	Revenue Shortfall Percent				0.00%				0.00%
12	Revenue Shortfall Amount (multiply line 10 x 11)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Adjusted State Base Revenue (line 10 minus line 12)	\$52,964,374	\$25,034,374	\$0	\$77,998,748	\$54,894,728	\$26,583,619	\$0	\$81,478,347
Section B - Adjustments for Reconciliations									
23	Other Revenue Adjustment - Prior Year Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
24	Other Adjustments (Property Taxes)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25	Other Adjustments (Property Taxes) - Adjusted future year								
26	Total State Revenue (add lines 13 - 24)	\$52,964,374	\$25,034,374	\$0	\$77,998,748	\$54,894,728	\$26,583,619	\$0	\$81,478,347
29	Change From Prev. Year State Base Revenue				\$3,845,741				\$3,479,599
Section C - Other Revenue									
30	College Part-time Faculty	\$219,066	\$90,707	\$0	\$309,773	\$219,066	\$90,707	\$0	\$309,773
31	College Lottery Funds	\$1,297,074	\$537,066	\$0	\$1,834,140	\$1,297,074	\$537,066	\$0	\$1,834,140
32	College Interest Income	\$53,605	\$22,195	\$0	\$75,800	\$53,605	\$22,195	\$0	\$75,800
33	Other Campus Revenue per Campus Projections	\$796,703	\$692,071	\$0	\$1,488,774	\$796,703	\$692,071	\$0	\$1,488,774
34	Student Success Funding Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
35	Unfunded FTES Funding Support	\$0	\$14,544	\$14,544	\$0	\$0	\$192,390	-\$192,390	\$0
36	Other Revenue	\$282,072	\$116,795	\$0	\$398,867	\$282,072	\$116,795	\$0	\$398,867
39	Total College Revenue (add lines 25, 30-36)	\$55,612,884	\$26,877,752	-\$214,544	\$82,276,102	\$56,432,249	\$28,234,842	-\$192,390	\$85,585,701
Section D - Assessments									
40	Total College Actual Credit FTES	10,302.00	4,727.00		15,029.00	10,611.00	4,987.00		15,598.00
41	Percent for Assessments	65.5%	31.45%		100.0%	68.03%	31.97%		100.00%
42	Assessment for District Office Operations Expenditures	-\$3,568,400	-\$4,389,924	\$3,958,420	\$0	-\$9,831,583	-\$4,620,252	\$14,451,835	\$0
43	Assessment for Property & Liability Insurance Cost	-\$1,300	-\$188,700	\$187,400	\$0	-\$408,180	-\$191,820	\$600,000	\$0
48	Assessment for EDCT Operations Expenditures	-\$89,115	-\$10,885	\$130,000	\$0	-\$44,220	-\$20,781	\$65,000	\$0
49	Assessment for District Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Section E - Individual Site Budgets									
50	Total Site Budget Allocation for Colleges (add lines 28, 29-33)	\$45,542,880	\$22,067,243	\$14,473,879	\$82,106,102	\$47,259,266	\$23,401,990	\$14,924,445	\$85,585,701
51	1000 - Academic Salaries	\$2,629,577	\$1,072,261	\$698,760	\$3,400,598	\$2,372,306	\$1,062,934	\$711,338	\$3,446,577
52	2000 - Classified Salaries	\$8,181,700	\$4,874,795	\$5,716,378	\$18,772,915	\$8,329,013	\$4,942,181	\$5,819,273	\$19,090,467
53	3000 - Benefits	\$9,676,505	\$4,949,709	\$2,707,280	\$17,293,494	\$10,515,585	\$5,410,509	\$2,978,008	\$18,904,102
54	4000 - Supplies	\$57,302	\$223,768	\$245,722	\$1,026,792	\$562,039	\$225,670	\$247,811	\$1,035,520
55	5000 - Other Expenses and Services	\$1,296,294	\$1,490,831	\$4,417,448	\$10,204,572	\$4,332,812	\$1,503,503	\$4,454,996	\$10,291,311
56	6000 - Capital Outlay	\$10,336	\$53,704	\$302,835	\$476,875	\$121,359	\$54,161	\$305,409	\$480,929
57	7000 - Other Outgo	\$0	\$0	\$600,000	\$600,000	\$0	\$0	\$600,000	\$600,000
58	Prior Year Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
59	Site Budgeted / Projected Actual Expenditures	\$45,421,336	\$22,293,068	\$14,688,423	\$82,402,827	\$47,133,114	\$22,998,957	\$15,116,835	\$85,248,907
61	Program Review				\$0				\$0
60	Excess/(Deficit) (line 35 minus line 43 plus line 44)	\$122,644	-\$204,825	-\$714,544	-\$796,725	\$126,151	\$403,033	-\$192,390	\$336,794
Section F - One-Time Adjustments & Fund									
71	One-time Exp. (Adjust. to Fund Balance) - FY 13-14 GASB and KVCR, FY 14-15 KVCR Contribution.			-\$500,000	-\$500,000			\$0	\$0
72	Annual Increase/(Decrease) to Fund Balance	\$122,644	-\$204,825	-\$714,544	-\$796,725	\$126,151	\$403,033	-\$192,390	\$336,794
73	Site Fund Balance July 1, Year Beginning (Includes RDA)	\$3,512,771	-\$1,685,993	\$12,661,261	\$14,488,039	\$3,635,415	-\$1,890,818	\$11,946,717	\$13,691,315
74	Site Fund Balance June 30, Year Ending (line 45 plus lines 46-48)	\$3,635,415	-\$1,890,818	\$11,946,717	\$13,691,315	\$3,761,566	-\$1,487,785	\$11,754,327	\$14,028,109
80	Unrestricted Fund Balance				16.51%				16.46%
					\$13,691,315				\$14,028,109
					\$6,908,569				\$7,104,076
					1.98				1.97

**San Bernardino Community College District
Multi-Year Forecast**

Enrollment Management Task Force: FTES Planning Projection

	2017-18 Forecast				2018-19 Forecast			
	SBVC	CHC	District Office	District Total	SBVC	CHC	District Office	District Total
Section A - State Base Revenue								
1	\$4,100,986	\$3,515,131		\$7,616,117	\$4,135,845	\$3,545,010		\$7,680,854
2	68.11%	31.89%		100.00%	68.13%	31.87%		100.00%
3	10,929.00	5,116.00		16,045.00	11,364.00	5,317.00		16,681.00
4				\$4,830.87				\$4,871.93
5	\$52,796,563	\$24,714,724		\$77,511,287	\$55,364,624	\$25,904,057		\$81,268,681
10	\$56,897,550	\$28,229,855	\$0	\$85,127,405	\$59,500,469	\$29,449,067	\$0	\$88,949,536
11				0.00%				0.00%
12	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	\$56,897,550	\$28,229,855	\$0	\$85,127,405	\$59,500,469	\$29,449,067	\$0	\$88,949,536
Section B - Adjustments for Reconciliations								
23	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
24	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25								
26	\$56,897,550	\$28,229,855	\$0	\$85,127,405	\$59,500,469	\$29,449,067	\$0	\$88,949,536
29				\$3,649,058				\$3,822,131
Section C - Other Revenue								
30	\$219,066	\$90,707	\$0	\$309,773	\$219,066	\$90,707	\$0	\$309,773
31	\$1,297,074	\$537,066	\$0	\$1,834,140	\$1,297,074	\$537,066	\$0	\$1,834,140
32	\$53,605	\$22,195	\$0	\$75,800	\$53,605	\$22,195	\$0	\$75,800
33	\$796,703	\$692,071	\$0	\$1,488,774	\$796,703	\$692,071	\$0	\$1,488,774
34	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
35	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	\$282,072.31	\$116,795	\$0	\$398,867	\$282,072.31	\$116,795	\$0	\$398,867
39	\$59,546,839	\$29,671,89	\$0	\$89,218,759	\$59,546,839	\$30,907,900	\$0	\$93,056,890
Section D - Assessments								
40	16,115.00	16,115.00		16,115.00	11,366.00	5,393.00		16,759.00
41	67.82%	32.18%		100.00%	67.82%	32.18%		100.00%
42	-\$10,488,320	-\$4,976,616	\$15,464,936	\$0	-\$10,488,320	-\$4,976,616	\$15,464,936	\$0
43	-\$406,920	-\$193,080	\$600,000	\$0	-\$406,920	-\$193,080	\$600,000	\$0
48	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
49	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Section E - Individual Site Budgets								
50	\$48,951,397	\$23,755,196	\$15,574,757	\$88,281,349	\$51,013,376	\$24,736,703	\$16,064,936	\$91,815,015
51	\$20,931,100	\$11,008,075	\$724,142	\$35,663,356	\$24,733,711	\$11,326,266	\$737,176	\$36,797,153
52	\$8,478,950	\$5,071,141	\$5,924,020	\$19,474,096	\$8,631,556	\$5,121,701	\$6,030,652	\$19,783,910
53	\$11,485,573	\$5,917,390	\$3,275,809	\$20,678,771	\$12,546,260	\$6,474,958	\$3,603,390	\$22,624,608
54	\$926,817	\$227,588	\$249,917	\$1,044,322	\$571,635	\$229,522	\$252,041	\$1,053,198
55	\$1,369,641	\$1,516,283	\$4,492,864	\$10,378,787	\$4,406,783	\$1,529,171	\$4,531,053	\$10,467,007
56	\$1,123,390	\$54,621	\$308,005	\$485,017	\$123,430	\$55,085	\$310,624	\$489,139
57	\$0	\$0	\$600,000	\$600,000	\$0	\$0	\$600,000	\$600,000
58	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
59	\$48,951,397	\$23,755,196	\$15,574,757	\$88,281,349	\$51,013,376	\$24,736,703	\$16,064,936	\$91,815,015
61				\$0				\$0
60	\$31,873	\$921,536	\$0	\$953,409	\$240,374	\$1,001,501	\$0	\$1,241,874
Section F - One-Time Adjustments & Fund								
71			\$0	\$0			\$0	\$0
72	\$31,873	\$921,536	\$0	\$953,409	\$240,374	\$1,001,501	\$0	\$1,241,874
73	\$3,761,566	-\$1,487,785	\$11,754,327	\$14,028,109	\$3,793,440	-\$566,249	\$11,754,327	\$14,981,518
74	\$3,793,440	-\$566,249	\$11,754,327	\$14,981,518	\$4,033,813	\$435,252	\$11,754,327	\$16,223,392
80				16.97%				16.97%
				\$14,981,518				\$16,223,392
				\$7,356,779				\$7,651,251
				2.04				2.12



**San Bernardino Community College District
Multi-Year Forecast**

Enrollment Management Task Force: FTES Planning Projection

	2019-20 Forecast				2020-21 Forecast				
	SBVC	CHC	District Office	District Total	SBVC	CHC	District Office	District Total	
Section A - State Base Revenue									
1	Base Allocation Revenue per SB361 for Medium and Small Colleges	\$4,170,999	\$3,575,142		\$7,746,142	\$4,206,453	\$3,605,531		\$7,811,984
2	Credit FTES Percent	68.12%	31.88%		100.00%	68.12%	31.88%		100.00%
3	Total College Funded Credit FTES	11,814.00	5,528.00		17,342.00	12,282.00	5,747.00		18,029.00
4	District Funded Rate Credit FTES per State Allocation				\$4,913.34				\$4,955.11
5	Credit Funding (multiply line 3 x 4)	\$58,046,228	\$27,160,957		\$85,207,185	\$60,858,610	\$28,476,993		\$89,335,603
10	Total State Base Revenue (add lines 1, 5, & 9)	\$62,217,227	\$30,736,099	\$0	\$92,953,326	\$65,065,063	\$32,082,524	\$0	\$97,147,587
11	Revenue Shortfall Percent				0.00%				0.00%
12	Revenue Shortfall Amount (multiply line 10 x 11)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
13	Adjusted State Base Revenue (line 10 minus line 12)	\$62,217,227	\$30,736,099	\$0	\$92,953,326	\$65,065,063	\$32,082,524	\$0	\$97,147,587
Section B - Adjustments for Reconciliations									
23	Other Revenue Adjustment - Prior Year Funding	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
24	Other Adjustments (Property Taxes)	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
25	Other Adjustments (Property Taxes) - Adjusted future year								
26	Total State Revenue (add lines 13 - 24)	\$62,217,227	\$30,736,099	\$0	\$92,953,326	\$65,065,063	\$32,082,524	\$0	\$97,147,587
29	Change From Prev. Year State Base Revenue				\$4,003,790				\$4,194,261
Section C - Other Revenue									
30	College Part-time Faculty	\$219,066	\$90,707	\$0	\$309,773	\$219,066	\$90,707	\$0	\$309,773
31	College Lottery Funds	\$1,297,074	\$537,066	\$0	\$1,834,140	\$1,297,074	\$537,066	\$0	\$1,834,140
32	College Interest Income	\$53,605	\$22,195	\$0	\$75,800	\$53,605	\$22,195	\$0	\$75,800
33	Other Campus Revenue per Campus Projections	\$796,703	\$692,077	\$0	\$1,488,774	\$796,703	\$692,071	\$0	\$1,488,774
34	Student Success Funding Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
35	Unfunded FTES Funding Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
36	Other Revenue	\$282,072.31	\$116,795	\$0	\$398,867	\$282,072	\$116,795	\$0	\$398,867
39	Total College Revenue (add lines 25, 30-36)	\$64,865,717	\$32,149,933	\$0	\$97,015,680	\$71,713,583	\$33,541,358	\$0	\$101,254,941
Section D - Assessments									
40	Total College Actual Credit FTES	11,821.00	5,603.00		17,430.00	12,294.00	5,833.00		18,127.00
41	Percent for Assessments	68.2%	32.18%		100.0%	67.82%	32.18%		100.00%
42	Assessment for District Office Operations Expenditures	-\$1,844,600	-\$5,145,708	\$6,990,399	\$0	-\$11,227,224	-\$5,327,220	\$16,554,444	\$0
43	Assessment for Property & Liability Insurance Cost	-\$406,920	-\$193,080	\$600,000	\$0	-\$406,920	-\$193,080	\$600,000	\$0
48	Assessment for EDCT Operations Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
49	Assessment for District Reserve	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Section E - Individual Site Budgets									
50	Total Site Budget Allocation for Colleges (add lines 28, 29-33)	\$53,614,443	\$26,850,144	\$16,590,393	\$97,060,680	\$56,079,439	\$28,021,058	\$17,154,444	\$101,254,941
51	1000 - Academic Salaries	\$11,562,417	\$11,720,638	\$750,445	\$38,041,731	\$26,417,942	\$12,143,048	\$763,954	\$39,324,943
52	2000 - Classified Salaries	\$8,786,921	\$5,209,892	\$6,139,204	\$20,140,020	\$8,945,089	\$5,307,742	\$6,249,709	\$20,502,540
53	3000 - Benefits	\$13,705,316	\$7,088,283	\$3,963,729	\$24,768,327	\$15,003,377	\$7,762,941	\$4,360,102	\$27,126,419
54	4000 - Supplies	\$76,494	\$231,473	\$254,184	\$1,062,151	\$581,394	\$233,441	\$256,344	\$1,071,179
55	5000 - Other Expenses and Services	\$1,444,241	\$1,542,169	\$4,569,567	\$10,555,977	\$4,482,017	\$1,555,277	\$4,608,408	\$10,645,702
56	6000 - Capital Outlay	\$1,480	\$55,554	\$313,264	\$493,297	\$125,538	\$56,026	\$315,927	\$497,490
57	7000 - Other Outgo	\$0	\$0	\$600,000	\$600,000	\$0	\$0	\$600,000	\$600,000
58	Prior Year Expenditures	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
59	Site Budgeted / Projected Actual Expenditures	\$53,211,101	\$25,860,009	\$16,590,393	\$95,661,502	\$55,555,356	\$27,058,475	\$17,154,444	\$99,768,274
61	Program Review				\$0				\$0
60	Excess/(Deficit) (line 35 minus line 43 plus line 44)	\$403,042	\$996,136	\$0	\$1,399,178	\$524,084	\$962,583	\$0	\$1,486,667
Section F - One-Time Adjustments & Fund									
71	One-time Exp. (Adjust. to Fund Balance) - FY 13-14 GASB and KVCR, FY 14-15 KVCR Contribution.			\$0	\$0			\$0	\$0
72	Annual Increase/(Decrease) to Fund Balance	\$403,042	\$996,136	\$0	\$1,399,178	\$524,084	\$962,583	\$0	\$1,486,667
73	Site Fund Balance July 1, Year Beginning (Includes RDA)	\$4,033,813	\$435,252	\$11,754,327	\$16,223,392	\$4,436,856	\$1,431,387	\$11,754,327	\$17,622,570
74	Site Fund Balance June 30, Year Ending (line 45 plus lines 46-48)	\$4,436,856	\$1,431,387	\$11,754,327	\$17,622,570	\$4,960,939	\$2,393,971	\$11,754,327	\$19,109,237
80	Unrestricted Fund Balance				18.42%				19.15%
					\$17,622,570				\$19,109,237
					\$7,971,792				\$8,314,023
					2.21				2.30



San Bernardino Valley College

Office of Instruction

Enrollment Management FTES Projection

	2013 - 2014	2014 - 2015	2015 - 2016	2016 - 2017	2017 - 2018	Note
Total Number of Section (SM2, FA,SP, SM1)	2,748	3,110	3172	3235	3300	Increase sec by 2% using 2014-2015 as base
Average Fill Rate (SM2, FA,SP, SM1)	92%	86%	86%	86%	86%	Increase by 2% from CBT Data (84)
Total Number of FTES (SM2, FA,SP, SM1)	9,902	10,100	10,302	10,508	10,718	Increase FTES by 2% using 2013 - 2014

Note: Upon review of data as it relates to the identified strategies described below and emerging needs; fill rate and number of sections will be adjusted accordingly to reach our targeted FTES.



San Bernardino Valley College

Office of Instruction

Strategies

Scheduling:

- In building the schedule:
 - a. review wait list data in adding sections on demand
 - b. use wait list data in planning for future semesters
 - c. review fill rate, meeting patterns and retention data for courses and programs
 - d. Based on data strategize on programs that are low enrolled

Offering patterns:

- Offer courses that meet:
 - a. associate degree and certificate major requirements. Many of these courses also meet GE requirements
 - b. Transfer requirements for majors at the CSU and UC. Transfer to the UC and CSU is legislated as a high priority for CCCs. Many of the courses required for majors, also meet GE requirements for IGETC, CSUGE, and the SBVC GE graduation requirements.
 - c. SBVC program prerequisite requirements
 - d. Courses that work towards restoring programs that are clearly are part of the educational mission of SBVC, but have been disproportionately hard hit by previous rounds of cuts
 - e. Basic Skills (English, math, and reading)
 - f. New courses and/or program design to meet emerging needs

Marketing:

- Strategies to reach service areas and beyond
- Develop proactive marketing plan
- Targeted marketing for students on campus
- Celebrate benchmark milestones (ex: one week before census, half way through the semester, before withdrawal date, etc.)
- Focus group that systematically study gaps in student engagement (on and off campus), target student needs based on the results of the study

Student support:

- Provide targeted student support such as SI, tutoring, counseling, etc.
- Campaign for a FAFSA renewal week
- Celebrate benchmark milestones (ex: one week before census, half way through the semester, before withdrawal date, etc.)

Facilities:

- Keep classroom furniture at max capacity

Budget:

- Incrementally expand faculty, staff, supplies and other operational costs



To: Crafton Hills Campus Community
CC: Cheryl Marshall, Ed.D.
From: Mike Strong, Denise Allen and Bryan Reece, Ph.D.
Date: February 4, 2015
Topic: **Draft Growth Plan**

We need your comments to make sure this plan is excellent. Send comments to Mike, Denise or Bryan. Discuss this plan in your upcoming meetings.

1.0 5,000+ Funded FTES

At our current size, Crafton is operating in a structural deficit. This means we have annual expenses that exceed our annual income. We will remain in this situation until we grow to a college that serves 5,000-5,400 fulltime equivalent students (FTES) AND receive full funding for these students. Below is the general strategy we propose for growth.

	13-14			14-15			15-16			16-17			17-18			18-19		
	Sctns	Fill	FTES	Sctns	Fill	FTES	Sctns	Fill	FTES	Sctns	Fill	FTES	Sctns	Fill	FTES	Sctns	Fill	FTES
Summer ¹	51	85.1%	231	53	70.2%	164	53	74.5%	174	53	80.0%	187	53	85.0%	199	53	87.0%	203
Fall	596	86.5%	2,063	731	80.9%	2,186	765	83.0%	2,347	770	85.0%	2,419	770	87.0%	2,476	770	87.0%	2,476
Spring	672	73.5%	1,970	783	72.8%	2,050	750	77.0%	2,077	750	82.0%	2,212	750	87.0%	2,347	750	87.0%	2,347
Summer ²	77	70.2%	239	77	74.5%	254	77	80.0%	272	77	85.0%	289	77	87.0%	296	77	87.0%	296
<i>Total</i>	1,396	78.8%	4,503	1,644	74.6%	4,654	1,645	78.6%	4,870	1,650	83.0%	5,107	1,650	86.5%	5,318	1,650	87.0%	5,322
<i>Annual Increase</i>	NA	NA	NA	248	-4.2%	151	1	4.0%	217	5	4.4%	237	0	3.5%	210	0	0.5%	5

¹Includes portion of Summer FTES applied after 7/1 and EMS/RadTech carryover (usually at 33 FTES)

²Includes portion of Summer FTES applied before 6/30 and F Factor Adjustment (usually at 8 FTES)

2.0 Systems/Infrastructure Strategies

To reach our growth targets, there are several systems and infrastructure issues we need to address.

- Agreement—While we have verbal agreements on distributing growth funding disproportionately to Crafton during this ramp-up period, we need to get the agreement (and associated details) in writing.
- Schedule—As we build schedules, we need to hold our hourly/overload budgets close to flat by keeping schedule sizes (number of courses) at minimal growth.
- Fill—We need to accommodate enrollment growth through improved fill rates rather than increased sections. By taking this approach, we ensure that Crafton’s budget remains as flat as possible while we improve our fill rates over the next five years.
- Caps—We need to finalize caps for all courses this year. Our general approach should be to establish caps as the lowest level we can afford. Small caps are good pedagogically, but there is a budget reality on how low we can go.
- Funding—The growth funding that will be coming to Crafton needs to be used to reduce unfunded FTES and help implement targeted growth strategies
- Construction—We need to make sure our new construction projects are completed successfully. They will add significant instructional space to the College.

3.0 Student Recruitment Strategies

To reach our growth targets, there are several recruitment activities we need to implement.

- Student Demand—We need to build our schedules around student demand. This means we need to watch fill rates and wait lists closely and respond accordingly.
- BA Degree—We need to implement the Crafton bachelor's degree with our first cohort to arrive in Fall 2017.
- Capture Rate—We have too many students in our area choosing to attend other community colleges. We need to develop a campaign to reverse this trend (place emphasis on Redlands).
- Athletics—With the development of an athletics program, we will bring new fulltime students to the campus.
- Online Courses—Online classes are very popular. We need to expand online offerings and think about developing an online AA degree.

Section 3.0:

Mention something like...since our growth will be primarily from fill rates and we will be capturing additional funding from the state, we believe that we can incorporate these student recruitment strategies as budget permits.

4.0 Pending Student Recruitment Discussions

- Non-Credit—With non-credit units, we may be able increase our course/section offerings. Many details need to be worked out.
- Concurrent Enrollment—We currently offer a limited number of concurrent enrollment courses at surrounding high schools. Should we expand this approach?
- Middle College—We have currently paused the development of a middle college. The Academic Senate will “explore the idea of and address the concerns” in future deliberations.