

**SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT BOARD AGENDA**  
**REGULAR MEETING**  
**September 24, 2008, 12:00 p.m.**  
**District Office Board Room**  
**3401 CSM Drive, San Mateo, CA 94402**

**NOTICE ABOUT PUBLIC PARTICIPATION AT BOARD MEETINGS**

*The Board welcomes public discussion.*

*\*The public's comments on agenda items will be taken at the time the item is discussed by the Board.*

*\*To comment on items not on the agenda, a member of the public may address the Board under "Statements from the Public on Non-Agenda Items"; at this time, there can be discussion on any matter related to the Colleges or the District, except for personnel items. No more than 20 minutes will be allocated for this section of the agenda. No Board response will be made nor is Board action permitted on matters presented under this agenda topic.*

*\*If a member of the public wishes to present a proposal to be included on a future Board agenda, arrangements need to be made through the Chancellor's Office at least seven days in advance of the meeting. These matters will be heard under the agenda item "Presentations to the Board by Persons or Delegations." A member of the public may also write to the Board regarding District business; letters can be addressed to 3401 CSM Drive, San Mateo CA 94402.*

*\*Persons with disabilities who require auxiliary aids or services will be provided such aids with a three-day notice. For further information, contact the Executive Assistant to the Board at (650) 358-6753.*

*\*Regular Board meetings are taped; tapes are kept for one month.*

*\*Government Code §54957.5 states that public records which relate to any item on the open session agenda for a regular board meeting should be made available for public inspection. Those records that are distributed less than 72 hours prior to the meeting are available for public inspection at the same time they are distributed to all members, or a majority of the members of the Board. The Board has designated the Chancellor's Office at 3401 CSM Drive for the purpose of making those public records available for inspection. Members of the public should call 650-358-6753 to arrange a time for such inspection.*

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**12:00 p.m.      ROLL CALL**

**Pledge of Allegiance**

**DISCUSSION OF THE ORDER OF THE AGENDA**

**MINUTES**

08-9-2            [Minutes of the Study Session of the Board of Trustees of September 10, 2008](#)

**PRESENTATIONS TO THE BOARD BY PERSONS OR DELEGATIONS**

**STATEMENTS FROM EXECUTIVES AND STUDENT REPRESENTATIVES**

**STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS**

**NEW BUSINESS**

08-9-2A            [Approval of Personnel Actions: Changes in Assignment, Compensation, Placement, Leaves, Staff Allocations and Classification of Academic and Classified Personnel](#)

## **Approval of Consent Agenda**

*All items on the consent agenda may, by unanimous vote of the Board members present, be approved by one motion after allowing for Board member questions about a particular item. Prior to a motion for approval of the consent agenda, any Board member, interested student or citizen or member of the staff may request that an item be removed to be discussed in the order listed, after approval of remaining items on the consent agenda.*

- 08-9-1CA      Amendment of Rules and Regulations Section 8.03, Authorized Signatures, and Deletion of Section 8.04, Warrant Signatures
- 08-9-2CA      Approval of Off-Campus Facilities, 2008-09
- 08-9-3CA      Approval to Extend Telephone System Maintenance Agreement with Siemens Communications
- 08-9-4CA      Approval to Renew Agreement with County of San Mateo to Furnish Meals for Child Development Centers, 2008-09 – College of San Mateo and Skyline College
- 08-9-5CA      Authority to Execute an Agreement with Computerland for Microsoft Campus License Agreement for 2008-2011
- 08-9-6CA      Disposition of District Records

## **Other Recommendations**

- 08-9-1B      Approval of Accreditation Follow-Up Reports – Cañada College and College of San Mateo
- 08-9-100B     Acceptance of External Funds
- 08-9-101B     Multiple Contract Awards for Academic Furniture
- 08-9-102B     Amendment of 14 Sections in Chapter Six (Academic Programs) of Rules and Regulations and Deletion of Policies 6.30, Courses by Newspaper; 6.70, Occupational Education; 6.89, Basic Policies for Community Services; and 6.91, Definition of Community Services Classes and Activities
- 08-9-103B     Public Hearing of the 2008-09 Final Budget
- 08-9-104B     Adoption of the 2008-09 Final Budget

## **INFORMATION REPORTS**

## **STATEMENTS FROM BOARD MEMBERS**

## **COMMUNICATIONS**

**RECESS TO CLOSED SESSION**

1. Closed Session Personnel Items
  - A. Public Employment
    1. Employment: **College of San Mateo** – Division Assistant, Physical Education/Athletics; Staff Assistant, Community Education; Librarian, Instruction Office
  - B. Public Employee Discipline, Dismissal, Release

**CLOSED SESSION ACTIONS TAKEN**

**ADJOURNMENT**

**Minutes of the Study Session of the Board of Trustees  
San Mateo County Community College District  
September 10, 2008  
San Mateo, CA**

**The meeting was called to order at 6:10 p.m.**

**Board Members Present:** President Richard Holober, Vice President-Clerk Karen Schwarz, Trustees Helen Hausman, Dave Mandelkern and Patricia Miljanich, and Student Trustee Virginia Medrano Rosales

**Others Present:** Chancellor Ron Galatolo, Executive Vice Chancellor Jim Keller, Skyline College President Victoria Morrow, College of San Mateo President Michael Claire, Cañada College President Tom Mohr, and District Academic Senate President Patty Dilko

**Pledge of Allegiance**

**DISCUSSION OF THE ORDER OF THE AGENDA**

Barbara Christensen requested that item 08-9-2C, Update on Cañada Vista, be placed after item 08-9-3C, Accreditation Update. There were no objections.

**MINUTES**

It was moved by Trustee Hausman and seconded by Trustee Miljanich to approve the minutes of the Regular Meeting of the Board of August 13, 2008. The motion carried, all members voting "Aye."

**STATEMENTS FROM THE PUBLIC ON NON-AGENDA ITEMS**

None

**NEW BUSINESS**

**APPROVAL OF PERSONNEL ACTIONS: CHANGES IN ASSIGNMENT, COMPENSATION, PLACEMENT, LEAVES, STAFF ALLOCATIONS AND CLASSIFICATION OF ACADEMIC AND CLASSIFIED PERSONNEL (08-9-1A)**

It was moved by Trustee Miljanich and seconded by Trustee Hausman to approve the actions in Board Report No. 08-9-1A. The motion carried, all members voting "Aye."

**INFORMATION REPORTS**

**MID-YEAR REPORT ON 2008 GOALS (08-9-1C)**

Chancellor Galatolo said that at its annual retreat in February 2008, the Board set 30 goals for faculty and staff to address in the coming year. This report shares the progress on these goals; most have been addressed and some are completed. The Board will be kept informed of further progress.

**STUDY SESSION**

**ACCREDITATION UPDATE – CAÑADA COLLEGE AND COLLEGE OF SAN MATEO (08-9-3C)**

Vice Chancellor Jing Luan said much progress has been made by the Colleges to address the recommendations of the Accrediting Commission for Community and Junior Colleges (ACCJC). The Colleges are required to submit follow-up reports to the ACCJC by October 15, 2008. There are also four Districtwide recommendations. The Colleges and District collaborated on addressing them. The Colleges have agreed to integrate the progress on these recommendations into their reports based on consultation with the Commission. By the end of the day on September 15, the Board will receive the formal follow-up reports for review, and will be asked to approve the reports at the meeting on September 24.

President Mohr introduced Greg Stoup, the new Director of Planning, Research, & Student Success at Cañada College. President Mohr thanked faculty and staff who participated in all phases of the process, including development of the strategic plan, the self study, SLOs and the Educational Master Plan. He expressed special gratitude to Vice Chancellor Luan. President Mohr introduced the faculty and staff who will present the report tonight: Dr. Patty Dilko, President of the District Academic Senate; Dean Katie Townsend-Merino, the Accreditation Liaison Officer for Cañada; Rita Sabbadini of the Learning Center, who worked work on SLOs; Dr. Martin Partlan, Cañada Academic Senate President; and Joan Murphy, President of the Classified Senate.

Dean Townsend-Merino said the ACCJC Follow-Up report which was distributed to the Board tonight (a copy of which is included in the official minutes of record) was approved by the Cañada Academic Senate, the Classified Senate, and the College Council. It was also shared with Student Senators as well as the five student members of the College Council.

Cañada received three recommendations and Dean Townsend-Merino described the College's response to each.

1. "In order to increase institutional effectiveness, the team recommends that the college build upon its strategic planning efforts to develop an Educational Master Plan. The Educational Master Plan should incorporate recommendations from the program review process and serve as the foundation for the integration of student learning programs and services, technology, human resources, facilities and budget to support the mission of the college. The college should ensure that all plans are reviewed, evaluated, and updated on a regular basis."

The College formed an Educational Master Plan Oversight Committee to oversee the entire process. The College had developed the Strategic Plan which formed the backbone for the Educational Master Plan, along with information generated in Program Reviews. Maas Companies, Inc. was hired to write the plan and provided structure, but much of the Plan was rewritten by Cañada faculty and staff. Dean Townsend-Merino believes the Educational Master Plan meets the standard set by the ACCJC.

2. "To fully meet the standards, the college should develop a collegial process for the timely completion of Student Learning Outcomes (SLO) development and documentation at the institution, general education, program and course levels, and formalize the documentation of SLO assessment. The college should ensure that the process is faculty driven, broadly supported, and ultimately used as the basis to plan and implement institutional improvements to courses, programs, degrees and services."

At the time of the warning, approximately 20% of courses had course level SLOs. Institutional outcomes had been developed but had not been assessed. Drs. Dilko and Partlan, along with SLOAC Coordinator Carol Rhodes, provided leadership in addressing the issue. An SLO Advisory Committee was formed and the first all-day SLO Summit was held in March 2008. Over 90% of full-time faculty and 32-75% (varying by Division) of part-time faculty participated in the Summit. Courses with SLOs increased to nearly 40%. The Committee worked during the summer to develop a second all-day SLO Summit, held in August 2008. Dean Townsend-Merino and Dr. Dilko showed a video which portrayed, in a sometimes humorous way, the very serious work that was done. SLOs and assessments were developed for close to 70% of courses taught during spring 2008. The process now needs to be institutionalized and the Cañada Academic Senate will be working on this goal. There are also six Institutional/General Education SLOs, based upon what is expected of students when they receive AA or AS degrees.

3. "To increase institutional effectiveness, the team recommends that a staffing plan for all student support services, including counseling and the library and the learning center is developed with broad collegial input from all areas of the college to ensure that all afternoon and evening, second language learners, on-site, and off-site students are provided quality and equitable access to student support services."

The College developed a broad-based committee composed of faculty and staff from Student Services and Instruction to address this recommendation. Many improvements have been made since the accreditation site

visit, including increased access to counseling opportunities, admissions and records, library services and the Learning Center. New personnel have been hired to accommodate the increased access to these services.

Dean Townsend-Merino next addressed the Districtwide recommendations (the same information will be included in College of San Mateo's report).

1. "The team recommends that the District develop and implement appropriate policies and procedures that incorporate effectiveness in producing student learning outcomes into the evaluation process of faculty and others directly responsible for student progress toward achieving stated student learning outcomes."

The District has re-formed the Trust Committee which will revise faculty evaluation tools. Evaluation is a negotiation item and discussion during negotiations will include production of SLOs into faculty evaluations and into classified evaluations of those employees who directly impact student learning outcomes. Evaluation of managers also will be changed to include production of SLOs.

2. "In order to fully meet Standards regarding district evaluation procedures, while the district has clearly defined rules and regulations for the hiring and evaluation of the chancellor, that same clarity of process should be extended to evaluating college presidents, therefore the district should develop rules and regulations for the evaluation of college presidents."

Rules and Regulations Section 2.03, College President, was written and approved by the Board on June 11, 2008.

3. "In order to fully meet Accreditation Standards and improve effectiveness of evaluation in the college and district, it is recommended that:
  - a. The board of trustees should regularly evaluate its "rules and regulations" and revise them as necessary.
  - b. The district and colleges should collaborate to implement a process to regularly evaluate the delineation of functions and widely communicate those findings in order to enhance the college's effectiveness and institutional success."

Rules and Regulations Section 2.08, Rules and Regulations, was adopted by the Board on August 13, 2008 and specifies a schedule for reviewing District Rules and Regulations. A work group chaired by Vice Chancellor Luan worked over the summer on the proposed process of evaluating the delineation of functions between the District and the Colleges. This is a shared governance issue. A proposal was developed with input from the three Colleges and has been brought to the District Academic Senate for their consideration.

Dean Townsend-Merino said the next presenters will discuss the Educational Master Plan. Copies were distributed to the Board, and a copy is included in the official minutes of record.

Dr. Dilko presented a history of the planning process at Cañada. With 16 presidents in 30 years, formal planning did not occur for many years. The strategic planning process began six years ago but was not based on data. It did draw more attention to the program review process and three years ago, under the leadership of President Mohr, a Planning and Budget Committee was formed. Two years ago, Cañada started the self-study and a more formalized strategic planning process. The Educational Master Plan builds upon the 2007 Strategic Plan and is based on eleven College goals which were developed through the strategic planning process. It integrates the planning processes and includes a planning calendar.

Ms. Murphy discussed the 2008 environmental scan which prompted the College to review the planning assumptions in the Strategic Plan and to develop new ones. The external scan provides national, regional and local trends. It gives a snapshot of Cañada's service area, defined by a 10-mile radius around the College, providing data on population growth, household income, age profile, educational level, workforce characteristics and ethnicity. Data shows that the 18-24 year old age group is decreasing in the service area, while the 45-60 year old age group is increasing. The Hispanic population is increasing and the Caucasian population will decline in

the 2008-12 timeframe. The economic climate, along with the need for more basic skills for underprepared students, will continue to be a challenge for the College. The internal scan gives an objective overview of the College, including information on degrees and certificates, student success and retention. It also provides a subjective overview with information gathered from surveys and focus groups. This data shows a universal desire for more faculty and staff, a concern about the ratio of full-time to part-time faculty, and a desire for a childcare center. It also shows that students view Cañada very favorably.

Ms. Sabbadini discussed the student support portion of the Educational Master Plan. In the Cañada service area, there is a growing gap between high- and low-income students, and coordination between Student Services programs is critical to help the low-income students. Job placement is important as displaced workers return to college, resulting in a projected need for growth of the Career Center. The College has a goal of increasing enrollment of traditional age students, and Student Activities and the Student Ambassadors will be involved in working toward this goal. As more high school graduates enter college underprepared, it is important that the Learning Center and Library work with Instruction to provide services to meet the needs of these students. Staff development for student support staff is critical so that staff may continue to gain knowledge on how to improve services to the College's students. The five learning communities continue to assist students. Finally, a Student Services report and staffing plan was developed which gives a framework to continue to analyze needs.

Addressing the Instructional Programs portion of the Plan, Dr. Partlan said Cañada offers a broad spectrum of programs to meet the needs of its varied community. The College has a commitment to the Basic Skills component because of the large underprepared population. Workforce Development offers programs to meet the needs of the local community and local employers. There is also a large selection of transfer level courses to meet the needs of the community seeking higher education. All programs are described in detail in the Educational Master Plan. Almost all of the data comes from Program Review. Growth rate trends show which programs have grown or have not grown over the last five years. The data also shows that Cañada's unduplicated headcount is approximately 6,700 and is projected to be 9,100 by 2020. All program planning must take into account growth trends, facilities, demographics, the economy, etc. The College will work on strengthening programs that are not doing well and on developing the Distance Education system as a way to grow more.

Dean Townsend-Merino drew attention to the eleven broad College goals listed in the Plan and the action plan which accompanies them. President Mohr concluded by saying he views the work on the Follow-Up Report and the Educational Master Plan as an opportunity for faculty and staff to examine and articulate, in a collaborative manner, the structure and process of planning that will determine the future of the College.

Noting that the 18-24 year-old population is declining, Trustee Hausman asked if older students are participating in lifelong learning courses. Dean Townsend-Merino said that it is important to develop programs around lifelong learning as well as retraining for career changes. Trustee Mandelkern asked why there is a plan to strengthen programs that are declining rather than trying to expand programs that are growing. Dean Townsend-Merino said it is important to do both. She said some programs have had no resources allocated to them and might grow if given resources. She also said that some decline has been due to renaming of courses.

Vice President Schwarz asked when the Educational Master Plan will be completed. Dean Townsend-Merino said it is almost done and there will not be many changes from the draft presented tonight. Trustee Schwarz asked what process will be used in considering reestablishment of the childcare center. Dean Townsend-Merino said a taskforce will need to study the issue. President Mohr added that the College will continue to look at the ramifications of cost and service.

Trustee Miljanich said she appreciates the plan to put focus on the Career Center and jobs, noting that many other institutions advertise that they will procure jobs for their graduates.

Trustee Mandelkern asked what collaboration tools were used in the process of preparing the documents. Dean Townsend-Merino said use of emails, careful numbering of drafts, and imposition of deadlines were tools that were used.

President Claire said College of San Mateo's experience has been much the same as Cañada's. To alert faculty about the warning and the need to work together, a memo was sent, signed by President Claire; Professor Jeremy Ball, who was the College Academic Senate President; Ulysses Guadamuz representing classified staff, Ernie Rodriguez for AFT and Matt Kaidor, who was the student body president. President Claire introduced tonight presenters: Jennifer Hughes, Vice President, Student Services; Susan Estes, Vice President, Instruction; Jeremy Ball, past CSM Academic Senate President and current Student Learning Outcomes and Assessment Coordinator; and Diana Bennett, CSM Academic Senate President. CSM is not providing copies of the draft Follow-Up report and the Educational Master Plan as the comment period is still open; they are both posted on the CSM internal site.

Vice President Estes said that after the warning letter was received on January 31, an Accreditation Oversight Committee was formed and met approximately twice per month beginning in February. The role of the Committee was to study all responses throughout the College and make sure progress on the Follow-Up report was on target. The Committee will remain as a standing committee. CSM hired Maas Companies, Inc. as a consultant; they provided useful information, particularly in the area of facilities. Maas was also helpful in asking probing questions, providing information on the external scan and providing overarching formatting.

Faculty, staff, administration and students continued to work over the summer. Work groups were formed in the areas of strategic planning, the Educational Master Plan, SLOs/assessment, program review, program improvement and viability, technology planning and budget planning. This fall, information was taken to the College Council, Management Council, Governing Council of the Academic Senate, Associated Students, Budget Planning Committee, and classified staff through the College Council. Last week, an all-College forum was held so that all interested parties could hear about the Follow-Up Report, the Educational Master Plan and the Strategic Plan.

There are four main recommendations that must be addressed by the College by October 15. The ACCJC suggested four specific headings to address under each recommendation: resolution of the recommendation, analysis of results to date, evidence of the results, and additional plans. Recommendation #1 calls for integrated planning on an institution-wide scale, to include an Educational Master Plan. A first step the College took was to form an Office of Planning, Research, and Institutional Effectiveness which has produced a great deal of data to be incorporated in the Educational Master Plan. Measurable, realistic and time-bound objectives, along with desired outcomes, indicators and measures have been included in the plans. The Follow-Up Report will include a chart showing how all of the plans have been integrated. The Strategic Plan is the overarching plan; from that comes the Educational Master Plan and then the Division Plans which are developed as a result of Program Review.

Professor Bennett said Program Review, along with Program Improvement and Viability, is the responsibility of the Governing Council. Both plans were reviewed during spring and summer 2008 and a revised planning process and draft document were produced to meet the objectives of ACCJC. Program Review documents from other colleges were reviewed and the rubric from the ACCJC was used to evaluate the process. Included in the new Program Review and planning process are student learning outcomes; student success, which includes retention and persistence; reflective assessment and planning for faculty requests; and equipment and curricular needs. The Program Review process is also integrated with division work plans, institutional planning, the Educational Master Plan, and strategic objectives. Program Review will be on a three-year cycle, with the workload divided at the division level. Some courses will be clustered, such as foreign languages and the media group. The program is approved and implementation is in progress; the first comprehensive review cycle will be completed in March.

Professor Ball discussed the second recommendation, regarding the completion of SLOs. He said the largest area in which assessments are done is at the course level. The ACCJC asked that the assessment cycle be evaluated according to five stages, which are listed on the chart distributed by Professor Ball (a copy of which is attached to the official minutes of record): (1) defining expected SLOs; (2) defining assessments of expected SLOs; (3)

assessing SLOs; (4) analyzing the results of assessment; and (5) planning and implementation changes. At the time of the CSM accreditation visit, the College was expected to show competency at stage 2; however, schools being evaluated currently are expected to show competency at stage 3 and there is reason to believe CSM will also be held to that standard. The data used by the ACCJC in evaluating CSM was based on information provided by CSM in 2007. Since that time, significant progress has been made, especially in stage 2, as shown on the chart. Vice President Estes said that workshops on SLOs and assessment were held on two flex days in August and there was significant faculty participation.

Vice President Estes said the third recommendation concerns Distance Education. The College has not filed a substantive change proposal which is required when 50% or more of the requirements for a certificate or degree are delivered via distance learning. Dean Martha Tilmann is gathering data and the proposal will be submitted this fall. CSM was also asked to evaluate its electronically delivered courses, including assessment of SLOs, student retention and student and faculty satisfaction. This data is available and is included in the Educational Master Plan. CSM is also reporting that SLOs are very much a part of Distance Education.

Vice President Estes said the fourth recommendation which must be addressed in the Follow-Up Report concerns retention of all students and data to be analyzed by ethnicity. This is reported on in detail in the Educational Master Plan. In addition, a taskforce will be developed with members from the College Council, the Budget Planning Committee, the Diversity in Action group and the Human Resources Committee. The taskforce will specifically look at diversity in hiring faculty, staff and administrators who meet the needs of the current demographics of students at the College.

A Follow-Up Report on other recommendations is due in October 2009. Significant progress has been made on the recommendation for a comprehensive evaluation of labs and centers, and this progress is reported in the current Follow-Up Report. Work has begun on the recommendation regarding sustainability of CSM's infrastructure.

Vice President Hughes reported that inherent in CMS's new planning process is that it is a well-defined integration of key plans, relies on internal and external data to insure informed decision making, is transparent and predictable, and has mechanisms in place to evaluate decisions made from the planning process. The process began with the development of an institutional planning calendar, including implementation and assessment dates for all of the College's plans, to insure coordination and alignment of the plans. The plans are developed on a six, three, or one year basis to align with the accreditation cycle. The planning process is heavily data driven and evidence based. The Strategic Plan provides the overall direction for the College and includes nine goals. Goals regarding institutional resources and the commitment to institutional dialog were added. New to the Strategic Plan are the objectives outlined by Vice President Estes earlier.

Vice President Hughes said an Educational Master Plan Committee was formed, chaired by Professor Ball who worked with Dean Andreas Wolf. The Educational Master Plan is complete, to be submitted with the Follow-Up Report. The Plan includes an initial summary of the planning process, information on the external environment, student profile, enrollment trends, student outcomes, student services and instructional programs, summary of student surveys and focus groups, future needs, resource allocations and planning assumptions based on data. Workshops will be conducted over the next year to engage the College community in dialog and at the end of the first cycle, the document will be evaluated and modified as needed. Vice President Hughes emphasized that the Plan is a dynamic and ever-evolving document and that the College now has a fully integrated planning process.

Trustee Miljanich asked if the Commission recommendation regarding the College's plans was similar to that of Cañada. Vice President Hughes said the Commission's concern was that CSM did not have specific, measurable, realistic and time-bound objectives in relation to its stated goals. In response, the College created objectives to reach the goals.

President Holoher asked if SLOs are developed at the course level, if they are the same regardless of who is teaching the course, and if they are the same at all of the Colleges. Dr. Dilko said the SLOs are developed at the

course level and are common at each College, but not the same at the three Colleges. President Holober asked if there is increasing stress by the Commission to move toward standardization. President Morrow said the Commission accredits colleges rather than districts and is not interested in uniformity. Trustee Mandelkern asked if the SLOs might be used at the State level as a ranking mechanism or a measuring stick to compare colleges. President Morrow said the Commission is a regional peer review body and has no connection to the State.

Trustee Miljanich said that in working for a non-profit, she has found the assessment process to be very useful and said the questions asked will help determine the direction of the organization. Professor Ball added that regardless of what happens with accreditation, future funding will depend on the ability to provide evidence of the work being done. Trustee Miljanich asked if four-year colleges are also working on SLOs and assessment. President Morrow said they are.

Trustee Mandelkern asked if pre-assessment and post-assessment at the beginning and end of a semester are inherent in the SLO mechanism. Dean Townsend-Merino said this is an individual choice for faculty, who have the freedom to decide how they want to assess.

President Holober thanked the presenters on behalf of the Board for their very informative and thorough reports.

#### **UPDATE ON CAÑADA VISTA (8-9-2C)**

Barbara Christensen said because of earlier project delays, it was decided to use a split permit process in applying for permits from the City of Redwood City. The grading permit was submitted before the building plans permit and should be received by early next week. In this way, the grading work can begin while the building plans are still being reviewed. The Design-Build agreement called for Education Housing Partners to supervise all design work and then, in conjunction with the District and under advisement from the Board, to select a general contractor. Education Housing Partners conducted the bidding process for grading and received five bids, two of which were very close; after reviewing all proposals, O.C. Jones was chosen. They are a very large contractor and will have the machinery to deal with the subcutaneous rock that is known to exist on the site. The grading bid came in \$18,000 under the engineer's estimate.

Preparations are proceeding for the bidding process for a general contractor, which will also be conducted by Education Housing Partners. Education Housing Partners has been communicating with two or three contractors they have used in the past to help gain understanding of what the project costs will be. If it is a prevailing wage job, the cost is estimated at \$12.4 million; if it is an all-union job, the estimate is \$14-15 million. This would mean an additional \$100-200 per month rent for residents if it is an all-union job. Ms. Christensen said that at the pre-bid conference on Monday, September 15, she would like to tell potential contractors that it is a prevailing wage job and that the District has a preference for union contractors. Education Housing Partners believes this mix will keep the bidding competitive and make large disparity in bids less likely. Vice President Schwarz agreed that this approach is correct and will force the union contractors to "sharpen the pencil." Trustee Hausman said that given the difference in cost and how it would affect rents, the District is left with little choice.

President Holober asked if the Board will be approving the contractors, including O.C. Jones. Ms. Christensen said Education Housing Partners consults with the District and selects the general contractor; the Board does not award the contract. She said this is the same process used for College Vista. President Holober and Trustee Mandelkern said they believed the final approval of contractors did come from the Board rather than being delegated to the developer. Chancellor Galatolo said the Board will be informed of all bid responses and will be actively involved in the process. He recommended that Ms. Christensen provide updates on contractors and subcontractors to the Board via email so they are constantly in the loop. Ms. Christensen said Education Housing Partners will look at the bids and talk with the contractors, making sure the bids are responsive, and then bring the final two or three to the Board. She offered to provide the bids for grading to the Board as well.

Trustee Mandelkern asked why this project is not being done under a PLA and said he would like to keep as many features of a PLA as possible. Chancellor Galatolo said the projects under the PLA are all bond- and state-financed projects: Canada Vista is not a bond- or state-financed project. Trustee Mandelkern said that while

College Vista ended up being not all-union, the Building Trades Council did help with the economics of the project; he asked if this is the case with Cañada Vista. Ms. Christensen said she has been in close communication with Bill Nack and he has provided names of contractors. President Holober said Education Housing Partners should understand that while keeping the bidding competitive is important, the selection of a contractor should not hurt existing relationships.

Ms. Christensen thanked the Board for the direction given and noted that this is an information item and there is no need to vote.

**RECESS TO CLOSED SESSION**

The Board recessed to closed session at 9:30 p.m.

The Board reconvened to Open Session at 10:24 p.m.

**CLOSED SESSIONS ACTIONS TAKEN**

President Holober reported that, at the Closed Session just concluded, the Board considered the personnel items listed on the printed agenda and voted 5-0 to approve the actions in Board Report No. 1-A.

**ADJOURNMENT**

It was moved by Trustee Mandelkern and seconded by Trustee Miljanich to adjourn the meeting. The motion carried, all members voting "Aye." The meeting was adjourned at 10:28 p.m.

The next meeting of the Board will be a regular meeting on September 24, 2008 at 12:00 p.m. in the District Board Room.

Submitted by

Ron Galatolo  
Secretary

Approved and entered into the proceedings of the September 24, 2008 meeting.

Karen Schwarz

**BOARD REPORT 08-9-2A**

TO: Members of the Board of Trustees  
 FROM: Ron Galatolo, Chancellor-Superintendent  
 PREPARED BY: Harry W. Joel, Vice Chancellor, Human Resources and Employee Relations  
 (650) 358-6767

**APPROVAL OF PERSONNEL ITEMS**

Changes in assignment, compensation, placement, leaves, staff allocations and classification of academic and classified personnel:

**A. LEAVE OF ABSENCE**

**Skyline College**

**Jennifer Yen** Project Director Planning, Research, & Institutional Effectiveness

Recommend approval of a pregnancy disability leave of absence, effective September 29, 2008, pursuant to provisions of the Family and Medical Leave Act. Pursuant to District policy, employee is entitled to a maximum of twelve (12) calendar months of leave.

**E. SHORT-TERM, NON-CONTINUING POSITIONS**

The following is a list of requested classified short-term, non-continuing services that require Board approval prior to the employment of temporary individuals to perform these services, pursuant to Assembly Bill 500 and its revisions to Education Code 88003:

<i>Location</i>	<i>Division/ Department</i>	<i>No. of Pos.</i>	<i>Start and End Date</i>		<i>Services to be performed</i>
CSM	Instruction Office/ Middle College	1	9/25/2008	6/30/2009	Project Director: Prepare statistical reports, including data extraction, management, and analysis for the Middle College High School.

San Mateo County Community College District

September 24, 2008

**BOARD REPORT NO. 08-9-1CA**

TO: Members of the Board of Trustees  
FROM: Ron Galatolo, Chancellor-Superintendent  
PREPARED BY: James W. Keller, Executive Vice Chancellor, 574-6790

**AMENDMENT OF RULES AND REGULATIONS SECTION 8.03, AUTHORIZED SIGNATURES, AND DELETION OF SECTION 8.04, WARRANT SIGNATURES**

Attached is a revised version of Rules and Regulations Section 8.03, Authorized Signatures. This policy has been updated to include new position titles; to add the Chief Financial Officer to the list of authorized signatures; and to incorporate necessary items that formerly were contained in policy 8.04.

**RECOMMENDATION**

It is recommended that the Board of Trustees adopt the revised version of Rules and Regulations Section 8.03, Authorized Signatures, and delete Section 8.04, Warrant Signatures, as shown in the attached.

**8.03 ~~8.03~~ — Authorized Signatures**

1. The Chancellor-~~Superintendent~~ is authorized to sign all District documents, according to Board policy and the Education Code.
2. College and District administrators are authorized, within District-and Board-approved guidelines and the line item budgets, to initiate and approve for payment documents as identified in this policy and in Section 8.02. All such disbursements shall be ratified by the Board on the ~~Bills and Salaries~~District Warrants Report.
3. The following shall be considered District ~~obligations-authorization~~ for payment when signed by the designated authorized person. Until the authorized person has signed the appropriate document, no ~~obligation-of-the-District~~authorization exists.

Authorized to sign

- |                |  |  |
|----------------|--|--|
| <del>1a.</del> | Classified and certificated hourly timesheets                            | Responsible College/District administrator   |
| <del>2b.</del> | Certificated or classified personnel salary placement                    | <del>Chancellor, Superintendent/Assistant Superintendent</del> <u>Executive Vice Chancellor, Chief Financial Officer, or designee</u>              |
| <del>3c.</del> | Lease agreements for use of off-campus facilities                        | <del>Assistant Superintendent for Administrative Services</del> <u>Executive Vice Chancellor, Chief Financial Officer</u>                          |
| <del>4d.</del> | Independent contracts, up to the amount authorized in the Education Code | <del>Assistant Superintendent for Administrative Services or designee</del> <u>Executive Vice Chancellor, Chief Financial Officer, or designee</u> |

- ~~D4.~~ The following shall not be considered official District documents until signed by the designated authorized person:

Authorized to sign

- |                |   |  |
|----------------|---|--|
| <del>1a.</del> | Applications, reports, contracts, and other documents for categorically and specially funded programs | <del>Chancellor Superintendent/Assistant Superintendent for Administrative Services</del> <u>Chancellor, Executive Vice Chancellor, or Chief Financial Officer</u>               |
| <del>2b.</del> | Assurance of compliance with federal Department of Health and Welfare Civil Rights regulations        | <del>Chancellor Superintendent/Assistant Superintendent</del> <u>Chancellor or Executive Vice Chancellor</u>   |
| <del>3c.</del> | Receipt of merchandise/services   | Responsible College/District administrator   |
| <del>4d.</del> | Required state reports (attendance, costs, HEGIS, etc.)   | <del>Chancellor Superintendent/Assistant Superintendent for Administrative Services/College Presidents</del> <u>Chancellor, Executive Vice Chancellor, or College Presidents</u> |

- |  |  |
|--|--|
| <p><del>5e.</del> Reports required by San Mateo County or the County Office of Education</p> <p><del>6f.</del> Use of facility permits</p> | <p><del>Assistant Superintendent for Administrative Services or designee</del><u>Executive Vice Chancellor, Chief Financial Officer, or designee</u></p> <p><del>College President/Assistant Superintendent for Administrative Services or designees</del><u>College President, Executive Vice Chancellor, Chief Financial Officer, or designees</u></p> |
|--|--|

~~8.04~~ Warrant Signatures

~~5.~~ District warrants and draws on account funds shall be signed by the Chancellor, Executive Vice Chancellor, Chief Financial Officer, or Director of General Services.

~~Warrants on District funds will be signed by facsimile signature of the Board. The Bills and Salaries Report shall be submitted to the Board for approval monthly.~~

~~a. District warrants shall be submitted to the Board for approval or ratification as required monthly.~~

~~The Chancellor Superintendent will designate, subject to the approval of the Board, how and by whom checks will be signed on student body funds.~~

~~b. The Chancellor will designate, subject to the approval of the Board, how and by whom checks will be signed on student body funds, cafeteria, bookstores, and other Board authorized funds and accounts.~~

~~The Chancellor Superintendent will designate, subject to the approval of the Board, how and by whom checks will be signed on cafeteria and bookstore funds.~~

~~c. District warrants and other financial instruments may be signed by facsimile signature of authorized signatory.~~

~~8.04 Warrant Signatures~~

- ~~A. Warrants on District funds will be signed by facsimile signature of the Board. The Bills and Salaries. Report shall be submitted to the Board for approval monthly.~~
- ~~B. The Chancellor Superintendent will designate, subject to the approval of the Board, how and by whom checks will be signed on student body funds.~~
- ~~C. The Chancellor Superintendent will designate, subject to the approval of the Board, how and by whom checks will be signed on cafeteria and bookstore funds.~~

**8.03 Authorized Signatures**

- 1 The Chancellor is authorized to sign all District documents, according to Board policy and the Education Code.
- 2 College and District administrators are authorized, within District- and Board-approved guidelines and the line item budgets, to initiate and approve for payment documents as identified in this policy and in Section 8.02. All such disbursements shall be ratified by the Board on the District Warrants Report.
- 3 The following shall be considered District authorizations for payment when signed by the designated authorized person. Until the authorized person has signed the appropriate document, no authorization exists.

Authorized to sign

- |    |  |   |
|----|--|---|
| a. | Classified and certificated hourly timesheets                            | Responsible College/District administrator                                  |
| b. | Certificated or classified personnel salary placement                    | Chancellor, Executive Vice Chancellor, Chief Financial Officer, or designee |
| c. | Lease agreements for use of off-campus facilities                        | Executive Vice Chancellor, Chief Financial Officer                          |
| d. | Independent contracts, up to the amount authorized in the Education Code | Executive Vice Chancellor, Chief Financial Officer, or designee             |
- 4 The following shall not be considered official District documents until signed by the designated authorized person:

Authorized to sign

- |    |   |   |
|----|---|---|
| a. | Applications, reports, contracts, and other documents for categorically and specially funded programs | Chancellor, Executive Vice Chancellor, or Chief Financial Officer |
| b. | Assurance of compliance with federal Department of Health and Welfare Civil Rights regulations        | Chancellor or Executive Vice Chancellor                           |
| c. | Receipt of merchandise/services   | Responsible College/District administrator                        |
| d. | Required state reports (attendance, costs, HEGIS, etc.)   | Chancellor, Executive Vice Chancellor, or College Presidents      |

**8.03 Authorized Signatures (continued)**

	<u>Authorized to sign</u>
e. Reports required by San Mateo County or the County Office of Education	Executive Vice Chancellor, Chief Financial Officer, or designee
f. Use of facility permits	College President, Executive Vice Chancellor, Chief Financial Officer, or designees
5. District warrants and draws on account funds shall be signed by the Chancellor, Executive Vice Chancellor, Chief Financial Officer, or Director of General Services.	
a. District warrants shall be submitted to the Board for approval or ratification as required monthly.	
b. The Chancellor will designate, subject to the approval of the Board, how and by whom checks will be signed on student body funds, cafeteria, bookstores, and other Board authorized funds and accounts.	
c. District warrants and other financial instruments may be signed by facsimile signature of authorized signatory.	

(Rev. 9/08)

**BOARD REPORT NO. 08-9-2CA**

TO: Members of the Board of Trustees  
FROM: Ron Galatolo, Chancellor-Superintendent  
PREPARED BY: James W. Keller, Executive Vice Chancellor, 358-6790

**APPROVAL OF OFF-CAMPUS FACILITIES, 2008-09**

In order to bring programs and services to various sectors of the community that the District serves, it is frequently necessary to use facilities other than those provided at the Colleges. The additional off-campus facilities are used to provide programs that either require specialized facilities or are of such a nature that they need to be conducted at off-campus sites. Most of the sites are utilized at no cost to the District. Also, contract classes which are conducted by the Colleges and Community Education are often offered at off-campus facilities, as noted in the attachment.

The attached Exhibit A indicates the planned off-campus sites for 2008-09, as submitted by Colleges.

**RECOMMENDATION**

It is recommended that the Board of Trustees approve use of off-campus facilities for the 2008-09 academic year, as detailed in Exhibit A attached.

**CAÑADA COLLEGE**  
**Off-campus Facilities**  
**2008-09**

<u>FACILITY</u>	<u>PURPOSE</u>	<u>COST</u>
Belle Haven Community School 415 Ivy Drive Menlo Park	English as a Second Language/CBET	None
Boys & Girls Club 2031 Pulgas Avenue East Palo Alto	English as a Second Language/CBET	None
Carlmont High School 1400 Alameda De Las Pulgas Belmont	Career and Personal Development Mathematics	None
Community Wellness Center 711 Nevada Street Redwood City	Adaptive Physical Education	None
East Palo Alto Academy 475 Pope Street Menlo Park	Biological Sciences; Career and Personal Development; Early Childhood Education; Health Science; Literature; Reading	None
East Palo Alto Charter School Phoenix Academy 1848 C Bay Street East Palo Alto	Career and Personal Development; Computer Business Office Technology; English as a Second Language; Spanish	None
Fair Oaks School 2950 Fair Oaks Avenue Redwood City	English as a Second Language/CBET	None
First Presbyterian Church of San Mateo 194 West 25th Ave. San Mateo	Early Childhood Education	None
Garfield Charter School 3600 Middlefield Road Menlo Park	English as a Second Language/CBET	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
Hawes School 909 Roosevelt Avenue Redwood City	English as a Second Language/CBET	None
Hillsdale High School 3115 Del Monte San Mateo	Mathematics	None
Hoover School 701 Charter Street Redwood City	English as a Second Language/CBET	None
John Gill Elementary School 555 Ave de la Ora Redwood City	English as a Second Language/CBET	None
Kaiser Medical Center 1200 El Camino Real South San Francisco	Clinical Instruction	None
Kaiser Medical Center 1150 Veterans Boulevard Redwood City	Clinical Instruction	None
Kaiser Outpatient Clinics Mountain View, Campbell, Milpitas	Clinical Instruction	None
Lucile Packard Children's Hospital, Stanford 725 Welch Road Palo Alto	Clinical Instruction	None
Main Street Park Community Center 1101 Main Street Half Moon Bay	Early Childhood Education; Human Services	None
Menlo Park Center/Job Train 1200 O'Brien Menlo Park	Computer Business Office Technology; Computer Information Technology; Early Childhood Education; Human Services	None
Menlo Park Presbyterian Church	Early Childhood Education	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
950 Santa Cruz Avenue Menlo Park		
Redwood City Main Library 1044 Middlefield Road Redwood City	Learning Center	None
Saint Luke's Hospital 3555 Cesar Chavez Street San Francisco	Clinical Instruction	None
San Francisco VA Medical Center 2150 Clement Street San Francisco	Clinical Instruction	None
San Mateo County Government Center 455 County Center Redwood City	Accelerated Degree Program	None
San Mateo County Human Services Agency 400 Harbor Belmont	Foster Care – Resource Parent Training	None
San Mateo County Law Library 710 Hamilton Redwood City	Paralegal	None
San Mateo County Medical Center 222 West 39th Avenue San Mateo	Clinical Instruction	None
Sequoia High School 1201 Brewster Avenue Redwood City	Business; Multimedia, Art and Technology	None
Sequoia Hospital Whipple and Alameda Redwood City	Clinical Instruction	None
Seton Coastside 600 Marine Boulevard Moss Beach	Clinical Instruction	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
Seton Hospital 1900 Sullivan Daly City	Clinical Instruction	None
Taft Elementary 903 10 <sup>th</sup> Street Redwood City	English as a Second Language/CBET	None
VA Palo Alto Health Care System 3801 Miranda Avenue Palo Alto	Clinical Instruction	None
Woodside High School 199 Churchill Avenue Woodside	Health Science; Mathematics	None

**COMMUNITY EDUCATION CLASSES**  
**Off Campus Facilities**  
**2008-09**

<u>FACILITY</u>	<u>PURPOSE</u>	<u>COST</u>
Kathy's Kreative Kakes 631 S. B. Street San Mateo	Cake Decorating Classes	None
South Linden Station 160 S. Linden Ave. South San Francisco	Fused glass class	None
St. Johns' Cemetery 910 Orange San Mateo	Tour of St. John's Grand Tombs	None
Holy Cross Catholic Cemetery 1800 Santa Cruz Ave. Menlo Park	Tour of Holy Cross	None
Union Cemetery Woodside Rd. Redwood City	Tour of Union Cemetery	None
Cypress Lawn Cemetery 1370 El Camino Real Colma	Tour of Cypress Lawn	None
Peninsula Parks and Trails Various fieldtrip locations to Bay Area parks	Walking Tours	None
Burlingame Recreation Center 850 Burlingame Ave. Burlingame	Emeritus classes	None
Little House 800 Middle Ave. Menlo Park	Emeritus classes	\$10/person /session
The Peninsula Regent 1 Baldwin Ave. San Mateo	Emeritus classes	None
San Mateo Senior Center 2645 Alameda de las Pulgas	Emeritus classes	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
San Mateo		
Savvy Cellar 2048 Broadway St. Redwood City, CA	Wine survey class	None

**COLLEGE OF SAN MATEO**  
**Off-Campus Facilities**  
**2008-09**

<u>FACILITY</u>	<u>PURPOSE</u>	<u>COST</u>
California Pacific Medical Center San Francisco	Clinical Instruction	None
San Mateo County Medical Center 222 W. 39 <sup>th</sup> Ave. San Mateo	Clinical Instruction; Adaptive Physical Education	None
University of California School of Dentistry 707 Parnassus, D-1011 San Francisco	Clinical Instruction	None
University of Pacific School of Dentistry 2155 Webster St. San Francisco	Clinical Instruction	None
Veterans Admin. Hospital S.F. - Dental Division 4150 Clement St. San Francisco	Clinical Instruction	None
Private Dental Offices San Mateo County	Clinical Instruction	None
Kaiser Medical Center 1150 Veterans Blvd. Redwood City	Clinical Instruction	None
Kaiser Medical Center 1200 El Camino Real So. San Francisco	Clinical Instruction	None
Mills-Peninsula Hospitals 101 So. San Mateo Dr. San Mateo and 1501 Trousdale Drive Burlingame	Clinical Instruction	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
Sequoia Hospital Whipple Ave. & Alameda de las Pulgas Redwood City	Clinical Instruction	None
Seton Medical Center 1900 Sullivan Ave. Daly City	Clinical Instruction; Adaptive Physical Education	None
University of California San Francisco Medical Center 505 Parnassus, L1-171 San Francisco	Clinical Instruction	None
St. Luke's Hospital 3555 Army St. San Francisco	Clinical Instruction	None
Fremont Surgery Center 2675 Stephenson Boulevard Fremont	Clinical Instruction	None
San Ramon Regional Medical Center 6001 Norris Canyon Rd. San Ramon	Clinical Instruction	None
Summit Medical Center 350 Hawthorne Ave. Oakland	Clinical Instruction	None
El Camino Hospital 2500 Grant Rd. Mountain View	Clinical Instruction	None
El Camino Surgery Center 2480 Grant Rd. Mountain View	Clinical Instruction	None
Good Samaritan Hospital 2425 Samaritan Dr. San Jose	Clinical Instruction	None
O'Connor Hospital 2105 Forest Ave. San Jose	Clinical Instruction	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
Regional Medical Center of San Jose 225 North Jackson Ave. San Jose	Clinical Instruction	None
San Jose Medical Center 675 East Santa Clara St. San Jose	Clinical Instruction	None
Santa Clara Valley Medical Center 751 Bascom Ave. San Jose	Clinical Instruction	None
Surgicare 221 N. Jackson Ave. San Jose	Clinical Instruction	None
Half Moon Bay High School Lewis Foster Dr. Half Moon Bay	Career & Personal Development	None
Mercy High School 2750 Adeline Dr. Burlingame	Career & Personal Development	None
Martin Luther King Center 725 Mt. Diablo Ave. San Mateo	General Education & enrichment programs; Humanities; Fire Technology	None
San Mateo Senior Center 2645 Alameda de las Pulgas San Mateo	History Class; Social Science	None
Moffett Field or San Francisco International Airport	Aircraft rescue	None
Coyote Point Fire Range San Mateo	Admin. of Justice	None
Brisbane Fire Department 3445 Bayshore Blvd. Brisbane	Fire Technology	None
Burlingame Fire Station #34 799 California Dr. Burlingame	Fire Technology	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
Calif. Dept. of Forestry Fire Station 20 Tower Rd. Belmont	Fire Technology	None
Daly City Fire Station 101 Lincoln St. Daly City	Fire Technology	None
Half Moon Bay Fire Department 635 Main St. Half Moon Bay	Fire Technology	None
Menlo Park Fire Protection District 300 Middlefield Rd. Menlo Park	Fire Technology	None
Pacifica Fire Department Linda Mar Station, Linda Mar Blvd. Pacifica	Fire Technology	None
Pt. Montara Fire Protection District 501 Stetson St. Moss Beach	Fire Technology	None
Redwood City Fire Department 755 Marshall St. Redwood City	Fire Technology	None
San Bruno Fire Department 555 El Camino Real San Bruno	Fire Technology	None
San Mateo Fire Department 120 S. Ellsworth Ave. San Mateo	Fire Technology	None
So. San Francisco Fire Department 33 Arroyo Dr., Suite F South San Francisco	Fire Technology	None
South County Fire Authority 666 Elm St. San Carlos	Fire Technology	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
Woodside Fire Protection District 3111 Woodside Rd. Woodside	Fire Technology	None
Plumbing Training Center 1519 Rollins Rd. Burlingame	Plumbing Apprenticeship	Per agreement
Sprinkler Fitters' Training Center 23312 Cabot Blvd. Hayward	Sprinkler Fitters Apprenticeship	Per agreement
Electricians' Training Center 625 Industrial Rd. San Carlos	Electricians Apprenticeship	Per agreement
San Mateo County Juvenile Hall 21 Tower Rd. San Mateo	Career & Personal Development	None
San Mateo County Women's Correctional Center Redwood City	Career & Personal Development	None
OICW 1200 O'Brien Dr. Menlo Park	Office Automation	None
County of San Mateo 590 Hamilton Redwood City	Accelerated Degree Program	None
Half Moon Bay High School Lewis Foster Drive Half Moon Bay	Graphics 160 Class (91069)	None
Half Moon Bay High School Lewis Foster Drive Half Moon Bay	Multimedia 274 Class (91045)	None
Peninsula Regent 1 Baldwin Ave. San Mateo	Physical Education	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
St. Rose Hospital 27200 Calaroga Ave. Hayward	Clinical Instruction	None
Washington Hospital 2000 Mowry Ave. Fremont	Clinical Instruction	None
Kaiser Medical Center 4144 Geary Boulevard, #223 San Francisco	Clinical Instruction	None
Kaiser Medical Center 27400 Hesperian Hayward	Clinical Instruction	None
Kaiser Medical Center 900 Kiely Boulevard Santa Clara	Clinical Instruction	None
Kaiser Santa Teresa Hospital 250 Hospital Parkway San Jose	Clinical Instruction	None
Owens Corning 960 Central Expressway Santa Clara	Electronics Training	None
Hillsdale High School 3115 Del Monte Street San Mateo, CA 94403	Concurrent Enrollment Classes	None
CSM Coastside 225 South Cabrillo Highway <u>Shoreline Station</u> , Building D, 2nd floor Half Moon Bay	Coastside Courses	Leased

**SKYLINE COLLEGE**  
**Off-Campus Facilities**  
**2008-2009**

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
American Medical Response (AMR) 1616 Rollins Road Burlingame	Emergency Medical Technology	None
BayShore Ambulance Company 370 Hatch Foster City	Emergency Medical Technology	None
California Pacific Medical Center 2333 Buchanan Street San Francisco	Respiratory Therapy – Clinical Instruction	None
Brisbane Parks and Recreation Department Misson Blue Center 50 Park Place Brisbane	Dance	None
Capuchino High School 1501 Magnolia Drive San Bruno	Career & Personal Development, Counseling	None
Community Learning Center 520 Tamarack Lane South San Francisco	English for Speakers of Other Languages	None
Contra Costa Medical Center 2500 Alhambra Martinez	Central Service Technology	None
Cypress Golf Course 2001 Hillside Blvd. Colma	Golf	None
Eden Medical Center Lake Chabot Road Castro Valley	Surgical Technology	None
El Camino High School 1320 El Campo Drive South San Francisco	Career & Personal Development., Counseling	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
Flemming Golf Course 99 Harding Road San Francisco	Golf	None
Genentech 1500 Grandview Drive South San Francisco	Early Childhood Education; Biotechnology Internships	None
Golden Gate Golf Course 47 <sup>th</sup> & Fulton San Francisco	Golf	None
Healdsburg District Hospital 1375 University Street Healdsburg	Surgical Technology	None
Hillsdale High School 3115 Del Monte Street San Mateo	Psychology	None
Jefferson High School 6996 Mission Street Daly City	English for Speakers of Other Languages; Dance	None
Kaiser Northern California Foundation Hospitals and the Permanente Medical Group (to include: Kaiser Walnut Creek, Kaiser Santa Clara, Kaiser Hayward, Kaiser Redwood City, Kaiser Santa Rosa, Kaiser San Rafael & Kaiser South San Francisco) Oakland	Surgical Technology; Central Service Technology	None
Kaiser Permanente – San Francisco 2425 Geary Street San Francisco	Respiratory Therapy & Surgical Technology – Clinical Instruction	None
Los Gatos Community Hospital 815 Pollard Road Los Gatos	Surgical Technology	None
Mills-Peninsula Hospital 1783 El Camino Real Burlingame	Respiratory Therapy, Emergency Medical Technology, Surgical Technology & Central Service Technology – Clinical Instruction	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
Oceana High School 401 Paloma Avenue Pacifica	Career & Personal Development; Filipino; Music	None
Our Second Home 725 Price Street Daly City	Early Childhood Education	None
Petaluma Valley Hospital 1165 Montgomery Drive Santa Rosa	Surgical Technology	None
Saint Francis Memorial Hospital 900 Hyde Street San Francisco	Respiratory Therapy & Surgical Technology – Clinical Instruction	None
St. Luke's Hospital 3555 Army Street San Francisco	Respiratory Therapy & Surgical Technology – Clinical Instruction	None
St. Rose Hospital 27200 Calaroga Avenue Hayward	Surgical Technology	None
San Francisco General Hospital 1001 Potrero Street San Francisco	Respiratory Therapy – Clinical Instruction	None
Santa Clara Valley Medical Center 751 South Bascom San Jose	Surgical Technology	None
Santa Rosa Memorial Hospital 1165 Montgomery Santa Rosa	Surgical Technology	None
Sequoia Hospital 170 Alameda Redwood City	Emergency Medical Technology, Surgical Technology & Central Service Technology – Clinical Instruction	None
Seton Medical Center 1900 Sullivan Daly City	Respiratory Therapy, Emergency Medical Technology, Surgical Technology & Central Service Technology – Clinical Instruction	None

<b><u>FACILITY</u></b>	<b><u>PURPOSE</u></b>	<b><u>COST</u></b>
South San Francisco High School 400 B Street South San Francisco	Career & Personal Development; Cosmetology; Counseling	None
Stanford Health Services 300 Pasteur Drive Stanford	Surgical Technology	None
Thornton High School 115 First Avenue Daly City	Career & Personal Development; Counseling; Dance	None
University of California, S.F. 501 Parnassus Avenue San Francisco	Respiratory Therapy – Clinical Instruction	None
Westmoor High School 131 Westmoor Avenue Daly City	Foreign Languages; CAHSEE Preparation	None

**BOARD REPORT NO. 08-9-3CA**

TO: Members of the Board of Trustees  
FROM: Ron Galatolo, Chancellor-Superintendent  
PREPARED BY: Frank Vaskelis, Information Technology Services, 358-6720

**APPROVAL TO EXTEND TELEPHONE SYSTEM  
MAINTENANCE AGREEMENT WITH SIEMENS COMMUNICATIONS**

The initial three-year extended maintenance agreement for the District's telephone system with Siemens Communications, Incorporated will expire September 15, 2009. It is recommended that this agreement be extended for an additional three year period beginning September 16, 2009 and continuing until September 15, 2012. By extending the agreement at this time, the District will receive a significant discount and limit future rate increases.

Maintenance and support coverage will continue to be provided by Siemens Communications seven days per week and 24 hours per day and includes guaranteed service response of less than two hours for any major outage. To minimize support costs, individual telephones are not included in the Agreement and instead ITS purchases spare telephones to replace any instrument that might fail. To date, this has proven to be a very cost effective approach.

**RECOMMENDATION**

It is recommended that the Board of Trustees approve a three-year extension of the agreement with Siemens Communications, Incorporated for maintenance and support services for the telephone system in an amount not to exceed \$120,000 plus applicable taxes per year.

**BOARD REPORT NO. 08-9-4CA**

TO: Members of the Board of Trustees  
FROM: Ron Galatolo, Chancellor-Superintendent  
PREPARED BY: Jan Roecks, Director of General Services, 358-6879

**APPROVAL TO RENEW AGREEMENT WITH COUNTY OF SAN MATEO TO  
FURNISH MEALS FOR CHILD DEVELOPMENT CENTERS, 2008-2009  
COLLEGE OF SAN MATEO AND SKYLINE COLLEGE**

In June, 2008 General Services sent out a Request for Quotes to furnish meals to the Mary Meta Lazarus Child Development Center at College of San Mateo and the Skyline College Children's Center. Three vendors responded: the San Mateo County Health Services Agency, Taste Nutrition which offers meal services to many private schools, and the District's current food services provider for the cafeterias, Pacific Dining (which has no prior experience providing child food services with the extensive State requirements). The San Mateo County Health Services Agency responded with the lowest quote.

The San Mateo County Health Services Agency, Food and Nutrition Services, has provided meals to children in both private and non-profit child care agency programs on the Peninsula since 1989 and is well regarded for the quality of its food service. The meals served meet and exceed State requirements for child nutrition and food distribution. Meal components are identified on daily forms accompanying delivery, and menus are provided on a monthly basis. The contract specifies the type and quantity of meals to be delivered throughout the academic year, including an optional service for Summer Session.

Last year, the County proposed a cost of \$5.88 per child per day excluding paper products. The County has increased the rates of this service by 9% to \$6.41 per child per day for this fiscal year. This increase reflects the continuing nationwide trend of increasing school meal prices. The increase is attributed to several factors including higher gas prices, food costs going up, and the rising cost of labor.

It is estimated that the annual cost for 2008-2009 (excluding Summer Session 2008) will not exceed \$36,000 for the Mary Meta Lazarus Child Development Center at College of San Mateo and \$36,000 for the Skyline College Children's Center. Skyline College Children's Center's increased expenses compared to last year reflect the San Mateo County Health Services Agency providing three meals a day this fiscal year versus providing only lunches last fiscal year. Each center serves meals to an average of 36 children per day. More than one-half of the cost for meals is reimbursed by the State of California. State Child Development Division program funding, parent fees and District subsidies cover the residual cost.

**RECOMMENDATION**

It is recommended that the Board of Trustees approve renewal of the contract with the County of San Mateo Health Services Agency for provision of meal service to the College of San Mateo and Skyline College childcare centers during 2008-2009, at an estimated annual cost not to exceed \$72,000 for up to 75 children.

**BOARD REPORT NO. 08-9-5CA**

TO: Members of the Board of Trustees  
FROM: Ron Galatolo, Chancellor-Superintendent  
PREPARED BY: Frank Vaskelis, Information Technology Services, 358-6720

**AUTHORITY TO EXECUTE AN AGREEMENT WITH COMPUTERLAND  
FOR MICROSOFT CAMPUS LICENSE AGREEMENT FOR 2008-2011**

In May 1999, the Foundation for California Community Colleges (FCCC) initiated a program to provide discounted licensing for Microsoft products through its Campus Agreement. The District has been a participant in the program since its inception. At present, 70 California Community College districts are participating in the program. The previous three year agreement with Microsoft is now being renewed with the FCCC for a new three year term.

As in the previous agreement, the pricing is based upon the number of full-time equivalent faculty and staff of each of the Colleges of the District. The new rate is \$53.25 per FTE and includes the following products:

- Microsoft Office Suite for both Windows and Apple platforms
- Windows Operating System Upgrades
- Core Client Licenses including Windows Server, Microsoft Exchange, Configuration Manager CML, and SharePoint Portal Server
- Microsoft Share Point Designer (formerly FrontPage)
- Microsoft Visual Studio Professional

This agreement provides the following benefits:

1. It allows the District to install these products on every computer whether the system is in an instructional lab or used by faculty and/or staff.
2. It entitles the District to upgrade at no additional cost to any new release of each product when it is released by Microsoft.
3. Since this agreement is now structured so that Computerland is not providing any tangible product to us but rather just the license, and since the Microsoft software is now downloaded, there is no sales tax on these products.
4. An additional 20% discount is included as part of the agreement. The licensing costs per FTE will not increase during the term of the agreement.
5. The agreement includes work-at-home rights for faculty and staff, making them eligible to purchase Microsoft work-at-home media through the FCCC at a cost of \$53.25 plus shipping and handling. This is a substantial savings over the retail price of \$399 for Microsoft Office 2007 Professional.

## BOARD REPORT NO. 08-9-5CA

As calculated by FCCC, the total FTE for the San Mateo County Community College District is 1,080. Therefore, the total cost to participate in the Microsoft Campus Agreement for 2008-2009 will be \$57,510. As in the past, the costs of the agreement will be funded by the individual College and ITS budgets.

### **RECOMMENDATION**

It is recommended that the Board of Trustees authorize the Chancellor-Superintendent to execute an agreement with Computerland through the Foundation for California Community Colleges for a period of three years to provide licensing for selected Microsoft products in an amount not to exceed \$57,510 per year.

**BOARD REPORT NO. 08-9 -6CA**

**TO:** Members of the Board of Trustees  
**FROM:** Ron Galatolo, Chancellor-Superintendent  
**PREPARED BY:** Jan Roecks, Director of General Services, 358-6879, and Bob Domenici, Senior Buyer, 358-6728

**DISPOSITION OF DISTRICT RECORDS**

District Rules and Regulations, Section 8.27, Records Management, provides for disposition of District records, including classification, retention and destruction, all in accordance with California Education Code. In conjunction with an annual review of records, District staff classified and boxed the records listed in Exhibit A and requests the Board's approval for the destruction of the records in Exhibit A.

For the Board's information, the record types are summarized:

- Class 1: Permanent Records
- Class 2: Optional Records – Any record worthy of further preservation but not classified as Class 1.
- Class 3: Disposable Records.

The records in Exhibit A are confined to Class 2 and Class 3 records. Per California Education Code, the Class 2 records have been reclassified as Class 3 records and are disposable as such. All of the listed records have outlived their usefulness and were kept for the period mandated by the Education Code.

**RECOMMENDATION**

It is recommended that the Board approve destruction of the obsolete records listed as Class 2 and Class 3 records in Exhibit A.

**Exhibit A****Human Resources**

Box	Description	Class	Year	Location	Year to be Destroyed
70056	Absence Affidavits, Skyline-Canada-CSM-Chancellor's Office and B/G	3	1999	Container	2002
70057	Absence Affidavits, CSM only	3	1999-2000	Container	2003
70058	Absence Affidavits, Skyline only	3	1999-2001	Container	2004
70059	Absence Affidavits, Chancellor's Office and B/G	3	1999-2000	Container	2003
70060	Absence Affidavits, Chancellor's Office and B/G Jan. 2001-June 2002	3	01-02	Container	2005
72014	Closed Positions	3	2002	Container	2004
72015	Closed positions	3	2002	Container	2004

**Human Resources: 7 boxes.****General Services**

Box	Description	Class	Year	Location	Year to be Destroyed
40031	VRM Inventory Records	2	96-97	CSM Basement	2008
40063	Fund Four Purchase Orders O-S	3	2005	CSM Basement	2008
40064	Fund Four Purchase Orders S-Z	3	2005	CSM Basement	2008

**General Services: 3 boxes.****Externally Funded Foundation**

Box	Description	Class	Year	Location	Year to be Destroyed
60043	Child Care 1997 - 2000, #60001 - 60008, 41212 - 41308	2	97-02	Container	06/06
60044	Child Care 2000 - 2001, #60001 - 60008	2	00-01	Container	06/07
60045	KCSM 1995-2001, Various	2	95-01	Container	06/07
60047	State Grants 1999 - 2000, #31036 - 31050	2	99-00	Container	06/06
60048	State Grants 1999 - 2000, #35001-39035, 44425 - 44427	2	99-00	Container	06/06
60049	State Grants 2000 - 2001, #31002 - 31035	2	00-01	Container	06/07
60050	State Grants 2000 - 2001, #31045 - 31067	2	00-01	Container	06/07
60051	State Grants 2000- 2001, #32003 - 39030	2	00-01	Container	06/07
60052	State Grants 1998 - 2001, Forms, Printouts, Budgets, etc. #1	2	98-01	Container	06/07
60053	State Grants 1998 - 2001, Forms, Printouts, Budgets, etc. #2	2	98-01	Container	06/07
60060	External Funds Year-End Close 2000-2001	2	00-01	CSM Basement	2007
60035	Fund 30004-31002	2	97-98	Container	6/03
60037	Fund 32034-39017 & 31027 KCSM 94195	2	97-98	Container	6/03
60038	Fund 30004-31002	2	98-99	Container	6/04
60041	Fund 32035-39017	2	98-99 98-99	Container	6/04
60040	Fund 31034-32031	2	98-99	Container	6/04

**Externally Funded Foundation: 16 boxes.**

**Income/Budget**

Box	Description	Class	Year	Location	Year to be Destroyed
50599	Cashiering Session Rpt 07/01/04 - 7/23/04	3	04-05	CSM Basement	After 04-05 Audit
50600	Cashiering Session Rpt 07/26/04 - 08/10/04	3	04-05	CSM Basement	After 04-05 Audit
50604	Cashiering Session Rpt 08/11/04 - 08/18/04	3	04-05	CSM Basement	After 04-05 Audit
50610	A/C 9111 CK Deposit Record 04/04 - 06/04	3	03-04	CSM Basement	11/2004
50611	Cashiering Session Rpt 08/19/04 - 08/30/04	3	04-05	CSM Basement	After 04-05 Audit
50613	Cashiering Session Rpt 08/31/04 - 09/16/04	3	04-05	CSM Basement	After 04-05 Audit
50614	Cashiering Session Rpt 09/17/04 - 10/18/04	3	04-05	CSM Basement	After 04-05 Audit
50622	Daily Summary A/C 9111-9116 7/04-8/04	3	04-05	Container	2008
50623	Daily Summary A/C 9111-9116 09/04 - 11/04	3	04-05	Container	2008
50624	Daily Summary A/C 9111-9116 12/04 - 01/05	3	04-05	Container	2008
50625	Daily Summary A/C 9111-9116 02/05 - 03/05	3	04-05	Container	2008
50626	Daily Summary A/C 9111-9116 04/05 - 05/05	3	04-05	Container	2008
50627	A/C 9111 CK Deposit Record 07/04 - 10/04	3	04-05	Container	2008
50628	A/C 9111 CK Deposit Record 11/04 - 02/05	3	04-05	Container	2008
50629	A/C 9111 CK Deposit Record 03/05 - 06/05	3	04-05	Container	2008
50630	Bank Recon 04-05, Acct 9111. 9112. 9113	3	04-05	Container	2008
50631	Bank Recon 04-05, Acct 9114. 9115. 9116. 9117. 9130	3	04-05	Container	2008
50632	Inv Log 04-05, Dist 100468-100662, Sky 200385-200500, Can 302006-302340, CSM 400581-400740, Comm.ED 501096-501125	3	04-05	Container	2008

**Income/Budget: 18 boxes.**

**Accounts Payable**

Box	Description	Class	Year	Location	Year to be Destroyed
30316	A/P A-Z Fund 1,3 inv	3	2000-01	CSM Basement	06/30/2006
30334	A/P A-Z Fund 4 Inventory & Non-Inventory	3	01/02	CSM Basement	6/07
30335	A/P A-Z Fund 1,3,5,6,7 Inventory	3	01/02	CSM Basement	6/07
30348	A/P A-Z Fund 1,3 Inventory	3	02/03	CSM Basement	6/08
30349	A/P A-Z Fund 4-7 Inventory	3	02/03	CSM Basement	6/08
30350	A/P Part-Time Faculty Medical Reimb	3	01/02	CSM Basement	6/07
30351	A/P Part-Time Faculty Medical Reimb	3	02/03	CSM Basement	6/08
30352	EDD 542 report 1/01-6/02	3	00/02	CSM Basement	6/07
30353	EDD 542 report 7/02-1/04	3	02/04	CSM Basement	6/08

**Accounts Payable: 9 Boxes**

**Auxiliary Bookstore**

<b>Box</b>	<b>Description</b>	<b>Class</b>	<b>Year</b>	<b>Location</b>	<b>Year to Be Destroyed</b>
10666	CANADA BOOKSTORE - MARCH 02 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	01-02	CSM Basement	2006
10676	SKYLINE BOOKSTORE - JUNE & JULY 02 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	01-02	CSM Basement	2006
10713	CSM BOOKSTORE - APRIL TO MAY 03 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	02-03	CSM Basement	2006
10748	SKY BOOKSTORE - JUNE 04 TO AUG 04 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	04-05	CSM Basement	2008
10749	CAN BOOKSTORE - JUNE 04 TO AUG 04 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	04-05	CSM Basement	2008
10750	CSM BOOKSTORE - JUNE 04 TO AUG 04 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	04-05	CSM Basement	2008
10751	Cafeteria from 08/01 - 05/04 Bank Statement & Checks	3	04-05	CSM Basement	2008
10754	CAN BOOKSTORE - SEP 04 TO DEC 04 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	04-05	CSM Basement	2008
10755	CSM BOOKSTORE - SEP 04 TO DEC 04 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	04-05	CSM Basement	2008
10756	SKYLINE BOOKSTORE PAID CHECKS BACK UP 04-05, 24967 - 25385	3	04-05	CSM Basement	2008
10759	CSM BOOKSTORE - JAN 05 TO FEN 05 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	04-05	CSM Basement	2008
10761	SKY BOOKSTORE - JAN 05 TO JUNE 05 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	04-05	CSM Basement	2008
10762	CAN BOOKSTORE - JAN 05 TO JUNE 05 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	04-05	CSM Basement	2008
10763	CSM BOOKSTORE - MAR 05 TO JUNE 05 Sales Report/Refund Report/Bank Statement/Canceled Checks/Dep Slip/Audit List/ A R Paid Invoice	3	04-05	CSM Basement	2008
10764	CSM BOOKSTORE PAID CHECKS BACKUP 04-05 48085-48576	3	04-05	CSM Basement	2008
10765	SKYLINE, CANADA, CSM BOOKSTORE TIME CARD JUNE 2004 - JUNE 2005	3	04-05	CSM Basement	2008
10768	SKY, CAN, CSM BOOKSTORE Time card from June 03 - may 04	3	03-04	CSM Basement	2007
10769	all bookstores: account reconciliation CSM: A/R Control, Fixed Asset Register, Buy Back, Quickbooks/PT Conversion CAN: Monthly closing June 2002 - May 2003, A/R Control, Vendor	3	00-04	CSM Basement	2007

**Auxiliary Bookstore: 18 Boxes.**

**Auxiliary Financial Aid**

Box	Description	Class	Year	Location	Year to be Destroyed
10501	Three Campuses (Paid in full)	2	95-6/30/99	CSM Basement	2006
10528	Financial Aid-Student aid deposits, refunds, overpayments, and payments to AFSA/TRW	3	02-03	CSM Basement	2004
10597	Auxiliary Services DOE Binders (REGS)	3	02-03	CSM Basement	2006
10599	Auxiliary Services DOE Binders (REGS)	3	02-03	CSM Basement	2006
10600	Auxiliary Services DOE Binders (REGS)	3	02-03	CSM Basement	2006
10601	Auxiliary Services DOE Binders (REGS)	3	02-03	CSM Basement	2006
10602	Auxiliary Services Nursing, Correspondence	3	02-03	CSM Basement	2006

**Auxiliary Financial Aid: 7 boxes.**

**Payroll**

Box	Description	Class	Year	Location	Year to be Destroyed
20049 A	Cert. Payroll Jul - Oct Filmed 6/95	3	1991	CSM Basement	6/95
20058 A	Original & Final P/R Salary & Benefits Batches Filmed 6/95	3	12/93-2/94	CSM Basement	2008
20062 A	Cert-Hrly Timesheets Jan-Jun Filmed 6/95	3	1993	CSM Basement	2008
20185	Classified Main & MNL P/R Registers filmed CNTY FICHE	3	3/91-12/92	CSM Basement	2008
20212	Cert. Hrly Timesheets A-Z	3	7/85-6/86	CSM Basement	2008
20213	Classified Timesheets	3	7/85-6/86	CSM Basement	2008
20214	Classified Timesheets	3	7/85-12/85	CSM Basement	2008
20229	AFT union dues deducted	3	8/98-12/98	CSM Basement	2008
20242	Classified paid timesheets A-Z	3	5/93-12/93	Container	2008
20243	Classified paid timesheets A-Z	3	7/92-4/93	Container	2008
20245	Classified paid timesheets A-Z	3	7/95-3/96	Container	2008
20246	Classified paid timesheets A-Z	3	10/94-6/95	Container	2008
20259	Cert. Hrly P/R input timesheets & Adjmts all	3	1/96-6/96	Container	2008
20260	Cert. Hrly P/R input timesheets & Adjmts all	3	7/96-12/96	Container	2008
20261	Cert. Hrly P/R input timesheets & Adjmts all	3	7/97-12/97	Container	2008
20262	Cert. Hrly P/R input timesheets & Adjmts all	3	1/97-6/97	Container	2008
20263	Cert. Hrly P/R input timesheets & Adjmts all	3	1/98-5/98	Container	2008
20264	Cert. Hrly P/R input timesheets & Adjmts all	3	7/98-10/98	Container	2008
20265	Cert. Hrly P/R input timesheets & Adjmts all	3	11/98-2/99	Container	2008
20269	Cert. Main MNL & Supple registers of P/R & deductions	3	7/98-6/99	CSM Basement	2008
20272	1992-1994 W-2S (enty fiche A-Z)	3	1992-1994	CSM Basement	2008
20273	1994-1996 W-2S ( CNTY FICHE A-Z)	3	1994-1996	CSM Basement	2008
20284	Classified Paid Timesheets A-Z	3	1/99-7/99	Container	2008
20285	Classified Paid Timesheets	3	6/97-4/98	Container	2008
20289	Classified paid timesheets A-Z	3	1/97-8/97	Container	2008
20296	1998(G-Z) 1999(A-Z) W-2S	3	1998-1999	Container	2008
20300	Classified P/R Registers & Deduction registers	3	1999-6/30/00	Container	2008
20308	Classified Timesheets 1/00-6/00 + 7/00-Liab.	3	2000	Container	2008

BOARD REPORT NO. 08-9-6CA

Box	Description	Class	Year	Location	Year to be Destroyed
20309	Classified Timesheets 7/00-2/01	3	2000-2001	Container	2008
20315	Certificated Payroll-Voluntary Deductions-TSA Pymts-Insurance-Credit Unions-Dues-Misc=United Way-Foundation--1999-2000	3	1999-2000	Container	2008
20316	Certificated Registers 01/01-12/01	3	2001	Container	2008
20317	Certificated Payroll 10/01--12/01	3	2001	Container	2008
20319	Certificated Fiscal 2000-2001; Voluntary Ded., TSA Payments/Credit, Unions etc., Union Dues, Insurance	3	2000-2001	Container	2008
20320	Certificated Payroll 7/01-9/01 Timesheets/payroll etc.	3	2001	Container	2008
20321	Certificated Payroll 3/01-6/01 Timesheets/Backup for payroll	3	2001	Container	2008
20323	Certificated Hourly Payroll/Certificated Hourly Timesheets 7/99-10/99	3	1999	Container	2008
20324	Certificated Hourly Payroll/Certificated Hourly Timesheets 11/99-2/00	3	1999-2000	Container	2008
20325	CERT HRLY Payroll/CERT HRLY Timesheets 3/00-6/00 Budget 97/98--98/99--99-00	3	1997-2000	Container	2008
20326	CERT Payroll-2001-2002 RETRO, Paid 2002-2003, Parity Pay backup & REG RETRO Backup	3	2001-2003	Container	2008
20329	CERT HOURLY PAYROLL 7/00-10/00	3	2000	Container	2008
20347	Classified Timesheets 7/01 Liability -- 3/01	3	2001	Container	2008
20348	"Certificated 2001-2002 Voluntary Deductions, TSA's, Credit Unions Insurances Dues	3	2001-2002	Container	2008
20356	Classified Time Sheets	3	1/04-12/04	Container	2008
20359	Classified Time Sheets	3	6/02-12/02	Container	2008

**Payroll: 44 boxes.**

**CSM**

Qty	Description	Class	Year	Location	Year to be Destroyed
28	Counseling	3	2001	CSM Basement	2008
8	Scholarship	3	2001	CSM Basement	2008
3	Creative Arts	3	2001	CSM Basement	2008
10	Library Records	3	2001	CSM Basement	2008

**CSM: 49 boxes**

**District Office**

Qty	Description	Class	Year	Location	Year to be Destroyed
5	Budget Work Sheet	3	2001	District	2008

**District: 5 boxes**

**Total: 176 boxes.**

**BOARD REPORT NO. 08-9-1B**

TO: Members of the Board of Trustees  
FROM: Ron Galatolo, Chancellor-Superintendent  
PREPARED BY: Jing Luan, Vice Chancellor, Educational Services and Planning, 358-6880

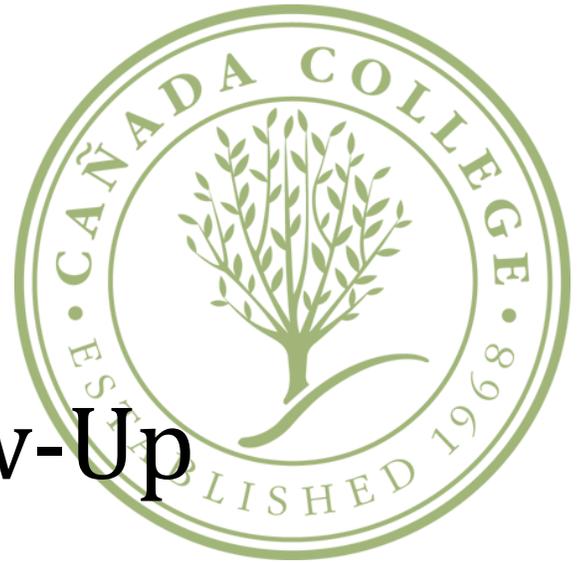
**APPROVAL OF ACCREDITATION FOLLOW-UP REPORTS –  
CAÑADA COLLEGE AND COLLEGE OF SAN MATEO**

In October 2007, evaluation teams from the Accrediting Commission for Community and Junior Colleges (ACCJC) visited each of the Colleges in the District. Following the visits and review of the institutional self study reports, the ACCJC acted to issue warnings to Cañada College and College of San Mateo and asked that the Colleges correct the deficiencies noted; the Colleges were advised of this action in letters to the College presidents dated January 31, 2008. The Colleges are required to complete two follow-up reports, one by October 15, 2008 and one by October 15, 2009.

On September 10, administration, faculty and staff from Cañada College and College of San Mateo presented information reports to the Board outlining drafts of their first follow-up reports. The Colleges have now completed the reports and on September 15, copies of the final reports were delivered to the Board for review.

**RECOMMENDATION**

It is recommended that the Board approve the accreditation follow-up reports prepared by Cañada College and College of San Mateo, to be submitted to the Accrediting Commission for Community and Junior Colleges by October 15, 2008.



SMCCCD

# ACCJC Follow-Up Report 2008

Cañada College  
4200 Farm Hill Boulevard  
Redwood City, California 94061



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## STATEMENT ON REPORT PREPARATION

This report was written with broad input from all faculty and staff constituent groups. The work was done collegially and was widely reviewed by the entire college community for input prior to submission to the Governing Board for approval on September 24, 2008. Overseeing the project was the Accreditation Oversight Committee. Three separate Steering Committees were formed to address each recommendation made by the ACCJC. All committees had representation from faculty, staff and administration. We are grateful for the time and energy committed to this effort.

### Accreditation Oversight Committee

- Martin Partlan, Academic Senate President
- Joan Murphy, Classified Senate President
- Katie Townsend-Merino, Accreditation Liaison Officer
- Tom Mohr, President, Cañada College

### Student Learning Outcomes Steering Committee

- Carol Rhodes, SLOAC Coordinator
- Rita Sabbadini, Learning Center Manager
- Martin Partlan, Academic Senate President
- Patty Dilko, District Academic Senate President
- Ray Lapuz, Immediate Past SLOAC coordinator
- Jessica Einhorn, Professor of Anthropology
- Linda Hayes, Dean, Business, Workforce and Athletics
- Katie Townsend-Merino, Dean, Humanities and Social Sciences

### Educational Master Plan Steering Committee

- Tom Mohr, President
- Phyllis Lucas-Woods, Vice President of Student Services
- Martin Partlan, Academic Senate President
- Joan Murphy, Classified Senate President
- Patty Dilko, District Academic Senate President
- Katie Townsend-Merino, Accreditation Liaison Officer

### Student Support Services Staffing Plan Steering Committee

- Phyllis Lucas-Woods, Vice President of Student Services
- Melissa Raby, Dean of Counseling and Enrollment Services
- Jeanne Gross, Dean of the University Center and Academic Support Services
  - Leonor Cabrera, Professor of Accounting
  - Margie Carrington, Director of Financial Aid
  - Jennifer Castello, Professor of ESL
  - Patty Dilko, Professor of ECE
  - Linda Haley, Professor of ESL
  - Ray Lapuz, Professor of Math
  - Phyllis Lucas-Woods, Vice President Student Services
  - Thomas Mohr, President
  - Martin Partlan, Academic Senate President
  - Melissa Raby, Dean, Counseling and Enrollment Services
  - Anniqua Rana, Professor of English and ESL
  - Rita Sabbadini, Learning Center Manager
  - Michael Stanford, Professor of History
  - Kathy Sammut, Professor of Counseling

### Editors of the Follow-Up Report

- Lisa Palmer, Professor of English
- Anniqua Rana, Professor of English and ESL



Thomas Mohr, President



Date



## PROGRESS: EDUCATIONAL MASTER PLAN

### Recommendation 1

**In order to increase institutional effectiveness, the team recommends that the college build upon its strategic planning efforts to develop an Educational Master Plan. The Educational Master Plan should incorporate recommendations from the program review process and serve as the foundation for the integration of student learning programs and services, technology, human resources, facilities and budget to support the mission of the college. The college should ensure that all plans are reviewed, evaluated, and updated on a regular basis. (Standards I.B.2, I.B.3, I.B.6, I.B.7, II.A.1b, III.C.2, III.D.1.a, IV.A.5, IV.B.2, and IV.B.2.b) This issue was identified by the 2001 evaluation team.**

Upon notification by the Accrediting Commission for Community and Junior Colleges that Cañada College must formulate an Educational Master Plan, Cañada College President Thomas Mohr brought together an executive level Master Plan Steering Committee consisting of himself; Marilyn McBride, Vice-President of Instruction; Phyllis Lucas Woods, Vice-President of Student Services; Martin Partlan, Academic Senate President; Joan Murphy, Classified Senate President; and Patricia Dilko, District Academic Senate President. This committee focused on facilitating the college's creation of the Educational Master Plan through eliciting college-wide input, discussion, and effort, and overseeing data collection, composition, and dissemination of the Plan.

In order to be certain that the highest standards of an Educational Master Plan were applied, in March 2008 the Steering Committee and the Planning and Budget Committee contracted with Maas Company, a firm with extensive experience in the California Community College system in the area of Educational and Facility Master Plans. (<http://canadacollege.edu/inside/planning-budget/index.html> and [http://canadacollege.edu/inside/college\\_council/index.html](http://canadacollege.edu/inside/college_council/index.html)) Doing so brought forward national and state perspectives that complemented the extensive regional external scan we had already completed during our Strategic Planning process. Our Strategic Plan, which was developed with the full representation of our campus community and governing bodies between fall of 2005 and spring of 2007 called for us to revisit and articulate our mission, values, goals and action plans. The College asked Maas Co. to build upon the existing broad based work we had done to develop our Strategic Plan <http://www.canadacollege.edu/inside/strategicplanning/index.html>, our Goals/Strategies/Action Plans as defined by our Strategic Plan <http://www.canadacollege.edu/inside/strategicplanning/Strategic-Plan-final.pdf>, as well as our Progress Report for the 07-08 Academic Year <http://www.canadacollege.edu/inside/strategicplanning/progress-reports/0708-Strategic-Plan-Progress-Report.pdf>.

For the next several months the Steering Committee worked with Maas to outline the scope of the Master Plan to meet WASC Commission expectations and to follow modern planning standards, and to develop a timeline so that all planning efforts would be integrated in advance of the ACCJC deadline.

To promote college and community input and understanding of the Educational Master Plan, the Steering Committee provided regular electronic updates and community discussion of its progress including presentations to the Planning and Budget Committee, the College Council, the Academic and Classified



Senates, and at division and department meetings. In addition, a college-wide survey of faculty, staff and students was conducted, and two all-college forums were held inviting comment from all components of the college. These conversations ensured that all bodies of the shared governance system of Cañada College understood, supported, and were able to contribute to the development of an effective Educational Master Plan.

Two reports to the Governing Board of the district, one at a regular session and one at special study session, kept our Board of Directors abreast of the progress of the Plan as well as of the development of our Student Learning and Assessment cycle.

(<http://www.SMCCCD.edu/accounts/SMCCCD/boardoftrustees/minutes.shtml>) Finally, during the public hearing phase, the Educational Master Plan was uploaded to the college website, where the public was invited to provide comments and suggestions.



## HIGHLIGHTS OF EDUCATIONAL MASTER PLAN

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- An external scan of the local, state and national environment affecting Cañada College;
- An internal scan of student demographics;
- A synopsis of the planning culture and process within the college and its effectiveness;
- An analysis of our instructional program, including Program Reviews, FTES, course offerings and enrollment management, and the progress of the student learning and assessment process;
- An analysis of Student Support Services, including Program Reviews and the progress of the student learning outcomes and assessment process specifically designed to evaluate support services;
- A description of the college Technology Plan;
- A description of the changes in Student Support Services staffing to address concerns raised by the ACCJC/WASC visiting Committee;
- A description of the integrated internal planning processes which result in staffing plans for both instructional and non-instructional positions;
- Projects at Cañada, which cost \$150 million from local bond proceeds and how they enhance the teaching and learning environment at the college;
- An analysis of projected space requirements to accommodate student growth by projected program growth and type of space needed;
- A description of the Resource Allocation Model at the college level and at the district level;
- A description of the District Strategic Planning Process and the draft recommendations being considered by the Board of Trustees;
- A description of the total cost of ownership and how that concept will apply to all facility construction and technology.
- An entire section on Strategies for the 11 broad College Goals
- A Master Plan implementation and Evaluation process



## INTEGRATION OF PLANNING EFFORTS

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The Educational Master Plan built upon the Strategic Plan to delineate the strategic direction of the college and to more fully integrate the many components of institutional planning. The Educational Master Plan provides a planning process for divisions and departments that incorporates the vision and goals of the college; the information generated in Program Reviews; the priorities elucidated in the Strategic Plan; and the fiscal and hiring processes and realities of our college. As a result of this work, the Educational Master Plan has become the springboard and guidance system for all institutional planning.

The Steering Committee began work on the Educational Master Plan by verifying the external and internal scans of 2007-08 and requesting periodic data and analysis of such factors as the composition and needs of Cañada's broader community as well as an internal evaluation of the needs and composition of Cañada's student body.

As it developed the Master Plan, the Steering Committee became concerned that during the facilities and construction initiative launched by the District, the College allowed the Technology Committee to lapse. Since the appropriate use of technology is essential to our mission and planning, the Steering Committee and the Planning and Budget Committee directed that the Technology Committee be revitalized. This committee, which is composed of James Petromilli, District Technology Liaison; Mike Tyler, Instructional Technology Technician; Linda Hayes, Dean of Business, Workforce and Athletics; Daniella Castillo, Professor of Multimedia; Nathan Staples, Professor of Science; Mario Pena, Operations Assistant I; Alejo Vasquez, Alternate Media Specialist; Robert Haick, Matriculation and Career Services Coordinator; Bart Scott, Research Analyst; Mike Sinkewitsch, Instruction Technology Technician, and Thomas Mohr, College President, formulated eight strategic goals and made deliberate connection with the recently modified District Technology Plan. The Technology Plan of the College gives direction to the technology decisions of the College and ascertains that technology use assists in the fulfillment of the vision of the college. <http://www.canadacollege.edu/inside/ed-master-plan/Technology-Plan-Draft-06-25-08.pdf> Even as we were developing our Educational Master Plan at Cañada College, the San Mateo County Community College District was engaged in the development of the District Strategic Plan, a project jointly headed by Vice-Chancellor Jing Luan and the District Academic Senate President, Patty Dilko. Three members of Cañada's Educational Master Plan Steering Committee served on the District Planning Committee: Thomas Mohr, President; Martin Partlan, Academic Senate President; and Patricia Dilko, Professor of Child Development at Cañada and President of the District Academic Senate. Our involvement in the district planning effort helped us to connect productively the two different perspectives, one informing the other. For example, much of the data in the District Strategic Plan informed our Educational Master Plan, and our planning cycle is synchronized with that of the district and the other two colleges. (<http://www.SMCCCD.edu/edservplan/ssp/default.shtml>)

The Educational Master Plan functions as a living document in which each component will be modified over time to reflect current needs and trends, enabling the College to coordinate and integrate its institutional planning. The Planning and Budget Committee ensures that departments, divisions, and administrators review and follow the processes delineated in the Master Plan before making instructional, student support, or administrative plans.



At present, the Planning and Budget Committee is implementing the recommendation cited in the last section of the Educational Master Plan, namely assessing the state of all planning processes. It will present that assessment to the College Council and to the entire college community, along with the progress of the goals and actions called for in the Strategic Plan.

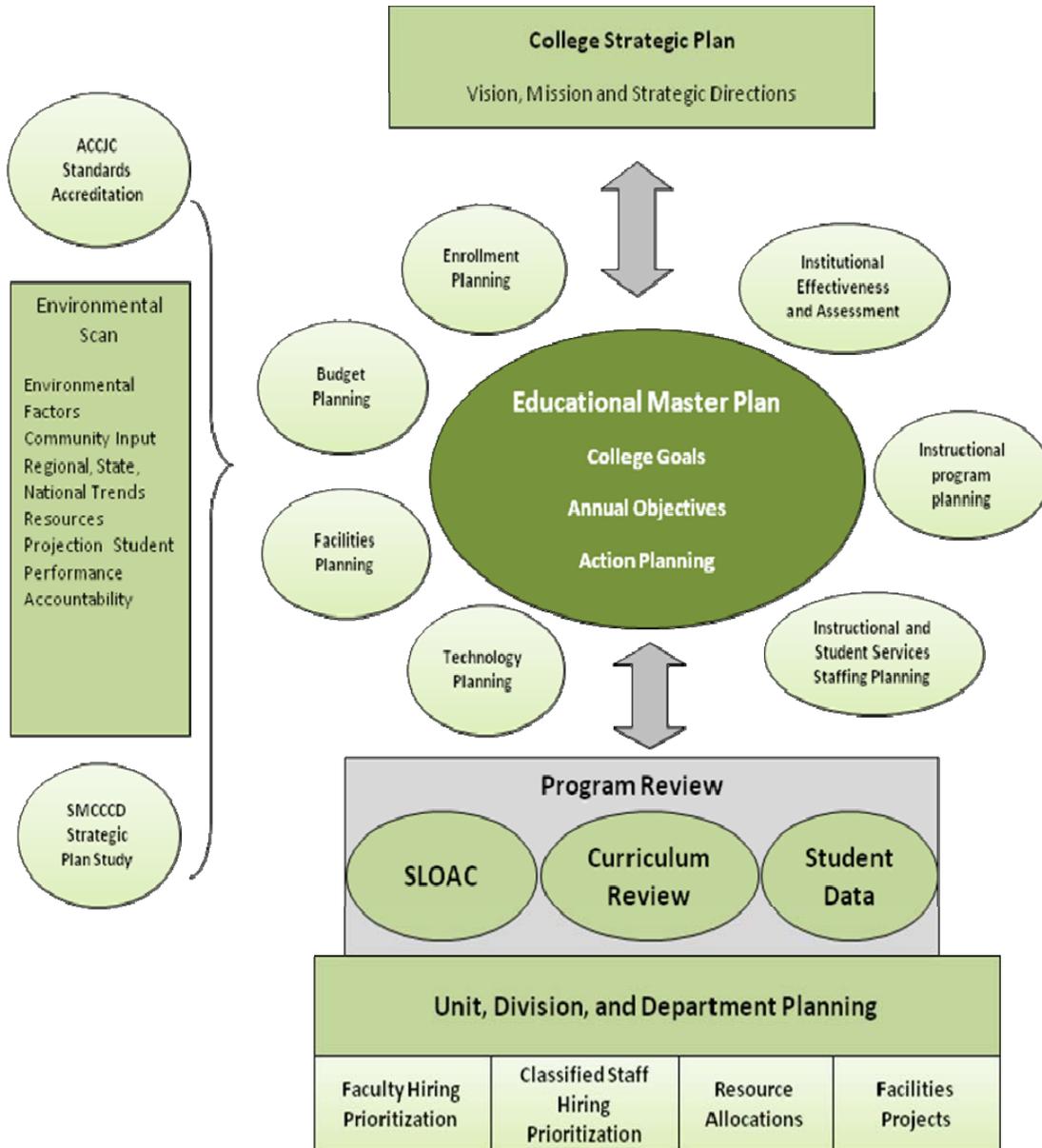
One of the primary results of the development of the Educational Master Plan was to integrate the individual planning components of the college and establish an integrated planning calendar (see graph and chart immediately following this section). All Unit Plans will be grounded in Program Review and will serve as the primary planning documents for all resource allocation, including human resources, instructional equipment requests and facilities requests. These Unit Plans will be responsive to the eleven broad goals of our Strategic Plan. In addition, as is suggested in the Plan itself, we have proposed two new planning councils, an Instructional Planning Council and a Student Services Planning Council, in order to increase institutional effectiveness and integrate all planning efforts.

In the attention devoted to developing the Educational Master Plan and the effort to solicit the input and the support of interested people from across the college, district, and community, Cañada shows its commitment to creating a more transparent, integrated, and effective institutional planning process. The College has incorporated this process into its ongoing operation, and it has put into place checks and balances to ensure that the process remains fruitful.

We have included the Educational Master Plan itself as evidence of our response to this recommendation and it can also be found at here <http://www.canadacollege.edu/inside/ed-master-plan/index.html> In that document, our proposed integrated planning processes and calendars are fully presented.



COLLEGE PLANNING STRUCTURE



COLLEGE PLANNING CYCLE

Rooted in Program Review, the Planning Calendar allows for integration of all college and district plans and is aligned with the Accreditation Cycle.

CAÑADA COLLEGE PLANNING CALENDAR						
	2008-2009	2009-2010	2010-2011	2011-2012	2012-2013	2013-2014
Accreditation	Oct. 2008 Progress Report due	Oct. 2009 Progress Report due	Oct. 2010 Mid Term Report due		Self Study	Fall 2013 Comprehensive Team visit
SMCCD District Strategic Plan	Implement Plan		Environmental Scanning	Planning Assumptions and Recommendations	Implement Plan	
Cañada College Strategic Plan	Implementing 07-08 Strategic Plan	Implementing 07-08 Strategic Plan	Implementing 07-08 Strategic Plan	Review/Modify Strategic Plan		
Cañada College Educational Master Plan	Approving Educational Master Plan October 2008	Implementing Educational Master Plan October 2008	Implementing Educational Master Plan October 2008	Update College Educational Master Plan		
Program Review	Staggered, 6 year recurring cycle for each department					
Facilities Master Plan (FMP)			Update FMP			
District Technology Master Plan (TMP)	Adopt TMP				Update District TMP	
District Resource Allocation Plan	Reviewed and evaluated		Reviewed and evaluated			
College Student Equity Plan		2005 Plan Revision	Implement Plan			2009 Plan Revision
College Technology Plan	Implement Plan		Revise Plan	Implement Plan		



## PROGRESS: STUDENT LEARNING OUTCOMES ASSESSMENT CYCLE

### Recommendation 2

**To fully meet the standards, the college should develop a collegial process for the timely completion of Student Learning Outcomes (SLO) development and documentation at the institution, general education, program and course levels, and formalize the documentation of SLO assessment. The college should ensure that the process is faculty driven, broadly supported, and ultimately used as the basis to plan and implement institutional improvements to courses, programs, degrees and services. (Standards I.B.1, II.A.1.c, II.A.2.b, II.A.2.e, II.A.2.f, II.A.2.h, II.B.4, and II.C.1.c, II.C.2)**

Prior to receiving the letter of warning from ACCJC in January 2008, Cañada College had a Student Learning Outcome Coordinator with 3-units of release time who had worked with faculty and divisions to develop course-level SLOs for approximately 20% of our courses. At that time the College promoted course level SLO development by requiring faculty who were updating their Course Outline of Record to submit course level SLOs in a separate document that was then housed on a website. In addition, the Curriculum Committee had proposed a set of General Education Student Learning Outcomes, which were adopted by the Academic Senate during fall 2007.

During February of 2008, immediately following the receipt of the letter of warning from ACCJC, the college engaged in earnest and widespread faculty-centered discussions regarding how best to implement a new framework to support the development of a meaningful and user friendly Student Learning Outcome Assessment Cycle.

Minutes from the Academic Senate meetings reflect the beginnings of the discussion regarding the development of an SLO Committee on February 28, 2008, the final approval of the composition of the advisory committee on May 8, 2008, and the approval of both the committee members and a Student Learning Outcome and Assessment Cycle (SLOAC) Coordinator, with 6-units release time, on May 22, 2008.

[http://canadacollege.net/inside/academic\\_senate/index.html](http://canadacollege.net/inside/academic_senate/index.html)

As reflected in its minutes, the College Council began reflection regarding the warning letter from ACCJC on February 7, 2008. Dialogue regarding the college plan to respond to the three recommendations occurred on February 21, 2008. On March 6, 2008, the plan for the SLO Summit days for Instruction and Student Services was communicated to the College Council. Finally, on April 17, 2008, the College Council received the reports regarding the SLOAC Summits. [http://canadacollege.net/inside/college\\_council/index.html](http://canadacollege.net/inside/college_council/index.html)

The Planning and Budget Committee reviewed the plan for SLOAC institutionalization on February 2, 2008 and heard a report regarding the instructional SLOAC Summit on April 16, 2008. In addition, in order for faculty and staff to have access to the necessary expertise needed for institutional effectiveness, the Planning and Budget Committee agreed to elevate the Research Analyst position to a Director of Institutional Research and Planning. <http://canadacollege.net/inside/planning-budget/index.html>

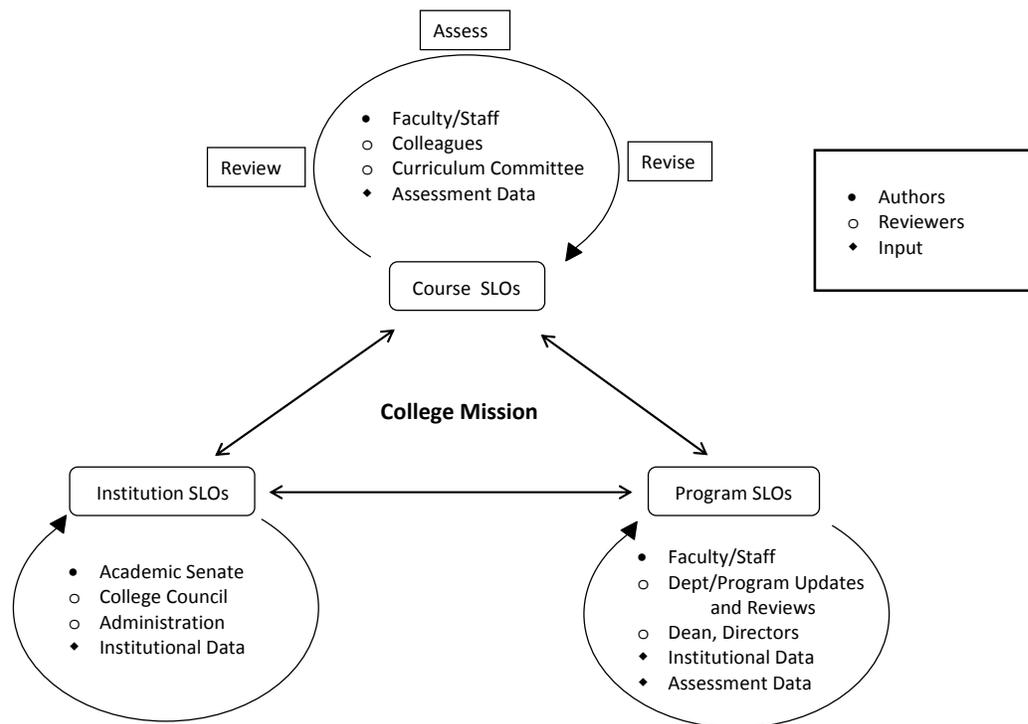
In August 2008, in support of the effort to improve planning, research and assessment at Cañada, the college hired Gregory Stoup as Director of Planning, Research and Student Success. His most recent position was as the Director of College Research at Foothill College.



The newly established SLOAC Advisory Committee met throughout the summer and accomplished several important goals.

1. Planned, developed and implemented the second instructional SLOAC summit for August 15, 2008.
2. Developed and refined user-friendly forms for faculty to use to submit their course SLOs and assessment tools, to submit the data they collected and to provide an opportunity for faculty to reflect on their assessment data (<http://canadacollege.edu/inside/slo/forms.html> )
3. Backward mapped a timeline such that Cañada College will be in the advanced “proficiency” phase of SLOAC , as defined by ACCJC, by October 2009.
4. Developed a new interactive website to facilitate the processes of SLOAC at the college(<http://canadacollege.edu/inside/slo/index.html> )
5. Developed a visual representation of our SLOAC process and how it is integrated into the college.

### STUDENT LEARNING OUTCOMES: THE ASSESSMENT CYCLE WITHIN CAÑADA COLLEGE



6. Developed a set of assumptions and recommendations in order to institutionalize SLOAC that will be vetted at Academic Senate meetings and will be widely disseminated for dialogue. Recommendations from the Academic Senate will be adopted by December 2008. The document, as sent to the Academic Senate Governing Council, is below:



## ASSUMPTIONS REGARDING SLOAC

In order to institutionalize SLOAC into the life of Cañada College, the SLOAC Advisory Committee has made these assumptions and sends these recommendations to the Academic Senate Governing Council:

1. We reaffirm our commitment to the SLOAC philosophy document that was adopted by the Academic Senate in October 27 2005 and can be found at <http://www.SMCCCD.net/accounts/canslo/handouts/SLOAC-Philosophy-FINAL.pdf>
2. Course level student learning outcomes and assessments will be developed and approved by faculty who teach in that discipline.
3. Student Service Learning Outcomes will be developed and approved by faculty and staff who do their work in that area.
4. Any data that is publicly available will be presented in the aggregate such that individual faculty or staff will not be identifiable.
5. The process we develop will be user friendly and as streamlined as possible.
6. The engagement of part-time faculty in developing and assessing outcomes and reflecting on the data is central to the success of this initiative at Cañada College. Part time faculty will be compensated at the special rate for their participation in meetings for the development of outcomes and reflecting on data.
7. The college will provide adequate resources to successfully engage in this endeavor:
  - a. Release time for a Faculty Coordinator
  - b. An identified faculty or staff member to be the Student Services SLOAC Coordinator
  - c. Staff support with web expertise
  - d. Funding for Part Time participation
  - e. Funding for Professional Development
  - f. An institutional researcher



## RECOMMENDATIONS

1. We recommend the college revisit the SLOAC Framework. That dialogue should include a new definition of institutional and program level student learning outcome and assessments. We recommend that “program” be defined more broadly than “department” and suggest these definitions: Transfer/Basic Skills, Workforce, Student Services, and Administrative Services.
2. We recommend that Student Services SLOAC and Instructional SLOAC be integrated.
3. We recommend that the “Assessment of Student Learning” handbook that was developed for the first SLOAC Summit be revised and updated during the 08 – 09 academic year and include the Student Services SLOAC. The handbook can be viewed in two parts. The two links are below  
<http://www.canadacollege.edu/inside/accred-oversight/Assessing%20Student%20Learning%201.pdf>  
<http://www.canadacollege.edu/inside/accred-oversight/Assessing%20Student%20Learning%202.pdf>
4. We recommend that our GE (Institutional) outcomes assessment process be re-evaluated. Course and program level outcomes should be clearly linked to our GE/Institutional Outcomes.
5. Course level SLOAC should be a yearly process that should be linked to both Program Review (every 6 years, with a biannual interim review) and the Curriculum Committee (Course Outline of Record, COR, submission is every 6 years). Program Review and Curriculum Review processes should be revised to support student learning outcomes and assessment cycles.
  - a. Program Review: We recommend that this process be updated and revised to include a presentation by faculty regarding the impact of SLOAC on their courses (content and pedagogy) and programs.
  - b. Curriculum Committee (new courses): We recommend that this process be updated and revised to include a review and discussion of student learning outcomes and assessments for each new course. When new courses are proposed at least three SLOs and assessments will be submitted at the same time as the COR. The SLOs will be clearly linked to the objectives of the course.
  - c. Curriculum Committee (revised courses): We recommend that this process be updated and revised to include a review/revision and discussion of the SLOs to verify they are still linked to objectives and that any reflection on past assessment that has led to curriculum or pedagogical changes has been included in the revised COR.

All faculty were paid for their SLOAC Committee work in the summer in order to ensure that they would have the time available to commit to this endeavor.

Documentation of SLOAC Advisory Committee work:

<http://canadacollege.net/inside/accred-oversight/meetings.html>



## SLOAC ADDITIONAL PLANS

In order to fully integrate the SLOAC into the life of the college, as we have recommended, the SLOAC advisory committee has adopted the following timeline. The timeline reflects the development of program level SLOs and Assessments for instruction, a third all-day SLOAC Summit, plus many other professional development opportunities scheduled throughout the year.

Date	Campus SLOAC	SLOAC Steering Committee
Oct '08	Assessment workshop	Definition of "program" approved by campus Modify Program Review forms to include SLOAC Modify curriculum process re: SLOAC
Nov '08	Assessment workshop Begin draft of program SLOs	Framework proposal reviewed by campus
Jan '09	Reflection on Fall 08 data Institutional reflection Division/Unit plans, reflection Framework approved	Plan for March FLEX Day goal: Program SLOs approved goal: assessment plans for Program SLOs Plan to implement framework
Feb '09	Assessment Workshop	
Mar '09	FLEX Day	lead and participate in FLEX Day
April '09		budget requests due for institutional SLOAC
May '09	Assessments completed on Program SLOs Assessment Workshop	
June '09	submit course and program data	compile data, draft report to ACCJC/WASC Reviewed as before
Sept '09	Framework integrated in campus	Assess SLOAC progress and identify areas needing improvement
Oct '09	Final report submitted to ACCJC/WASC	

The quarterly assessment workshops listed above provide SLOAC-focused professional development for faculty. The topics include rubric building, using embedded assessment techniques, classroom assessment techniques (e.g., *Angelo and Cross*), self-assessment by students, assessing group work, and e-portfolios. In addition, the SLOAC Advisory Committee sends a monthly electronic newsletter of SLOAC events and progress with "tickler" reviews of resource material (web site, podcast, book or other resource). The goal is to direct faculty to useful resources and keep them focused on SLOAC throughout the year.



## STUDENT LEARNING OUTCOMES AND ASSESSMENT CYCLE: COURSE LEVEL

The first all-day SLOAC Summit held March 28, 2008, was well-attended and positively received by faculty and administrators. It achieved multiple measures of success including:

1. Over 90% of all full-time faculty participated as did approximately 50% of our part time faculty (see following chart).
2. Faculty developed SLOs and assessments for more than 60% of the courses taught during Spring 2008. This represents a 100% increase in the number of courses with at least one SLO and assessment.
3. Four assessment experts worked individually and with groups of faculty to devise measureable and quantifiable SLOs and means of assessment.
4. In division discussions, faculty reported valuing the time that had been set aside for them to spend with colleagues discussing teaching and student learning.



PARTICIPATION OF INSTRUCTIONAL FACULTY: MARCH 2008

<i>Division</i>	<i>Total FT faculty</i>	<i>Total FT Participating</i>	<i>% FT participating</i>	<i>Total PT faculty</i>	<i>Total PT faculty participating</i>	<i>% PT faculty participating</i>
<i>Business, Workforce and Athletics</i>	<b>14</b>	<b>13</b>	<b>93%</b>	<b>73</b>	<b>36</b>	<b>49%</b>
<i>Humanities/Social Sciences</i>	<b>24 (2 on leave)</b>	<b>20</b>	<b>91%</b>	<b>66</b>	<b>21</b>	<b>32%</b>
<i>Science and Technology</i>	<b>13</b>	<b>12</b>	<b>92%</b>	<b>35</b>	<b>18</b>	<b>51%</b>
<i>Instructional Student Services faculty**</i>	<b>4</b>	<b>4</b>	<b>100%</b>	<b>4</b>	<b>3</b>	<b>75%</b>

\*\* this includes only those Counselors and Librarians who taught classes Spring 08.

SLOAC STATUS FOR COURSES TAUGHT SPRING SEMESTER '08

	<i>Number of Courses</i>	<i>Percent of Courses</i>
<i>Courses Offered Spring '08</i>	<b>382</b>	<b>100</b>
<i>Courses with SLO's</i>	<b>235</b>	<b>61.5</b>
<i>Courses with Planned Assessments for at least one SLO</i>	<b>210</b>	<b>55</b>



SLOAC STATUS FOR COURSES LISTED IN 07 – 08 CATALOG		
	<i>Number of Courses</i>	<i>Percent of Courses</i>
<i>Courses Listed in 07 – 08 Catalog</i>	<b>759</b>	<b>100</b>
<i>Courses with SLO's</i>	<b>298</b>	<b>39.3</b>
<i>Courses with Planned Assessments for at least one SLO</i>	<b>267</b>	<b>35.2</b>



The complete report from the SLOAC Summit in March is available at <http://canadacollege.net/inside/accred-oversight/meetings.html>

Our second all-day SLO Summit was held on August 15, 2008. Although the format was similar to the initial summit, with the addition of a skit that humorously presented reasons for SLOAC, the agenda responded to the faculty request for small workshops on specific, pertinent, aspects of SLOAC development. During this event, knowledgeable faculty guided workshops on SLO writing, assessment, and reflection. In addition, faculty who had completed a Student Learning Outcome Assessment Cycle for both one course and an entire program presented their processes, assessments, and results to the entire faculty. In the afternoon, faculty again spent time in small departmental groups developing SLOs and assessments for their courses, and departments that had completed an assessment during Spring 2008 reflected on their results and revised their SLOs and/or curriculum accordingly. The attendance at our second SLOAC Summit is presented below.

#### PARTICIPATION OF INSTRUCTIONAL FACULTY: AUGUST 2008

<i>Division</i>	<i>Total FT faculty</i>	<i>Total FT Participating</i>	<i>% FT participating</i>	<i>Total PT faculty</i>	<i>Total PT faculty participating</i>	<i>% PT faculty participating</i>
<i>Business, Workforce and Athletics</i>	<b>17</b>	<b>15</b>	<b>88%</b>	<b>69</b>	<b>34</b>	<b>49%</b>
<i>Humanities/Social Sciences</i>	<b>23</b>	<b>19</b>	<b>83%</b>	<b>79</b>	<b>14</b>	<b>18%</b>
<i>Science and Technology</i>	<b>12</b>	<b>11</b>	<b>92%</b>	<b>37</b>	<b>13</b>	<b>35%</b>
<i>Instructional Student Services Faculty who could attend*</i>	<b>2</b>	<b>2</b>	<b>100%</b>	<b>0</b>	<b>0</b>	<b>0%</b>

*\*counselors will have their own Summit mid-semester, this date was during peak registration time. The only instructional faculty from student services who could attend were Librarians.*



The following chart indicates our accomplishments during August '08 in creating SLOs for each of our courses. The college now has multiple SLO's written for over 60% of courses taught last Spring and this Fall. This is particularly significant because, as a small college, a large number of our courses only are taught once a year. In addition, a small number of departments were able to complete an entire assessment cycle since last March. The college expects that all departments will have completed one cycle by the end of this semester.

SLO PROGRESS FOR COURSES IN FALL '08 SCHEDULE OR TAUGHT SPRING '08		
	<i>Number of Courses</i>	<i>Percent of Courses</i>
<i>Courses Offered in Fall 2008</i>	<b>364</b>	<b>100</b>
<i>Fall 2008 Courses with SLO's</i>	<b>232</b>	<b>64%</b>
<i>Courses Taught Spring '08 with Assessment Data</i>	<b>55</b>	<b>11%</b>
<i>Courses Taught Spring '08 with Reflection Data</i>	<b>50</b>	<b>10%</b>

Comments by participants on the Flex Day evaluation forms indicated that the most useful activities were the presentations by three faculty, Jenny Castello, Anniqua Rana and Julia Mannheimer, on their complete SLOAC process. Judged equally worthwhile were the workshops with departmental colleagues, which allowed instructors to coordinate assessment plans and reflect on data together. This was also the most-requested format for future SLOAC days. Several participants mentioned that paid time for PT faculty was key to getting adjuncts involved.

Selected comments from the evaluation surveys are listed here:

I was very impressed by the amount of momentum the ESL department was able to generate in reaching their SLO goals. Strong leaders who have a positive attitude make a huge difference in how this process is perceived. I sensed that they had clear goals and deadlines and a few key staff to oversee them.



There is great value in gathering consensus on the objectives being addressed. If I don't teach certain objectives that are stepping stones to the next class, then the student's next teacher and the student have a problem – a problem that could have been easily avoided.

This will get so much easier, faster than we think.

Crafting these SLOs really makes you consider what are the most important parts of a course, even if you've been teaching it for years.

If the SLOAC Committee was willing to take a risk by presenting that skit, then that shows how important this SLOAC process is to the college. I will do my part to move it forward.



## STUDENT LEARNING OUTCOMES AND ASSESSMENT CYCLE: INSTITUTIONAL/DEGREE

In September of 2007, the faculty, under the auspices of the Curriculum Committee and Academic Senate, adopted six Institutional/General Education SLOs. These outcomes were developed using what the college had previously adopted as the purpose of earning an AA or AS degree at Cañada College, which can be found on page 44 of the 2007 – 08 catalog at this link: <http://canadacollege.net/catalog/0708/0708Catalog-pps43-45.pdf>.

Upon reflection, the faculty modified these purposes, and the Academic Senate adopted the learning outcomes listed below.

Upon completion of an AA/AS degree, students will effectively:

1. Apply basic knowledge of the arts, math and sciences to solve everyday problems and to comprehend the ideas of others.
2. Use communication skills and technology to interact with others and to express ideas in a diverse society.
3. Find, evaluate, document, and use ideas derived from a variety of information sources.
4. Use critical and constructive thinking for solving problems and making informed decisions on ethical issues.
5. Cultivate a set of values for personal and civic life as a responsible participant in a global society.
6. Recognize and evaluate practices that contribute to lifelong wellness.

These Institutional/General Education SLOs can be found at:

[http://www.SMCCCD.net/accounts/canslo/handouts/CanGE\\_SLO20070913.pdf](http://www.SMCCCD.net/accounts/canslo/handouts/CanGE_SLO20070913.pdf)

The courses required to earn an AA or AS degree at Cañada College reflect the GE Outcomes as elucidated above and are demonstrated in the rubric below. Thus, because graduating students must have completed and passed courses under each GE SLO, all 173 students who earned degrees during the 2007-08 academic year have met the GE SLOs.



BOARD REPORT NO. 08-9-1B

Apply basic knowledge of the arts, math and sciences to solve everyday problems and comprehend ideas of others	Use communication skills and technology to interact and express ideas in a diverse society	Find, evaluate, document and use ideas derived from a variety of information sources.	Use critical and constructive thinking for solving problems and making informed decisions on ethical issues	Cultivate a set of values for personal and civic life as a responsible participant in a global community	Recognize and evaluate practices that contribute to lifelong wellness
ART 100, 101, 102, 103, 104, 125, 126, 127, 201, 204, 214, 301 DRAM 141, 142, 151, 152 MUS 132 PHYS 210, PHYS 250, PHYS 260, PHYS 405 CHEM 100, CHEM 112, CHEM 192, CHEM 210, CHEM 220, CHEM 234, CHEM 235, CHEM 237, CHEM 238, CHEM 410 GEOL 100, GEOL 110, GEOG 100 ECI 100 OCEN 100, OCEN 101 ASTR 100, ASTR 101, ASTR 110 ANTH 125, ANTH 350 BIOL 100, BIOL 103, BIOL 110, BIOL 130, BIOL 225, BIOL 230, BIOL 240, BIOL 250, BIOL 260, BIOL 310 HSCI 100, HSCI 104, HSCI 105, HSCI 108PALN 100	SPCH 100, SPCH 105, SPCH 120 ANTH 360, ANTH 370, ANTH 105, ANTH 110, DRAM 101, DRAM 140, FILM 110, MUS 115, MUS 240, MUS 250, FREN 139, 140, 161, 162 SPAN 110, 111, 112, 120, 130, 131, 132, 140, 150, 152, ENG 400, 110, 165, 836, PLSC 103, 150, HIST 245, HIST 422, HIST 245 ART 100, 125, 126, 127, 201, 204, 214, 301	BIO 100, BIO 110, BIO 130 PLSC 130, PLSC 150, PLSC 170, PLSC 200 ECON 100, ECON 102, ECON 200 HIST 102, HIST 242, HIST 245, HIST 319, HIST, 315, HIST 421, HIST 422, LIT 101, 111, 142, 143, 151, 152, 200, 231, 232, 233, 251, 252, 266	PHIL 100, PHIL 240, PHIL 300, PHIL 240, PHIL 300 PLSC 150, PLSC 130, PLSC 200, PLSC 170, PLSC 103, PLSC 210 PLSC 150, PLSC 130, PLSC 200, PLSC 170, PLSC 103 BIO 100, BIO 110, BIO 130 ECON 100, ECON 102, ECON 200	PLSC 150, PLSC 130, PLSC 200, PLSC 170, PLSC 103, PLSC 210 ECON 100, ECON 102, ECON 200 HIST 102, HIST 242, HIST 245, HIST 319, HIST, 315, HIST 421, HIST 422 ANTH 360, ANTH 370, ANTH 105, ANTH 110 BIO 100, BIO 110, BIO 225 FILM 110	HSCI 100, HSCI 104, HSCI 105, HSCI 108, HSCI 430 BIO 130, BIO 260, BIO 240, BIO 310, BIO 110, BIO 260 HMSV 100, HMSV 264 MUS 115, MUS 202. PHIL 100, PHIL 240, PHIL 300 PSYC 100, PSYC 106, PSYC 110, PSYC 340 ANTH 110, SOCI 100, SOCI 105, SOCI 141

Although we are proud of the work we have done thus far in articulating and assessing Student Learning Outcomes as they pertain to the General Education degree , we understand the benefit of continuing to revise and modify our SLOs and assessments—we are already appreciating the necessity of the SLO *cycle*. Indeed, since one of the recommendations of the SLOAC Advisory Committee is to re-examine the definition of “program,” we anticipate that this will entail a further revision of both the Outcomes and Assessments of our Institutional/General Education program.

As our efforts and timeline reveal, Cañada College has made an institutional commitment to infusing SLOAC into the life of the college. The college has committed many resources toward this effort: we now have a faculty SLOAC Coordinator with 40% release time; we have administrative support from the Instruction Office; we have a Director of Planning, Research and Student Success; and we have committed to paying adjunct faculty for their efforts towards this initiative. Our data shows that faculty have increased the development of course level SLO’s threefold, faculty have begun assessment and/or reflection in over 60% of courses, and faculty have made plans for curricular and pedagogical changes based on the data they have gathered. In addition, we have assessment workshops multiple times per semester, a user friendly website, and an electronic newsletter to inform faculty and staff of SLOAC activities.

## STUDENT LEARNING OUTCOMES ASSESSMENT CYCLE: STUDENT SERVICES

In June of 2005, all Student Services personnel were invited to the first Student Services retreat, in which they were introduced to various methods of assessment, including Student Learning Outcomes and Service Area Outcomes (SAOs). During the retreat, faculty and staff created drafts of Student Learning Outcomes and Service Area Outcomes as well as mission statements for 38% of the College's student service areas.

In September of 2005, the Vice President of Student Services, Student Service Deans, and many Student Services supervisors attended the SLO Informational Workshop offered by the San Mateo County Community College District SLOAC coordinators at the Marriott Hotel in San Mateo.

In January of 2007 the Learning Center Manager, began working with the Vice President of Student Services to bring Student Services current with SLOs. Since SAOs were no longer being used in California, faculty and managers reviewed SLOs from numerous two and four year schools as well as the leading research on the development of SLOs in Student Services. On February 6, 2008, the Vice President of Student Services, the Dean of Counseling and Enrollment Services, the Dean of the University Center and Academic Support Services, the Learning Center Manager, and the Vice President of Student Services' Staff Assistant met with Paul St. Roseman, of Sakhu and Associates, LLC to discuss how he might assist us in drafting a final report on the work done for the 2008 SLO cycle.

At the February 11 Student Services Supervisory Council meeting, however, the Student Services division determined that with the assistance of the campus Research Analyst in data analysis, the faculty and staff would benefit from having each Student Services program complete the assessment and reflection. Shortly thereafter, many Student Services managers gained insight into how to proceed at the February 29, 2008 *Enhancing the Learning Experience Through Assessment* workshop held for the Northern Region at the College of San Mateo.

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### STUDENT SERVICES SLO/ASSESSMENT RETREAT

Student Services held its SLO/Assessment retreat on March 14, 2008. In a sign of the College's commitment to the process and to widespread participation, student services offices were closed at 11:00a.m., enabling everyone to attend. Forty-five people participated including at least one representative from every program/department except MESA, which reports to the Science/Technology Division.

Student Services developed Student Learning Outcomes centered on the central themes of our work: Critical Thinking, Communication (oral, written or technological), Self-efficacy/Self-advocacy, and



Personal/Community Responsibility. The themes were aligned with specific Institutional SLO as defined by the GE SLO's adopted by the college). Each program chose a theme to assess during the 07-08 cycle, and groups began formulating SLOs for their respective areas.

For our initial cycle, Student Services decided to have every program use a rubric as the assessment tool. After a larger discussion about Bloom's Taxonomy, and affective, cognitive, and psychomotor domains, the groups developed the rubrics.

The retreat evaluations were very positive. 95% of participants indicated that they learned more about SLOs, understood how to assess them in their own areas, and saw the value of engaging in the process. A quarter of participants felt they would have liked more time.

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### SURVEY IMPLEMENTATION

As of April 8, 2008, all programs had completed their SLOs and rubrics. Bart Scott, the College's research analyst, provided guidance for the rubrics. At the Student Services Supervisory meeting, the supervisors determined that many areas would offer their assessments in both English and Spanish. Given the time needed for correct translations, the point-of-entry student assessment began April 21, 2008 and was concluded on May 16, 2008. **100%** of Student Services programs completed their assessments. The resulting data were entered into a spreadsheet and analyzed by the research analyst.

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### REFLECTION

The research analyst met with the Student Services SLO coordinator to go over the results format, and he also attended the Student Services Supervisory Council retreat, held on June 30, 2008. Each program was given the data results for its individual survey, Student Demographic Comparisons for Fall 2005 – 2007, and a compilation of all Student Service SLO results. In October 2006, the college had conducted a Noel Levitz Student Satisfaction Inventory. Questions from that survey that pertained to each SS program were aligned with the results of our student learning outcomes to provide further information. The college plans to repeat this survey in October 2008 so further comparisons and additional information can be deduced.

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### CYCLE COMPLETION

Currently, each program is following the SLOAC Faculty Reflection Form when writing its reflection and plans for next year. These documents may be viewed at <http://www.smccd.edu/accounts/canslo/> With the exception of the Counseling Department, whose full-time counselors are not available in summer, 50% of the



Student Services programs completed its reflection and plans for the 2008-09 academic year by the end of Summer '08.

During August 2008, the Student Services SLO coordinator met with the research analyst to prepare a comprehensive report for all of Student Services including discussion about the survey demographics and SLOs.

At the September 9, 2008 Student Services Supervisory Council meeting, the 2009 cycle plans were discussed and the Noel-Levitz questions were finalized for the 2008 Satisfaction Survey to be administered in October of 2008.

The "Student Services SLOAC Results" are filed at <http://www.canadacollege.edu/inside/accred-oversight/meetings.html>



2007-2008

## 2008 CYCLE OF SLOAC ASSESSMENT FOR STUDENT SERVICES

Program	Mission Statement	SLO written	Assessment Matrix developed	Assessment Completed	Report Written
A & R	X	X	*X	X	
Career Services	Embedded in Counseling	X	*X	X	
Counseling	X	X	*X	X	
DSPS	X	X	*X	X	X
EOPS	X	X	*X	X	X
Financial Aid	X	X	*X	X	
Health / Wellness	X	X	X	X	X
Learning Center	X	X	*X	X	X
Library	X	X	*X	X	X
Matriculation (Testing)	X	X	*X	X	
MESA	X	X	X	X	X
Outreach		X	X	**X	
Psychological Services		X	X	X	
Student Activities	X	X	X	**X	
Transfer Center	Embedded in Counseling	X	X	X	X
TRiO SSS	X	X	*X	X	X
TRiO Upward Bound	X	X	X	X	X
UC & ASS	X	X	X	X	X

\* Spanish translation included

\*\* due to the survey focus, there were a limited number of surveys completed. Their results were not included in the 07/08 SLOAC Results document.



## PROGRESS: STUDENT SERVICES STAFFING PLAN

### Recommendation 4

**To increase institutional effectiveness, the team recommends that a staffing plan for all student support services, including counseling and the library and the learning center is developed with broad collegial input from all areas of the college to ensure that all afternoon and evening, second language learners, on-site, and off-site students are provided quality and equitable access to student support services. (Standards II.B.3.a, II.C.1.a, II.C.1.c, III.A, and III.A.2)**

In response to the January 31, 2008 letter from the ACCJC informing the College that it must address three recommendations from the report of the Visiting Team, the Student Services administrators, supervisors, faculty and staff met to formulate the College's response plan. Additionally, recommendation 4 was discussed at the following meetings to ensure that the ensuing plan was comprehensive:

- Student Services Programs, Departments and Divisions
- Student Services Supervisory Council Meetings
- Student Services Supervisory Council Retreat ([see link to 2008 Retreat Notes](#))

In order to develop the Student Services Staffing Plan, administrators reviewed the College's current and projected student demographics, the current Student Services processes, the College's on-site and off-site services and needs; assessed the status of newly-acquired positions; and discussed the College's additional hiring needs.



## COLLEGIAL INPUT

The Student Support Services Staffing Plan was drafted by Student Services faculty, staff, and administrators. To ensure broad collegial input, a Student Services Staffing Plan Review Committee was convened in July to review the data and preliminary findings. Further, the plan was presented to the following College shared governance bodies early in the fall 2008 semester for input and recommendations:

- College Administrative Council
- College Planning & Budget Committee
- College Council
- College Educational Master Plan Steering Committee
- Academic Senate Governing Council
- Associated Students of Cañada College (ASCC)

The committee includes faculty teaching on campus as well as those teaching off site in programs such as CBET, Distance Education, and in high school concurrent enrollment programs. It also includes key representatives from Counseling and Enrollment Services and Academic Support Services, as well as student representatives. Ongoing modifications to the plan will be made in concert with institutional planning and budgeting processes.

The committee includes:

- Phyllis Lucas-Woods , Vice President of Student Services
- Melissa Raby, Dean of Counseling and Enrollment Services
- Jeanne Gross , Dean of the University Center and Academic Support Services
- Leonor Cabrera , Professor of Accounting
- Margie Carrington , Director of Financial Aid
- Jennifer Castello , Professor of ESL
- Patty Dilko, Professor of ECE
- Linda Haley , Professor of ESL
- Ray Lapuz, Professor of Math
- Thomas Mohr, President
- Martin Partlan, Academic Senate President
- Anniqua Rana, Professor of English and ESL
- Rita Sabbadini, Learning Center Manager
- Michael Stanford , Professor of History
- Kathy Sammut, Professor of Counseling



## IMMEDIATE RESPONSES TO SUMMARY LIST OF FINDINGS

Programs and departments in Student Services have made immediate and concerted efforts to increase services to afternoon/evening, second language, on-and off-site students, and to increase outreach to the broader community. These efforts include new hires, an increase in evening services on and off campus, and increased bilingual support on-line and in person. In addition, as is evidenced in the Educational Master Plan, a new planning council, the Student Services Planning Council, has been recommended to the college this Fall to assess the changes that have been implemented this year in staffing, to continue the detailed analyses we have completed in response to the Letter of Warning, and to be sure that the Student Services plans are integrated with all other college-wide plans.



## STUDENT SERVICES 2007-2008

The needs of all students, including afternoon, evening, and weekend students are typically addressed through the services listed in the table below. In response to our newly adopted Educational Master Plan and integrated planning cycles, the College's recently hired Director of Planning, Research and Student Success, Gregory Stoup, is currently assessing how well these services meet the needs of our students. His analysis of the qualitative and quantitative data as it relates to the College's Educational Master Plan (<http://canadacollege.net/inside/ed-master-plan/index.html>) will guide adjustments and changes in processes and personnel in Student Services.

Service	AM	PM	Weekend
ADMISSIONS & RECORDS OFFICE	X	M – TH 4:30-8:00	
ASSESSMENT CENTER	X	AS NEEDED	AS NEEDED
BUSINESS SKILLS CENTER	X	M – TH 4:30-10:00	WHEN COURSES ARE IN SESSION, OTHER ROOMS ARE USED
CAFETERIA/FOOD SERVICE	X	M – TH UNTIL 8:00	
CAMPUS SECURITY		M – TH	X
CASHIER'S OFFICE	X	AS NEEDED	
COLLEGE BOOKSTORE	X	M – TH UNTIL 9:00	
COUNSELING CENTER	X	M – TH UNTIL 8:00	First Sat. of the semester 9 - 3
DISABLED STUDENTS PROGRAMS AND SERVICES (DSP&E+S) ALT MEDIA	X	ON ROTATION AS NEEDED	
EXTENDED OPPORTUNITY PROGRAMS & SERVICES (EOPS)/COOPERATIVE AGENCIES RESOURCES FOR EDUCATION (CARE)	X	M: UNTIL 7PM; T- TH: UNTIL 6PM F: UNTIL 4:30PM	AS NEEDED
EVENING ADMINISTRATIVE ASSISTANT		X	X
FINANCIAL AID OFFICE	X	T & W UNTIL 8:00	
HEALTH CENTER	X	M – TH UNTIL 8:00	
LEARNING CENTER	X	M – TH UNTIL 8:00	
LIBRARY	X	M – TH UNTIL 8:00	
PSYCHOLOGICAL SERVICES	X	T – TH until 7:00	



## ACTIVITIES IMPLEMENTED SINCE THE OCTOBER 2007 ACCJC VISIT

In response to the ACCJC Report of 2007, Student Services identified activities to serve off-site, evening and ESL students, many of which are listed in the chart below. The assessment of the impact of these activities on students and Student Services will be addressed by the proposed Student Services Planning Council in collaboration with the college researcher and integrated with the Student Learning Assessment Cycle. The College's plans and analysis may be found at <http://canadacollege.net/inside/slo/plans.html>.

Activity	AM/PM & WKD	ESL Students	Distance Ed	Off-site
1. Super Saturday, a registration day held on May 17, 2008 in Downtown Redwood City included placement testing/ assessment, counseling, financial aid information and applications assistance, and registration. Plan to repeat in Fall 2008 for Spring 2009 semester. (link to flyer)	x	x		x
2. E-Counseling offering counseling services to students on- line begins Fall 2008	x	x	x	x
3. Appointments available for Assessment Testing, Counseling, and Tutoring available on-line. (dates, links)	x	x	x	x
4. In-person counseling in English and Spanish offered on as-needed basis to off-campus sites. Fall 2008.	x	x		x
5. Development of Student Services Information packet for off-site faculty; contains descriptions of the services (including bilingual) provided by Counseling, Enrollment Services, EOPS, DSPS, Financial Aid, Learning Center, the Library and other student supportive services. Fall 2008		x		x
6. On-site counseling session and math tutoring for County of San Mateo Accelerated Degree program as it nears goal of offering necessary coursework toward the AA in University Studies, and revised associates degrees. Fall 2008	x			x
7. Financial Aid "I Can Afford College" promotions – one at the Hotel Sofitel for the Chicana Latina Foundation and one at the HP Pavilion during a local hip-hop concert. (dates, flyers)		x		x
8. Financial Aid High School Parent Night – at Sequoia High School and Burlingame HS (for Latino parents). (dates, flyers)		x		x



Activity	AM/PM & WKD	ESL Students	Distance Ed	Off-site
9. Financial Aid "Cash for College Workshop" in January and February (evening and Saturday). (flyers)	x	x		
10. Enrollment Services event, Midnight Madness, on August 1, 2008 offered full enrollment services to serve students with difficulty completing registration services during normal business hours. Plan to repeat annually. (flyers)	x	x		
11. Priority Enrollment Services (PEP) including Orientation, Financial Aid presentations, and Placement Testing held on Saturdays for graduating Seniors. (date/ link to flyers)	x	x		
12. Expanded Outreach Information Sessions. (See Attached Matrix)*	x	x		x
13. A Spanish Bilingual Instructional Aide II has been trained to administer placement tests on an as-needed basis at Menlo Park OICW Center.	x	x		x
14. Saturday Financial Aid FAFSA Workshop. *	x	x		
15. Associated Students of Cañada College Evening Event (date/ flyer?)	x			
16. Information competency workshops and classes in English/Spanish for off-site locations. Fall 2008	x	x		x
17. EOPS/CARE has translated all of its materials into Spanish*; materials include admission application, brochures, orientation presentations (currently working on translating its website in its entirety to Spanish).	x	x	x	x
18. Added 6 hours of Saturday Counseling	x			

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\* Continued from before ACCJC visit in 2007



## ACTIVITIES IDENTIFIED TO IMPROVE STUDENT SERVICES TO BE IMPLEMENTED 08-09

To further support off-site, evening and ESL students, Student Services plans to implement the following activities in 2008/2009. The proposed Student Services Planning Council will assess the effectiveness of these activities using student and faculty surveys, focus groups and longitudinal data.

Activity	AM/PM & WKD	ESL Students	Distance Ed	Off-site
1. Development of Summary of Student Services Best Practices, Trends, and Directions (including a review of how other colleges provide services at off-site locations) at the conclusion of the Annual Student Services Summer Retreats. Fall 2008				
2. Development and administration of Student Survey Questionnaire to identify students' needs for additional services. Fall 2008. Analysis of survey data gathered and modification of services provided. Spring 2009.	x	x	x	x
3. Updating and appropriate linking of all Student Services websites as part of 2008-09 College plan to address College website.	x	x	x	x
4. Survey of students and provision of appropriate evening events every semester.	x	x		



## COUNSELOR OFF-SITE ASSIGNMENTS

Additionally, to meet the needs of off-site students, counselors have been assigned to the following locations:

Assignment		Total Hours
<i>East Palo Alto Academy</i>	<i>Teach a 3 unit Career Course (CRER 140 in Fall, and CRER 137 in spring), counsel students for 2 hours per week providing orientation and information about programs and services at the College, also acts as liaison with faculty</i>	5
<i>Carlmont HS</i>	<i>Teach 3 unit CRER 137 (fall) providing instruction and support for students in the Academy Program</i>	3
<i>Woodside HS</i>	<i>Counseling support for students in HSCI 115; liaison with students and faculty</i>	5
<i>E-counseling (on-line counseling)</i>	<i>E-counseling services will begin Fall 2008 providing counseling to students via Internet and phone conversations</i>	5
<i>Total Hours per Week</i>		18

In addition, through the "PreSchool for All" grant, the Early Childhood Education/Child Development (ECE/CD) Program Services Coordinator meets with ECE/CD majors in East Menlo Park where ECE/CD courses are held, on a bi-monthly basis. She advises the students on their student education plans, courses required for the ECE certificate and degree, four year transfer requirements for the Child and Adolescent Development program at SFSU, and reviews the matrix requirements for the Child Development Permit to meet the minimum requirements for specific employment positions within the ECE/CD field.



## BILINGUAL/EVENING COUNSELING

In response to the need for bilingual student support for evening students, bilingual counselors have been scheduled in the late afternoon and evening. The College plans to assess the impact of this change and add more bilingual counseling support according to student needs. "E+S" indicates faculty/staff member is Spanish Bi-lingual and "E" indicates faculty/staff member does not speak Spanish.

Time	Mon	Tues	Wed	Thurs	Fri	Sat
8	1 E	1 E (EOPS) 1 E+S	(EOPS) 1 E+S		(EOPS) 1 E+S	
9	3 E 2 E+S	3 E 1 E+S (EOPS) 2 E+S	1 E 1 E+S (EOPS) 2 E+S	1 E 1 E+S (EOPS) 1 E+S	2 E 2 E+S (EOPS) 1	
10	3 E 2 E+S (EOPS) 1 E+S – 10:30	3 E 1 E+S (EOPS) 1 E+S	1 E 1S (EOPS) 2 E+S	1 E 1 E+S (EOPS) 2 E+S	2 E 2 E+S (EOPS) 1 E+S	
11	4 E 2 E+S (EOPS) 1 E+S	3 E 1 E+S (EOPS) 2 E+S	1 E 1 E+S (EOPS) 2 E+S	2 E 1 E+S (EOPS) 1 E+S	2 E 2 E+S (EOPS) 1 E+S	
12	4 E 2 E+S (EOPS) 1 E+S	3 E 1 E+S (EOPS) 2 E+S	1 E 0 E+S (EOPS) 2 E+S	2 E 1 E+S (EOPS) 2 E+S	2 E 2 E+S (EOPS) 1 E+S	
1	3 E 2 E+S (EOPS) 2 E+S	3 E 2 E+S (EOPS) 2 E+S	2 E (EOPS) 2 E+S	2 E 1 E+S (EOPS) 2 E+S	2 E 2 E+S (EOPS) 1 E+S	
2	2 E 2 E+S (EOPS) 2 E+S	3 E 2 E+S (EOPS) 1 E+S	2 E 2 E+S (EOPS) 1 E+S	2 E 1 E+S (EOPS) 2 E+S		
3	0 E 2 E+S (EOPS) 2 E+S	4 E 2 E+S (EOPS) 1 E+S	2 E 2 E+S (EOPS) 1 E+S	3 E 1 E+S (EOPS) 2 E+S		
4	1 E+S (EOPS) 2 E+S 1 E+S *	2 E 2 E+S (EOPS) 1 E+S – until 4:30	2 E 2 E+S (EOPS) 1 E+S – until 4:30	3 E 1 E+S 1 E+S * (EOPS) 2 E+S – until 4:30 (EOPS) 1 E+S beginning 4:30		
5	1 E 1 E+S (EOPS) 2 E+S 1 E+S *	3 E 1 E+S	2 E 1 E+S	3 E 1 E+S (EOPS) 1 E+S 1 E+S *		
6	1 E 1 E+S 1 E+S * (EOPS) 2S	3 E 1 E+S	2 E 1 E+S	1 E 1 E+S 1 E+S *		
7	1 E 1 E+S *	3 E	2 E	1 E 1 E+S 1 E+S *		

\*Indicates increased services since October 2007 ACCJC visit.



**BILINGUAL/EVENING SUPPORT IN ADMISSIONS AND RECORDS**

A new Admissions and Records Assistant (Spanish bilingual) was hired at .60 (22.5 hrs/wk) to provide evening information, admissions, registration, and enrollment services at the Enrollment Services front counter. This doubles the evening staff. "E+S" indicates faculty/staff member is Spanish Bi-lingual, and "E" indicates faculty/staff member does not speak Spanish. There is at least one bilingual staff member scheduled to work at all times.

Time	Mon	Tues	Wed	Thurs	Fri	Sat
8	3 E 1 E+S	3 E 1 E+S	3 E 1 E+S	3 E 1 E+S	3 E 2 E+S	
9	3 E 1 E+S	3 E 1 E+S	3 E 1 E+S	3 E 1 E+S	3 E 2 E+S	
10	3 E 1 E+S	3 E 1 E+S	3 E 1 E+S	3 E 1 E+S	3 E 2 E+S	
11	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	
12	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	
1	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	
2	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	3 E 2 E+S	
3	3 E 3 E+S*	3 E 3 E+S*	3 E 3 E+S*	3 E 3 E+S*	3 E 2 E+S	
4	3 E 3 E+S*	3 E 3 E+S*	3 E 3 E+S*	3 E 3 E+S*	3 E 2 E+S	
5	2 E+S*	2 E+S*	2 E+S*	2 E+S*		
6	2 E+S*	2 E+S*	2 E+S*	2 E+S*		
7	1 E+S	1 E+S	1 E+S	1 E+S		
8						

\*Indicates increased services since October 2007 ACCJC visit.



### BILINGUAL/EVENING SUPPORT IN LIBRARY

Since October 2007 the Library has increased its services by 0.2 FTE from 1.8 to 2.0 through the hiring of a second full time librarian who will begin in January 2009. **For the first time in over five years, the library will have two full time librarians.** The new librarian, who is bilingual in Spanish and English, is experienced in serving second language learners and distance learners. Until the new FT librarian begins we have filled the position with a one-semester, full-time leave replacement.

Time	Mon	Tues	Wed	Thurs	Fri	Sat
8	1 E 2 E+S	2 E 1 E+S	1 E 2 E+S	2 E 1 E+S	1 E 2 E+S	
9	1 E 2 E+S	2 E 1 E+S	1 E 2 E+S	2 E 1 E+S	1 E 2 E+S	
10	1 E 2 E+S	2 E 1 E+S	1 E 2 E+S	2 E 1 E+S	1 E 2 E+S	
11	2 E 2 E+S	3 E 1 E+S	2 E 2	3 E 1 E+S	3 E 2 E+S	
12	2 E 2 E+S	3 E 1 E+S 1 E+S*	3 E 1 E+S 1 E+S*	3 E 1 E+S	3 E 2 E+S	
1	3 E 1 E+S 1 E+S*	3 E 2 E+S	3 E 1 E+S	3 E 1 E+S 1 E+S*	3 E 1 E+S	
2	3 E 1 E+S 1 E+S*	3 E 2 E+S	3 E 1 E+S	3 E 1 E+S 1 E+S*	3 E 1 E+S	
3	2 E 2 E+S	1 E 2 E+S	2 E 1 E+S	2 E 1 E+S 1 E+S*		
4	2 E	1E 1 E+S	2 E	1E 1 E+S		
5	2 E	1E 1 E+S	2 E	1E 1 E+S		
6	2 E	1E 1 E+S	2 E 0 E+S	1E 1 E+S		
7	2 E	1E 1 E+S	2 E	1 E 1 E+S		
8						

\*Indicates increased services since October 2007 ACCJC visit.



**BILINGUAL/EVENING SUPPORT IN LEARNING CENTER**

With the hiring of a .66 Instructional Aide II and a bilingual MESA program assistant, the Learning Center has been able to shift staff in order to offer tours, orientations, workshops, and additional tutoring support until 8pm Monday through Thursday. Additionally, workshops and orientations are provided for 8pm to 10pm classes as requested.

“E+S” indicates faculty/staff member is Spanish Bi-lingual, and “E” indicates faculty/staff member does not speak Spanish. There is at least one bilingual staff member scheduled to work at all times.

Time	Mon	Tues	Wed	Thurs	Fri	Sat
8	1 E 1 E+S 1 E+S*	2 E 1 E+S 1 E+S*				
9	2 E 2 E+S 2 E+S*	3 E 2 E+S 2 E+S*				
10	2 E 2 E+S 2 E+S*	3 E 2 E+S 2 E+S*				
11	2 E 2 E+S 2 E+S*	3 E 2 E+S 2 E+S*	2 E 2 E+S 2 E+S*	2 E 2 E+S 2 E+S*	3 E 2 E+S 2 E+S*	
12	3 E 2S 1 E+S*	3 E 2 E+S 1 E+S*	3 E 3 E+S 1 E+S*	3 E 3 E+S 1 E+S*	3 E 3 E+S	
1	2 E 3 E+S	3 E 3 E+S	2 E 3 E+S	3 E 3E +S	3 E 3 E+S	
2	2 E 3 E+S	3 E 3 E+S	2 E 3 E+S	3 E 3 E+S	3 E 3 E+S	
3	3 E 3 E+S					
4	2 E 2 E+S	1 E 2 E+S	1 E 2 E+S	2 E 2 E+S		
5	2 E 1S	1 E 1 E+S 1 E+S*	1 E 1 E+S*	2 E 1 E+S		
6	2 E 1 E+S	1 E 1 E+S 1 E+S*	1 E 1 E+S*	2 E 1 E+S		
7	2 E 1 E+S	1 E 1 E+S 1 E+S*	1 E 1 E+S 1 E+S*	1 E 1 E+S		
8						

\*Indicates increased services since October 2007 ACCJC visit.



## NEW HIRES

After an in-depth assessment of student needs through Program Review of the Learning Center ([http://canadacollege.edu/inside/program\\_review/learning-center-program-review-0203.pdf](http://canadacollege.edu/inside/program_review/learning-center-program-review-0203.pdf)) and the Library ([http://canadacollege.edu/inside/program\\_review/Library-Program-Review-0102-0304.pdf](http://canadacollege.edu/inside/program_review/Library-Program-Review-0102-0304.pdf)), as well as consultation with Admissions and Records and Counseling, key personnel and system needs were identified to improve and increase the services provided to afternoon and evening, off-site and ESL students.

To increase the effectiveness of student support off-campus, in the afternoon and evenings and to provide bilingual support in Spanish, Student Services has filled several positions within the last year and will fill more positions in the fall 2008. The following is a list of the Student Services positions which have been filled or approved for hiring and the impact each will have toward providing quality and equitable student access to support services. Of particular note is that seven of the nine positions have been filled by individuals who are bilingual (English/Spanish). In relation to the development of new planning cycles, the impact of all changes will be assessed for their ability to meet the needs of afternoon and evening, off-site and ESL students.

## FACULTY

1. .80 Adjunct Counselor (Counseling) – is needed to provide counseling and orientation at off-site locations and for on-campus evening services for second language learners. This position will create *an increase of 24 student contact hours* as well as improving the on-line orientation for off-campus students <http://canadacollege.edu/admissions/orientation.html>. The detail assignments for this Counselor are listed below:

	Assignment	Total Hours
<i>Evening On-Campus</i>	<i>Spanish/Bilingual counseling will be provided to second language learners three evenings a week, four hour shifts. This will ensure adequate Spanish speaking counseling coverage.</i>	12
<i>Job Train (WIA)</i>	<i>Provide counseling and orientation to students at Job Train location four hours, every other week. Review progress and complete Student Educational Plans (SEP), provide career guidance.</i>	4 (every other week)
<i>San Mateo County Office</i>	<i>Counsel students in the accelerated degree program providing information on services and program requirements, completing SEPs</i>	4 (every other week)
	<i>Additional 8 hours per week will be used to meet the needs of off-campus sites on a rotating cycle.</i>	8
<i>Menlo-Atherton HS Sequoia HS</i>	<i>Classroom presentations, counseling meetings and other outreach events; liaison to faculty if classes are offered.</i>	
<i>CBET Locations</i>	<i>Classroom presentations, promotion of College's services and program orientations.</i>	
<i>Coastside</i>	<i>Provide counseling and SEP one day a month to students in Half Moon Bay and Pescadero.</i>	
<i>EPA Phoenix/Aspire Academy</i>	<i>New school; concurrent classes will be offered beginning fall 2008, counselor will act as liaison with students and faculty regarding programs and services.</i>	
<i>Total Hours per Week</i>		24



2. Basic Skills Counselor – provides bilingual (English/Spanish) general counseling services as part of Basic Skills Student Retention Programs. As a collaborative player in the “Crossing Borders” learning communities, the counselor will teach five new sections of college success courses and provide added support to the basic skills students and ESL students in the program.  
<http://canadacollege.net/crossingborders/>
3. 1.0 Counselor– provides bilingual general counseling services with increased off-site and evening services.
4. 1.0 EOPS/CARE Counselor– provides bilingual (English/Spanish) counseling services to EOPS students.
5. 1.0 Reference & Instruction Librarian (New) – provides afternoon and evening bilingual (English/Spanish) Reference Librarian and instructional services.

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CLASSIFIED

1. .60 Admissions & Records III (New) – provides evening information, admissions, registration, and enrollment bilingual services at the Enrollment Services front counter.
2. .66 Instructional Aide II (New) – provides evening coordination and bilingual (English/Spanish) tutorial assistance in Learning Center.
3. .80 Library Support Specialist (New) – improves collection development processing ability and web page design/links. This position was created to assist evening, off-site and ESL students to use on-line Library resources.
4. Office Assistant II (Information Desk) (New) – provides information at One-Stop Center entry point; provides College phone directory information.
5. .60 Financial Aid Assistant (BFAP Funds) (New) – provides bilingual information and assistance; assists with services at off-site locations.
6. .52 Office Assistant II (DSPS) (New)—assists with providing information and services for disabled students

HIGHLIGHTS OF THE IMPACT OF NEW HIRES

- *Increase of 24 Hours of off-campus and evening student contact hours with counselor*
- *One Bilingual Reference Librarian*
- *Bilingual support in Career Center in the evening*
- *Increased EOPS/CARE bilingual counseling*
- *Increase in bilingual intrusive counseling for Basic Skills Students*
- *Increase in bilingual and evening support in Admissions, Records and Enrollment Services*
- *Library Support Specialist to improve web-based support for off-site and ESL students.*  
<http://canadacollege.net/librarian/web/esl.html>
- *Expand Financial Aid Services to off-site locations and web-based orientations.*



## FUTURE PLANNING

Student Services examined the Accreditation Team’s recommendation for a Student Services Staffing Plan and analyzed data from the Student Demographic Comparisons Fall 2005 – Fall 2007, Program Review documents, and the 2007 – 2008 Student Services SLOAC Survey Results, among other sources to, identify student equity and access concerns as well as the appropriate Classified and Faculty positions to address the needs. This information will be used as part of Position Justifications for the 2008 – 2009 College planning and resource allocation processes.

With the current California budget crisis, Student Services recognizes that the College’s resource allocation is likely to be severely limited, and, consequently, new hiring is likely to be minimal. The College intends to meet the needs of students as through scheduling changes, eCounseling, testing and other online services as the digital technology is further developed.

Finally, the proposed Student Services Planning Council will continue the detailed analyses of student services, developing an overarching Student Services Plan that will be based upon Program Reviews and will contain assessments of all action plans. The Student Services Planning Council will be responsible for integrating the Student Services Plan with all other college wide plans.



## DISTRICT RESPONSE

In addition to the three recommendations that the college was asked to respond to by October 15, the Letter of Warning asked the District to respond to three additional recommendations. Although the District response is not due until October 2009, it is important to the District that the commission remains aware of their current progress. The report of the resolution of each District recommendation, the progress in addressing the resolution and what further plans are made to address each recommendation are presented below.

### PROGRESS: INCLUSION OF THE PRODUCTION OF SLO'S IN EVALUATION PROCEDURES

#### District Recommendation 6

**The team recommends that the District develop and implement appropriate policies and procedures that incorporate effectiveness in producing student learning outcomes into the evaluation process of faculty and others directly responsible for student progress toward achieving stated student learning outcomes. (Standard III.A.1.c).**

**Resolution of the Recommendation:** The Trust Committee will be reconstituted during the Fall 2008 and its task is to revise the faculty evaluation procedures and tools: Tenure Review Evaluation Forms, Regular Faculty Evaluation Forms and Adjunct Faculty Evaluation Forms. As a part of this process, the incorporation of the production of student learning outcomes in the faculty evaluation will be discussed and hopefully negotiated with AFT. The Trust Committee will consist of administrative representation from all three colleges and both full-time and part-time faculty representation from AFT and the College Academic Senates. In addition, during the 08-09 academic year, the District will propose to CSEA consideration of a way to incorporate accreditation standard for production of SLOs a part of the performance evaluation for those classified employees who impact student learning. The District will address applicable management positions to include the production of SLO's in the performance evaluation for their areas of responsibility.

**Evidence of Results and Analysis of the Results Achieved To Date:** Formation of the Trust Committee to address this recommendation.

**Additional Action:** The Trust Committee will be charged to revise the faculty evaluation tools: Tenure Review Evaluation Forms, Regular Faculty Evaluation Forms and Adjunct Faculty Evaluation Forms and to consider incorporating the production of student learning outcomes in the evaluation tools. The District will propose to the CSEA a way to modify the performance evaluation tool to address the production of student learning outcomes for those classified positions that impact student learning outcomes. Management performance evaluation tools also will be revised.



## PROGRESS: RULES AND REGULATIONS FOR EVALUATING COLLEGE PRESIDENTS

### District Recommendation 7

**In order to fully meet Standards regarding district evaluation procedures, while the district has clearly defined rules and regulations for the hiring and evaluation of the chancellor, that same clarity of process should be extended to evaluating college presidents, therefore the district should develop rules and regulations for the evaluation of college presidents. (Standards IV.B, B.1.j)**

**Resolution of the Recommendation:** On June 11, 2008, the Board of Trustees added Rules and Regulations Section 2.03, College President (see immediately below) to address evaluation of the College Presidents. In July, 2008, the annual evaluation of the Presidents was conducted in accordance with this new policy.

**Evidence of Results and Analysis of the Results Achieved To Date:** The newly adopted policy and completion of one cycle of annual evaluation of the Presidents is the evidence of results.

**Additional Action:** No additional action is necessary.

### 2.03 College President

1. The Board of Trustees and Chancellor shall employ a President at each of the three Colleges within the District.
2. The Chancellor shall delegate to each College President the executive responsibility for leading and directing the College operations including Administrative Services, the Office of the President, the Office of the Vice President of Instruction, the Office of the Vice President of Student Services, Research, Marketing, and Public Relations.
3. The College President shall establish administrative procedures necessary for the operation of the College.
4. The College President shall perform all duties specifically required or assigned to him/her by the statutes of the State of California, by the Chancellor and by the Board of Trustees of the San Mateo County Community College District.
5. The College President will be evaluated by the Chancellor and Board of Trustees annually based upon goals previously established and agreed upon by the Chancellor, Board of Trustees and the College President and in accordance with any other provision of the Contract for Employment for College President.
6. The compensation of the College President shall be in accordance with the pay schedule established for the College President and placement of the salary in the range shall be made by mutual consent between the Chancellor and the College President.

(7/08)



**PROGRESS: EVALUATION OF RULES AND REGULATIONS/DELINEATION OF FUNCTION**

**District Recommendation 8**

**In order to fully meet Accreditation Standards and improve effectiveness of evaluation in the college and district, it is recommended that:**

- a. **The board of trustees should regularly evaluate its “rules and regulations” and revise them as necessary. (Standard IV.B.1.e)**
- b. **The district and colleges should collaborate to implement a process to regularly evaluate the delineation of functions and widely communicate those findings in order to enhance the college’s effectiveness and institutional success. (Standard IV.B.3.g)**

**Resolution of the Recommendation 8a:** On August 13, 2008, the Board of Trustees adopted the amended version of District Rules and Regulations Section 2.08 (see immediately below), which establishes a two-year schedule for review of each of the eight chapters in Rules and Regulations. In collaboration with the Academic Senate, a decision was made to start with Chapter Six (Academic Programs) due to the fact that a number of changes in Title V have been made recently that require changes in the District policies. This Chapter has been under review by the Academic Senate since April, 2008.

The District also contracted with the California Community College League for its Policy and Procedures Update Service. This service provides a model set of policies and a regular update service. This service will be consulted for all reviews of District Rules and Regulations.

**Evidence of Results and Analysis of the Results Achieved To Date:** The District Academic Senate has completed its review of 19 sections of Chapter Six (out of total of 33 sections) and granted its approval for the amendment of 14 sections and the deletion of four policies. One additional section was found not to need amendment. The results of the Academic Senate’s review will be presented to the District Shared Governance Council in mid September for information and will be presented to the Board of Trustees for approval on September 24, 2008.

The remaining sections of Chapter Six continue to be reviewed by the Academic Senate; it is expected that these sections will be ready for Board approval in October or November, 2008.

**Additional Plans:** District Staff has also started a preliminary review of Chapter Seven; it is expected that this Chapter will be ready for Academic Senate and administrative review in late October, with a goal to gain Board approval by the end of the calendar year. When staff concludes its preliminary review of Chapter Seven, it will begin work on Chapter Five, as called for in the newly revised policy 2.08.



## 2.08 Rules and Regulations

1. The Rules and Regulations adopted by the Board for the District have been written to be consistent with the provisions of law, but do not encompass all laws relating to the District's activities. All District employees shall be expected to know and shall be held responsible for observing all provisions of law pertinent to their activities as District employees.
2. Any rule or regulation may be suspended by a majority vote of the Board, which vote shall be taken by roll call and shall be entered in the minutes of the meeting.
3. The Rules and Regulations governing the District may be amended by a majority vote of the Board at any meeting. Amendment shall be made by repeal of the existing rule and, if required, the enactment of a new rule.
4. Additions, amendments, or deletions in Rules and Regulations which directly affect students or staff members are ordinarily introduced for first reading at one Board meeting and acted on at a subsequent meeting.
5. The Board will review and update each chapter of Rules and Regulations on the following two-year schedule:  
  
Fiscal Year 1, Quarter 1: Chapter 6  
Fiscal Year 1, Quarter 2: Chapter 7  
Fiscal Year 1, Quarter 3: Chapter 5  
Fiscal Year 1, Quarter 4: Chapter 4  
Fiscal Year 2, Quarter 1: Chapter 3  
Fiscal Year 2, Quarter 2: Chapter 2  
Fiscal Year 2, Quarter 3: Chapter 1  
Fiscal Year 2, Quarter 4: Chapter 8
6. District Rules and Regulations Section 2.06 assigns responsibility to the Academic Senate to advise the Board on eleven different areas of "academic and professional" matters. Rules and Regulations changes which impact any of the eleven areas will be reviewed by the Academic Senate prior to being sent to the Board for approval.
7. District Rules and Regulations Section 2.09 assigns responsibility to the District Shared Governance Council (DSGC) to advise the Board on nine different governance matters. Rules and Regulations changes which impact any of these nine areas will be reviewed by the DSGC before being sent to the Board for approval.
8. District Rules and Regulations will be posted on the District's website.
9. Administrative procedures implementing Board-adopted policies shall be developed by designated administrators subject to approval of the Chancellor. Procedures shall be consistent with and not in conflict with policies adopted by the Board.

Reference: Education Code 70902

(Rev.8/08)



**Resolution of the Recommendation 8b:** The District Accreditation Coordination Committee, consisting of members from the Colleges and the District Office, reviewed this recommendation and met on August 13 to review the proposed process for evaluating the delineation of functions using the “function map” created for the 2007-2008 accreditation self-study (Standard IV.B.3.g), see proposal immediately below. The process will require the Colleges and District to review the function map on a regular basis so that findings can be documented and communicated widely in order to enhance the college’s effectiveness and institutional success.

**Evidence of Results and Analysis of the Results Achieved To Date:** The proposed process below is evidence of results.

**Additional Action:** Following approval (and the proposal is being vetted this semester) of the attached proposed process, the evaluation of the delineation of functions will begin in February 2010 and the results of this review will be widely communicated to the College community.

#### Proposed Process for Evaluating Delineation of Functions

##### Background

In the 2007-2008 Accreditation Self Studies, the three Colleges incorporated a Function Map, which had been developed and adopted by the District Accreditation Coordination Committee\* based on the Accrediting Commission for Community and Junior Colleges (ACCJC) policy directives. The Function Map was reviewed by the District Shared Governance Council in April 2007 and was later adopted by the Chancellor’s Council. At the conclusion of the 2007 Accreditation site visits, one of the recommendations from ACCJC states that

*“The district and colleges should collaborate to implement a process to regularly evaluate the delineation of functions and widely communicate those findings in order to enhance the college’s effectiveness and institutional success. (Standard IV.B.3.g)”.*

The District Accreditation Coordination Committee met on Wednesday August 13, 2008 to address this recommendation. The committee recommended that the Colleges and the District review the Delineation of Functions Agreement every three years with the first round of review commencing during the spring 2010 semester and before the three Colleges Mid-term Accreditation Report period (Reports due to the Commission Oct 15, 2010). The committee further recommended that a committee, tentatively named “Delineation of Functions Review Committee” (DFRC) be established that coordinates the Districtwide delineation of function review efforts, including communicating findings and seeking approval.

##### Process

The District Accreditation Coordination Committee proposes that the following **review process** be adopted by the College Councils and the District Shared Governance Council (DSGC)\*\*:

February 2010 – each College Council appoints a representative to the Delineation of Functions Review Committee (DFRC) and begins review of the Delineation of Functions at the College level.

Mid-spring 2010 - DFRC convenes to communicate the findings made by the individual College Councils and to prepare one coordinated response. The results of their work will be sent back to both the College Councils and the District Shared Governance Council for review and information and dissemination to their respective constituents. Following the review, the findings will be forwarded to the Chancellor for adoption by the Chancellor’s Council.

Fall 2010 – findings are widely communicated to the Colleges and the District Office for the purpose of enhancing the institution’s effectiveness and success.

Spring 2013 - the next review process convenes and will continue on a three-year cycle.

\*Consisting of College and District Accreditation Liaison Officers (ALOs) and Self-Study Co-chairs.

\*\* Board Policy 2.09 District Shared Governance Council, section 5.c “Appropriate roles and involvement in accreditation.”



## CONCLUSION

Cañada College has engaged in collegial and extensive assessment, planning and resource allocation in order to fully address the three recommendations received from ACCJC. In our concerted effort to respond to each recommendation we have:

- Adopted an Education Master Plan to lead us into an era of integrated, cyclical planning and assessment
- Created faculty-centered processes that embrace SLOAC and institutionalize the cycle into the life of the college
- Increased the number of courses with SLO's three fold.
- Developed staffing of student support services to provide equitable support to evening, off-site and second language learners enrolled at Cañada College.

In a clear effort to respond immediately to the recommendations made by ACCJC, San Mateo Community College District has, as recommended:

- Developed and implemented new rules and regulations regarding College President evaluation
- Developed new rules and regulations regarding the timely review of rules and regulations
- Proposed a process to regularly review the delineation of functions between the District and the Colleges
- Developed processes to attempt to negotiate the inclusion of the production of SLO's in the evaluation procedures of faculty and staff.



# **FOLLOW-UP REPORT**

**Submitted by**

**College of San Mateo**

**1700 West Hillsdale Boulevard**

**San Mateo, California 94402**

**to**

**Accrediting Commission for Community and Junior Colleges**

**Western Association of Schools and Colleges**

**October 15, 2008**

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# CERTIFICATION OF INSTITUTIONAL *FOLLOW-UP REPORT*

## COLLEGE OF SAN MATEO

OCTOBER 15, 2008

To: Accrediting Commission for Community and Junior Colleges, Western Association of Schools and Colleges

From: College of San Mateo  
1700 West Hillsdale Boulevard  
San Mateo, California 94402

This institutional *Follow-Up Report* is submitted to fulfill the requirements from the January 31, 2008, letter to the President of College of San Mateo.

We certify that there were opportunities for broad participation by the campus community, and we believe that the *Follow-Up Report* accurately reflects the nature and substance of College of San Mateo.

Signed

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Richard Holober, President, Board of Trustees, San Mateo County Community College District

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Ron Galatolo, Chancellor, San Mateo County Community College District



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Michael E. Claire, President, College of San Mateo



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Susan Estes, Vice President of Instruction, Accreditation Liaison Officer



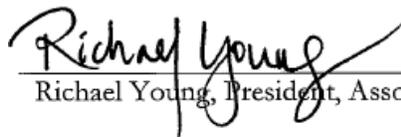
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Diana Bennett, President, Academic Senate



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Ulyses E. Guadamuz, Classified Staff Representative



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Richael Young, President, Associated Students

## STATEMENT ON REPORT PREPARATION

### IMMEDIATE RESPONSE TO THE JANUARY 31<sup>ST</sup> LETTER FROM ACCJC

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College of San Mateo (CSM) responded immediately to receiving the January 31, 2008, letter stating that the Accrediting Commission for Community and Junior Colleges had acted to place the College on Warning status. On February 6, 2008, President Michael Claire sent an all-college email notifying the campus community that CSM had been placed on Warning, that the College “remains accredited during this period,” that the recommendations heavily focused on planning processes and the need for an Educational Master Plan, and that the College would be required to complete two reports, the first one by October 15, 2008, and the second one by October 15, 2009. In February the President announced the formation of an Accreditation Oversight Committee and the decision to hire Maas Companies as a consultant to assist in the continued development of the *Educational Master Plan*.

### ACCREDITATION OVERSIGHT COMMITTEE

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#### Background

During February CSM's President formed an Accreditation Oversight Committee, chaired by the Accreditation Liaison Officer, to assume the responsibilities of the Accreditation Steering Committee, which had been formed to coordinate the College's *Self Study*.

It is comprised of President's Council whose members include:

- President of the College;
- Vice President of Instruction (the Accreditation Liaison Officer and chair of the Accreditation Oversight Committee);
- Vice President of Student Services;
- Dean of Administrative Services;
- Academic Senate President (and faculty co-chair of the Educational Master Plan Committee);
- Public Information Officer;

- KCSM General Manager;
- Dean of the Office of Planning, Research, and Institutional Effectiveness; and
- Coordinator of Planning from the Office of Planning, Research, and Institutional Effectiveness, a faculty position.

In addition, the Accreditation Oversight Committee's membership was augmented with the Vice President of the Academic Senate (President of the Academic Senate, effective Fall 2008); a dean serving as co-chair of the Educational Master Plan Committee; a classified staff member; and a faculty representative from the American Federation of Teachers (AFT), the faculty union.

On March 10, the chair of the Accreditation Oversight Committee informed the campus community by email that the committee had been formed to "ensure that CSM is quickly responding to the recommendations stated in the report received from the Commission." The Accreditation Oversight Committee has met from March through September and will continue to meet in this iteration as constituted this fall.

To promote open, genuine, inclusive communication, information about the work of the committee has been available to the entire College community through the Accreditation Oversight Committee's website at <http://collegeofsanmateo.edu/accredinfo/>.

The website includes the following sections and links:

- Overview;
- Committee Membership;
- Meeting Agendas;
- Meeting Summaries (specific information about the work of the committee);
- Work Plan Updates;
- Email Notices;
- Communication from ACCJC;
- Links;
- Documents and Downloads;
- Summer Institutional Planning Projects;
- Contact Us; and
- *Follow-up Report* and Supporting Documentation.

### *Purpose of Accreditation Oversight Committee*

In January 2009, the Accreditation Oversight Committee will replace the Accreditation Steering Committee, which was an ad hoc committee that had been formed to coordinate the College's *Self Study*. The Accreditation Oversight Committee will become a permanent standing, shared-governance institutional committee reporting to College Council. The College's Accreditation Liaison Officer will chair the Accreditation Oversight Committee, and members will be appointed from the College's four shared governance constituencies.

The purpose of the standing Accreditation Oversight Committee will be threefold:

1. to ensure that the College is meeting accreditation standards;
2. to take action on all prior ACCJC recommendations; and
3. to take action on all recommendations identified in the College's *Self Study* (Ref. 1).

### **ROLE OF MAAS COMPANIES, INC.**

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CSM engaged Maas Companies, Inc., as a consultant to assist in the development of *College of San Mateo's Educational Master Plan (EMP)*. During Fall 2007, the College's EMP Committee had already begun developing the scope of the EMP and identifying the function of the plan within the organizational structure of the College.

Maas Companies helped the College move the EMP forward by providing a framework for the plan; asking the College serious, penetrating questions about its planning processes; providing a significant degree of facilities analysis; and providing some baseline data about CSM's external environment. CSM did the final development and production of the *EMP*.

### **SUMMER INSTITUTIONAL PLANNING PROJECTS**

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During the Spring 2008 semester, existing institutional committees continued to address initiatives directly related to accreditation recommendations: the revision of the College's *Strategic Plan*, the *EMP*, and the Program Review document. The College's Assessment Committee, chaired by CSM's faculty SLO-Assessment Coordinator,

oversaw the continuing expansion of the identification and assessment of Student Learning Outcomes (SLOs).

However, in order to demonstrate significant progress on the Commission's recommendations, the College needed to engage in focused work with broad campus participation over the summer. Therefore, summer work groups consisting of more than 40 faculty, classified staff, students, and administrators were formed to move work forward on the following initiatives:

- New Educational Master Plan and revised College Strategic Plan;
- Revised Program Review process;
- Identification of SLOs and their assessment;
- Revised Program Improvement and Viability process (PIV);\*
- Budget planning;
- Technology planning; and
- New Comprehensive evaluation of labs and centers

The Accreditation Oversight Committee and the Office of Planning, Research, and Institutional Effectiveness (PRIE) identified specific tasks for each summer work group. Details of the summer institutional planning projects may be found at <http://collegeofsanmateo.edu/accredinfo/summer.asp>.

On August 18, the leads of the summer work groups met with the College President, the Vice President of Instruction (also chair of the Accreditation Oversight Committee and the College's Accreditation Liaison Officer); the Vice President of Student Services; the Dean of Planning, Research, and Institutional Effectiveness; and the Coordinator of Planning from PRIE. Also present was the Dean of Coastside/Distance Education/Community Education/Study Abroad/Special Projects, the principal writer for the *Substantive Change Proposal* for distance education.

This meeting resulted in refining the integration of all the planning processes revised and/or developed over the summer.

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\* The Program Improvement and Viability process is designed to be an evaluation of programs at risk for a variety of reasons.

## **COLLEGE-WIDE UPDATES ON PROGRESS ON THE ACCREDITATION RECOMMENDATIONS**

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On Opening Day, August 14, the College President provided an accreditation update at an all-campus meeting. He reviewed the actions that the College took during Spring and Summer 2008 in response to the Warning sanction received from ACCJC, described the role that Maas Companies played in the development of the *EMP*, and outlined the remaining tasks to be completed before the submission of the *Follow-Up Report*.

During the first weeks of the Fall 2008 semester, the guidance of the Accreditation Oversight Committee, the work and the outcomes of the summer work groups, and the preparation of the *Follow-Up Report* and related documents that address the recommendations of ACCJC were reviewed and discussed college-wide.

Progress in meeting the accreditation recommendations was advanced and communicated through a variety of College governance venues:

- College Council approved the *2008-2013 College of San Mateo Strategic Plan (Strategic Plan)* and *Institutional Planning Calendar, 2008 (Planning Calendar)* on August 20;
- The Governing Council of the Academic Senate discussed the revised Program Review process and the revised Program Improvement and Viability process on August 26, and the Executive Committee of the Governing Council approved these two processes on September 2;
- Management Council received information about the *Strategic Plan* and the *Planning Calendar* on August 27 and information about the *EMP* on September 10;
- The Accreditation Steering Committee discussed progress on the accreditation recommendations and preparation of the *Follow-Up Report* on August 28;
- The *EMP* was posted online on September 3; this date allowed the College community to provide input and comment as efficiently and broadly as possible given the October 15, 2008, deadline for submission to ACCJC;
- An all-College forum informing the College community about the progress made on the accreditation recommendations and the implementation of the College's integrated planning processes was held on September 4 and prompted a robust dialogue focusing on ways in which to achieve widespread campus participation in institutional planning;

- The Associated Students and the Budget Planning Committee received information about the *Follow-Up Report*, the *Strategic Plan*, the *Planning Calendar*, and the *EMP* at their respective meetings on September 8;
- The *Follow-Up Report* was posted for internal review and comment by the College community on September 8;
- The Governing Council of the Academic Senate reviewed the *Follow-Up Report* and the *EMP* on September 9; and
- College Council approved the *EMP* on September 17.

### WRITING OF THE FOLLOW-UP REPORT

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The activities outlined above informed the content of the *Follow-Up Report*. A number of people participated in its development.

Contributions to the text of the *Follow-Up Report* came from the leads of the summer work groups, the staff of PRIE, and San Mateo County Community College District (SMCCCD) staff. In addition, the Accreditation Oversight Committee reviewed and commented on the *Follow-Up Report*. CSM's Accreditation Liaison Officer served as the principal editor.

The President of the Academic Senate, the President of the Associated Students, and a representative of classified staff reviewed and approved the *Follow-Up Report*. In an oral report at the Board of Trustees Study Session on September 10, the College's Accreditation Liaison Officer, the co-chair of the Institutional Planning Committee, CSM's Academic Senate President, and CSM's SLO-Assessment Coordinator reported on the content of the *Follow-Up Report* and the College's progress in addressing the ACCJC's recommendations. The Board of Trustees approved the *Follow-Up Report* at its September 24, 2008, meeting.



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**Michael E. Claire, President**

## RESPONSE TO TEAM RECOMMENDATIONS AND THE COMMISSION ACTION LETTER

### COLLEGE RECOMMENDATION 1: PLANNING

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*Recommendation 1.a.: College of San Mateo should develop specific, measurable, realistic, and time-bound objectives in relation to its stated goals; conduct consistent, systematic, and timely evaluations for all its plans based on analyses of both qualitative and quantitative data; and ensure that the results are communicated and understood by college constituencies. Further, in order to promote and sustain a culture of evidence and improve institutional effectiveness, the College should establish and implement a clear, systematic, consistent, and ongoing method of measuring and evaluating its effectiveness in achieving stated institutional performance and student learning outcomes. (Standards I.B.2 through 7)*

#### RESOLUTION OF THE RECOMMENDATION

##### Office of Planning, Research, and Institutional Effectiveness (PRIE)

As an immediate response to College Recommendation 1, in February 2008 CSM established PRIE, headed by the Dean of Planning, Research, and Institutional Effectiveness and by the Coordinator of Planning, a faculty position. This office, which consolidates the former Office of Research and Articulation and the former Office of Institutional Advancement and expands the mission of both offices, is a campus-wide resource available to all faculty and staff. Its mission is to enhance and foster the institutional effectiveness of CSM by providing information, analysis, training, and research that supports the operation, decision-making, and planning processes of the College community. PRIE is responsible for conducting a wide range of analytical support and consultative services, including support of institutional planning as a participatory process.

PRIE staff provide technical assistance in a variety of areas, including strategic planning, enrollment management, classroom research, efforts to improve students' academic success, Program Review, environmental scans, and Student Services program evaluation. Technical assistance may range from the identification and interpretation of available data to survey design and advice concerning the use of statistical tools, or it may entail a comprehensive analytical study and education. PRIE is also responsible

for reporting and disseminating data to members of the campus community and to the public in accordance with established procedures and in response to special requests from campus offices and departments, SMCCCD Office, state and federal agencies, external agencies and organizations, and the general public.

In addition, PRIE provides technical expertise and assistance for all phases of external grants development, including the identification of funding opportunities as well as the development, preparation, and submission of grant proposals.

### College Plans

CSM has now developed plans and processes or revised existing plans and processes to include measurable, realistic, and time-bound objectives. The plans and processes also include both quantitative and qualitative methods of measuring and evaluating their effectiveness.

*Specific plans include:*

- *2008-2013 College of San Mateo Strategic Plan* (Ref. 2);
- *College of San Mateo Educational Master Plan* (Ref. 3);
- Program Review document (Ref. 4);
- Program Improvement and Viability process (Ref. 5); and
- Documentation for processes and procedures to be used by the Budget Planning Committee (Ref. 6).

Each of these documents provides specific evidence that CSM now has planning processes that address Recommendation 1.a.: the development of the *EMP*; the revision of the *Strategic Plan*, Program Review, and Program Improvement and Viability; the identification of the first phase of a technology plan that calls for assessing the College's technology needs in terms of long-range financial support and support for distance education (Ref. 7); and the Budget Planning Committee's processes and procedures (Ref. 6). Developing these processes involved wide campus participation through work groups and committees that included faculty, classified staff, students, and administrators.

Additional committees to be reconstituted during the Fall 2008 semester are the Technology Committee and the Enrollment Management Committee along with a new committee for Human Resources. Further, CSM has developed a discrete narrative, now

included in the *EMP*, which details a standardized institutional planning process and merges the planning cycle and the *Planning Calendar* so that work for each college committee is synchronized.

### **Training for Planning**

Throughout the 2008-2009 academic year, the College has calendared a series of college-wide workshops designed to help affected constituencies implement the plans and to educate members of the College community about the use of data-driven analysis in effective planning and decision-making (Ref. 8).

### **2008-2013 College of San Mateo Strategic Plan (Strategic Plan)**

CSM's revised *Strategic Plan* (Ref.2) evolved from *CSM Strategic Plan: 2006-2008* (Ref. 9), which was approved by the College Council and served as the College's overarching planning document; it has been revised to include changes in language for clarification of the already existing and approved College goals and to include objectives, outcomes, and baseline indicators.

As examples of changes to this critical planning document, one previous goal, *Institutional Planning and Effectiveness*, has been divided into two parts (Goal 6: *Institutional Planning and Effectiveness*, and Goal 7: *Institutional Resources*) to ensure that the College has a specific goal dedicated to developing an integrated resource allocation model that is clearly linked with institutional plans, budget development, Program Review, and organizational outcomes. The addition of another new goal (Goal 9: *Communication*) supports genuine, participatory, broad-based written and oral dialogue to ensure that the College's integrated planning processes are known, understood, accepted, and engaged in by all campus constituencies.

Other changes have been made: Objectives have been added for each of the College goals, as well as a number of suggested strategies (or action steps), designed to assist faculty, staff, and administrators in achieving the stated objectives. These suggested strategies are intended to serve as examples only and are designed to help the divisions and departments engage in meaningful, robust dialogue and determine the activities/actions appropriate to their divisions that will best meet the objectives.

### *Baseline Indicators and Plan Evaluation*

The *Strategic Plan* includes for each objective desired outcomes, indicators and measures, and a specific, time-bound date by which the objective should be met. Key implementation steps associated with the revised *Strategic Plan* include:

- For all objectives, the first year of the planning cycle will serve as the baseline year from which the College will measure progress toward achieving the objectives.
- At the end of the Fall 2008 semester, the Institutional Planning Committee (IPC) will review the baseline data provided by PRIE and further refine the indicators and measures established for the objectives by identifying appropriate percentage targets for each indicator.
- At the conclusion of each academic year, the IPC will conduct an evaluation of the indicators and make modifications where appropriate.
- Each year IPC and PRIE will generate a report on institutional effectiveness using these measures. A year-end report will be prepared for each year of the six-year cycle and disseminated to CSM's community.

The *Strategic Plan* (Ref. 2) serves as the overarching document for CSM's other institutional plans. The relationships among the plans, including Program Review and SLOs, are discussed below under Recommendations 1.b. and 1.c.

### **ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

PRIE is already having an immediate, significant impact by providing a new internal capacity to support institutional planning and decision-making informed by a variety of quantitative and qualitative data and information. It has provided data and information informing the *EMP* in areas such as the external environment (location and demographics); high school trends and conditions; CSM's student demographic profile; student performance outcomes; instructional program information on scheduling, student success rates, distance education, occupational forecasts, and a competitor analysis; and productivity (Ref. 3). PRIE has also prepared a standardized template of program-related indicators and student success data (Ref. 10) that faculty may request as they prepare Program Review and, when necessary, conduct the Program Improvement and Viability process as the implementation of integrated planning processes begins, starting Fall 2008.

## EVIDENCE OF THE RESULTS

- A revised College *Strategic Plan* with measurable, realistic, and time-bound objectives correlated with baseline indicators;
- New data-driven Program Review and PIV processes;
- A summer planning initiative that included a day's training for multiple work groups with more than 40 faculty, staff, and administrators as participants;
- A Calendar of Integrated Planning Workshops; and
- Extensive evidence supplied by PRIE for the development of the *EMP* and for Program Review.

## ADDITIONAL PLANS

The implementation of CSM's integrated institutional planning processes is underway, and the College will assess these processes formatively and in May 2009, as indicated on the *Planning Calendar*.

**Recommendation 1.b.: College of San Mateo will integrate and align its various plans and ensure that they are fully implemented. (Standards I.B.2, III.A.6, III.B.2.b, III.C.2)**

## RESOLUTION OF THE RECOMMENDATION

CSM has integrated and aligned its planning processes.

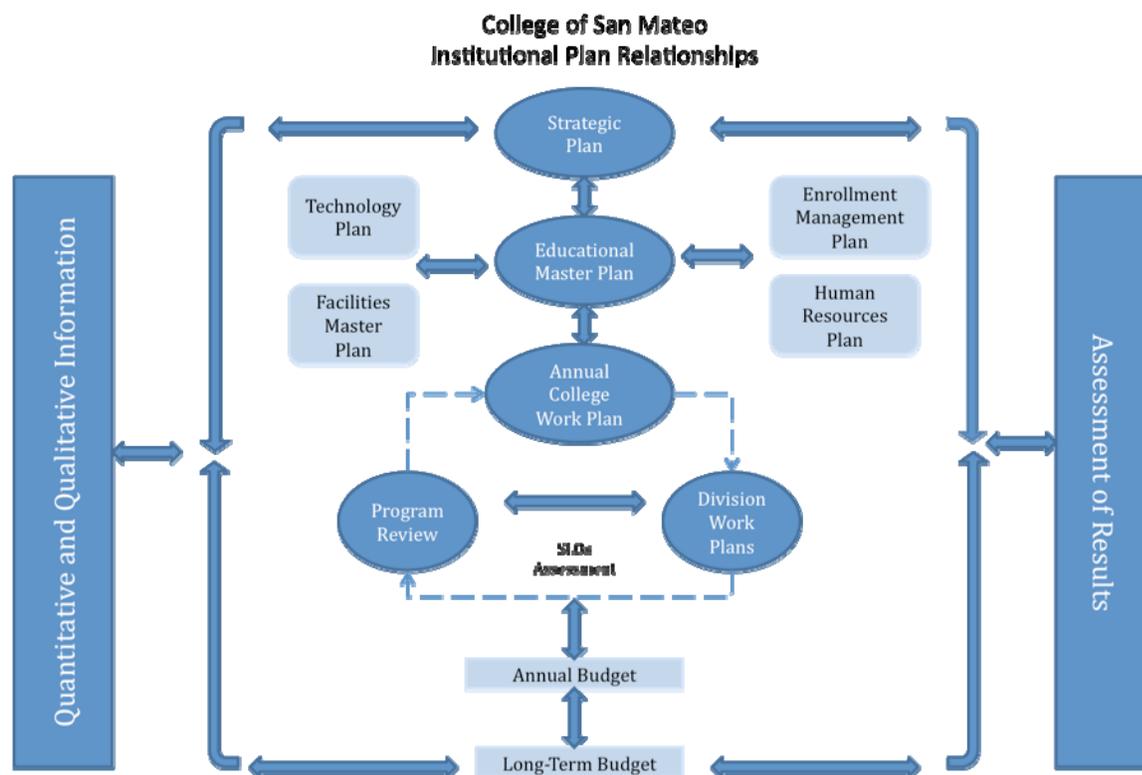
During Summer 2008, work groups met to develop planning processes and procedures for strategic planning, the development of the *EMP*, Program Review, the Program Improvement and Viability process, technology planning, and budget planning. The lead member(s) of each group periodically reported to the Chair of the Accreditation Oversight Committee (also the Accreditation Liaison Officer) and to PRIE in order to achieve integrated planning. Held at the end of summer, a joint meeting of the leads of each summer work group, the College President, the Accreditation Oversight Committee Chair, and staff from PRIE focused on a discussion to finalize the integration of the planning processes.

Implementation of the planning process has begun in Fall 2008. College Council approved the *Strategic Plan* (Ref. 2) and the *Planning Calendar* (Ref. 11) on August 20. After discussion at the Governing Council of the Academic Senate on August 26, the

Executive Committee of the Governing Council approved the revised Program Review process (Ref. 4) and the revised Program Improvement and Viability process (Ref. 5) on September 2. College Council approved the *EMP* (Ref. 3) on September 17.

**Planning Goals and Philosophy**

The overarching goals of CSM’s institutional planning efforts are to ensure that the College meets the needs of students by establishing and measuring SLOs, that the College responds to the ever-changing educational needs of the community at large, and that resources are aligned so that the College can achieve these goals. Inherent in the College’s planning system is a well-defined integration of key institutional plans; a reliance on internal and external data to inform decision-making and to facilitate evaluation at all levels in the organization; transparent and predicable planning processes; and mechanisms to evaluate the effectiveness of decisions made as well as planning processes. (See diagram below.)



At the foundation of the College’s institutional planning effort is a philosophy and commitment to institutional dialogue. The effectiveness of institutional dialogue depends on three factors: the planning system itself; the willingness of every individual

to become informed and engaged in departmental, division, and college-wide decisions; and a commitment from the various committee representatives to inform and seek input on issues with their respective constituencies.

### ***Core Planning Efforts***

The *Strategic Plan* (Ref. 2), the *EMP* (Ref. 3), and Program Review (Ref. 4), including SLOs and assessment, form the core of the College's planning efforts. Taken together these three planning processes drive the direction of CSM and provide an explicit link among other institution-level plans, College programs and services, and student learning. A description of each plan is described in the *EMP* (Ref. 3). The *Planning Calendar* illustrates the planning cycle with a companion narrative that clarifies elements of the calendar.

CSM has revised its planning system so that all goals and related objectives are data driven and what Peter Drucker describes as SMART (Specific, Measurable, Achievable, Realistic, and Time-related). As extensively documented in the *EMP* (Ref. 3), CSM and SMCCCD have prepared comprehensive internal and external scans, which will undergo major updates every three years. Numerous data elements are now captured at the program, certificate, and general education level to support the College's Program Review process (Ref. 4) and SLOs and assessment (Ref. 12).

The College has demonstrated its commitment to a culture of evidence by creating and fully staffing PRIE that has as one of its primary purposes the provision of research and data necessary to inform decision-making and provide assessment.

The budget planning summer work group redesigned the College's budget planning process, which is now fully integrated with the *Strategic Plan*, the *EMP*, and other institutional plans, as well as the District budgeting process. The budget planning calendar now reflects the College's *Planning Calendar* and the District's budget calendar. In addition, planning processes now demonstrate that Budget Planning Committee members are active participants in long-term financial planning and annual budget planning. A very important role of the Budget Planning Committee is to educate the College community about the budget planning process and the current

status of the College budget. A full description of the integration of budget planning into institutional planning is found in the *EMP* (Ref. 3).

The summer work group focusing on the preparation of a technology plan has identified the first phase of work to be accomplished by a reconstituted Technology Committee: the assessment and identification of CSM's long-term technology needs. Once this phase is completed, the College can address the issue of sustainability.

### **ANALYSIS OF THE RESULTS**

CSM has an integrated institutional planning process that includes specific, measurable, realistic, and time-bound objectives; that is data driven and evidence based; and that is being implemented in Fall 2008.

Using the *Strategic Plan* (Ref. 2), the *EMP* (Ref. 3), Program Review (Ref. 4), the *Planning Calendar* (Ref. 11) as guides, the processes will have been fully implemented by the end of the 2008-2009 academic year, and assessment of the integrated planning process will occur formatively at appropriate intervals and summatively in May 2009. PRIE has compiled much of the data and evidence needed to drive the processes as demonstrated in the *EMP* (Ref. 3) and the standardized template of core program indicators prepared for Program Review (Ref. 10).

### **EVIDENCE OF THE RESULTS ACHIEVED TO DATE**

The development and approval of the *Strategic Plan* (Ref. 2), the *EMP* (Ref. 3), the Program Review process (Ref. 4), the Program Improvement and Viability process (Ref. 5), and the *Planning Calendar* (Ref. 11) provide evidence of the accomplished integration. In addition, we have defined short-term and long-term budget planning processes, and conducted a preliminary assessment of issues and needs to be addressed by a technology plan as well as reviewed best practices. We also have the needs and scope of a comprehensive Human Resources Plan.

### **ADDITIONAL PLANS**

Beginning in Fall 2008, the Institutional Planning Committee, which oversees the *Strategic Plan* and the *EMP*, will meet; the revised Program Review process will begin, the Budget Planning Committee will begin its work, the Enrollment Management and

Technology Committees will be reconstituted, and the Human Resources Committee will be established.

***Recommendation 1.c.: College of San Mateo will complete its Educational Master Plan expeditiously, no later than fall 2008. In addition, the College must demonstrate that decisions regarding building priorities result from the priorities of the Educational Master Plan (Standard III.B.2.b)***

***With regard to Recommendation 1, at the time of the October 2008 report, the college is expected to have completed its educational master plan, will have included program review data on such student achievement data as course completion, retention, program completion, degrees and certificates awarded, and where available and applicable such as transfer, job placement, and results of licensure exams.***

## **RESOLUTION OF THE RECOMMENDATION**

The development of CSM's *EMP* began in Fall 2007, with the formation of a committee with representation from the Academic Senate, classified staff, the Associated Students, the administration, and the community. The committee began identifying the purpose of an educational master plan, its scope and content, and its relationship to other institutional planning processes.

In Spring 2008, CSM engaged Maas Companies to provide a framework for the plan; to ask CSM serious, penetrating questions about its planning processes; to provide a significant degree of facilities analysis; and to provide some baseline data about CSM's external environment. Over the summer, the *EMP* work group continued the development and refinement of the College's *EMP*.

The work group's initial tasks were reviewing and modifying a preliminary environmental scan prepared by Maas Companies and developing a model for the unit-level (Division-level) work plans to ensure that assessment strategies and measurable outcomes were identified. At its first summer meeting, the group identified additional activities: reviewing and revising the *Strategic Plan* as well as meeting objectives and baseline indicators, creating an institutional planning calendar and accompanying narrative, and developing a template for the Division-level work plans.

CSM has completed its *EMP*, which is a dynamic document designed to foster robust discussion, informed decision-making, and timely and productive actions across the College (Ref. 3). Principal sections included in the plan are as follows:

- The External Environment: Location and Demographics
- High Schools: Trends and Conditions
- CSM's Student Profile
- Enrollment History and Trends
- Student Outcomes
- College Community: People and Programs
- College Community: Qualitative Data
- Student Services
- Instructional Program
- External Environment: Trends
- Planning
- Future Needs
- Recommendations
- Glossary

Clearly indicated in the *EMP* are ways in which it informs facilities' construction and renovation (Ref. 3).

Because the *EMP* is dynamic, it will be a document that is refined and adapted to meet the results of assessment, campus-wide dialogue, and updated, evolving data and other information.

Closely linked with the *EMP* is CSM's revised Program Review document, which includes the following categories:

- Description of the Program;
- Student Learning Outcomes;
- Data Evaluation including WSCH, FTEF, and productivity factors;
- Student Success Evaluation and Analysis including success and retention data;
- Reflective Assessment of Internal and External Factors and Program/Student Success;
- Action Steps;
- Goals and Outcomes;
- Summary of Resources Needed to Reach Program Action Steps;
- Course Outlines; and
- Advisory and Consultation Team (ACT).

Specifically required in the Program Review process is a narrative about how SLOs and their assessment lead to requests for human resources, instructional equipment, instructional materials, and other institutional resources (Ref. 4). PRIE will provide the data set of standardized core program indicators to the faculty (Ref. 10).

CSM has also revised its Program Improvement and Viability (PIV) process so that evaluators identify at-risk programs, using a quantitative data set of standardized core program indicators which is supplemented by qualitative information. There are opportunities for input and discussion from students, faculty, staff, administrators, and the broader community including potential employers and transfer institutions (Ref. 5). PIV review may result in a recommendation to improve a program through minor programmatic changes, to improve a program through major programmatic changes, or to discontinue a program.

### **ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

The *EMP* was approved by College Council on September 17 and the Program Review process and the Program Improvement and Viability process were approved by the Executive Committee of the Academic Senate's Governing Council on September 2, thus indicating that CSM is prepared to implement these processes

### **EVIDENCE OF THE RESULTS**

The College has completed its *EMP*. In addition, Academic Senate has identified and approved all the components of a comprehensive Program Review as well as the three-year rotation cycle for Program Review, which will be implemented this fall (Ref. 13). PRIE has compiled the standardized core program indicators for over 100 College programs.

### **ADDITIONAL PLANS**

The *EMP* will inform strategic decisions about program development and resource allocation. CSM will use the results of Program Review and Program Viability to continuously improve programs and to use existing resources more efficiently.

## **COLLEGE RECOMMENDATION 2:**

### **STUDENT LEARNING OUTCOMES AND ASSESSMENT**

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*Recommendation: College of San Mateo should expeditiously complete the development of course, certificate, and degree student learning outcomes and expand the identification of assessment strategies for student learning outcomes; implement the assessment strategies; and use the results of the assessment for continuous quality improvement. This assessment should include quantitative and qualitative data including student success measures that are used for planning, program review,*

*decision-making, and resource allocation. (Standards II.A.1.a, c, 2.a, b, c, e, f, h, i, A.3, A.6, Eligibility Requirement 10)*

*With regard to Recommendation 2, at the time of the October 2008 report, the College will have expanded its definition of assessment strategies for student learning outcomes.*

## **RESOLUTION OF THE RECOMMENDATION**

Although CSM had been engaged in developing SLOs since Fall 2003 for Student Services and then since Fall 2004 college-wide, the College has taken very seriously Recommendation 2 and, since receiving the recommendation in January 2008, has made significant progress in completing the development of SLOs and in expanding the identification of assessment strategies, implementing those strategies, and using the results for continuous quality improvement.

Throughout Spring 2008, faculty continued to develop course-level SLOs at an accelerated rate and also expanded the identification of assessment strategies. The *2007-2008 Institutional Annual Report Update on SLOs* (Ref. 14), filed with the ACCJC in April 2008, demonstrates significant progress in the identification and assessment of SLOs since the filing of the 2006-2007 annual report (Ref. 15). For example, by April 2008, the College had defined SLOs for 61% of its courses compared to 26% in the previous year's report. Even more significantly, by April 2008, the College had identified appropriate assessment methodologies for defining expected SLOs for 56% of its courses compared to only 2% the previous year. The *2007-2008 Institutional Annual Report Update on SLOs* contains a comprehensive indication of the progress made by Spring 2008. Faculty continued to develop SLOs and to identify assessment strategies through the end of the 2007-2008 academic year.

Also during the Spring 2008 semester, the Assessment Committee, with membership including administrators and faculty, led the College effort to expand its assessment efforts. The committee recognized that CSM's identified institutional SLOs actually served as General Education SLOs. Further, the College has been engaged in preliminary assessment work on some of these through its integrative learning initiatives (e.g., Writing Across the Curriculum, e-portfolios, and learning communities) (Ref. 16). Drawing on information learned from *Students Speak*, a report from a student focus-group study, the Assessment Committee recommended the adoption and utilization of the Community College Survey of Student Engagement (CCSSE) in the 2008-2009

academic year, and the College has adopted CCSSE (Ref. 17). This tool, together with national benchmarks, should yield a clear indication of how CSM's students perceive their mastery of the General Education SLOs.

Second, as a result of Recommendation 2, CSM recognized that it had not understood that SLOs were to be developed and assessed for certificates. The College has responded to correct this deficiency. The instructional deans were charged with the task of working with departmental faculty to articulate SLOs for certificates by Fall 2008. Further, the College expects to have assessment methodologies for certificates defined by the end of Fall 2008.

The accelerated efforts to address the assessment of SLOs continued during Summer 2008. Realizing that identification and implementation of assessment strategies and the use of the results needed to be expedited, the College formed a summer work group and charged it with ensuring the College "will have expanded its definition of assessment strategies for student learning outcomes" by October 2008, a specific direction given by ACCJC.

The primary focus of the summer work group was the planning and presentation of two Flex Day workshops for faculty in August 2008. The first workshop, facilitated by faculty who had previously administered assessment instruments and analyzed the results, was designed to help faculty identify assessment tools for their courses. Faculty serving as facilitators represented a wide variety of disciplines including Biology, CIS, Engineering, English, Library Science, Mathematics, Music, and Student Services. These facilitators provided examples of tools representing both quantitative and qualitative measurements. The 55 participants attending this workshop were asked to identify the assessment instruments they planned to use this fall and to be prepared to analyze the results of the assessment by the end of Fall 2008 (Ref., 18; Ref. 19).

The second workshop, held on an August Flex Day, focused on helping faculty develop an assessment planning calendar. Specifically, faculty identified the current stage in the assessment cycle for each course in their department and developed a timetable for sustainable progression through the assessment cycle for each SLO (Ref. 20). The planning calendar for 38 departments was submitted by September 4, 2008.

Another task of the summer work group was to explore possible technological solutions to archiving and sharing assessment work at the course, general education, certificate, degree, and Student Services levels. CurricUNET and Weave Online are two possible solutions. Faculty, staff, and administrators from the three District colleges have already seen a demonstration of CurricUNET; Weave Online will be demonstrated at Skyline College in October 2008.

CSM's SLO-Assessment Coordinator, a faculty member, is working with the College's Webmaster to revise by the end of the fall semester the current SLO-Assessment website so that it is more user-friendly and more comprehensive.

Further, the recently adopted revised Program Review document specifically asks programs to "describe the department's assessment" of SLOs, to "evaluate the department's assessment" of SLOs, and, if applicable, "based on past SLO assessments," describe what changes the department will "consider or implement in future assessment cycles" (Ref. 4).

### **ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

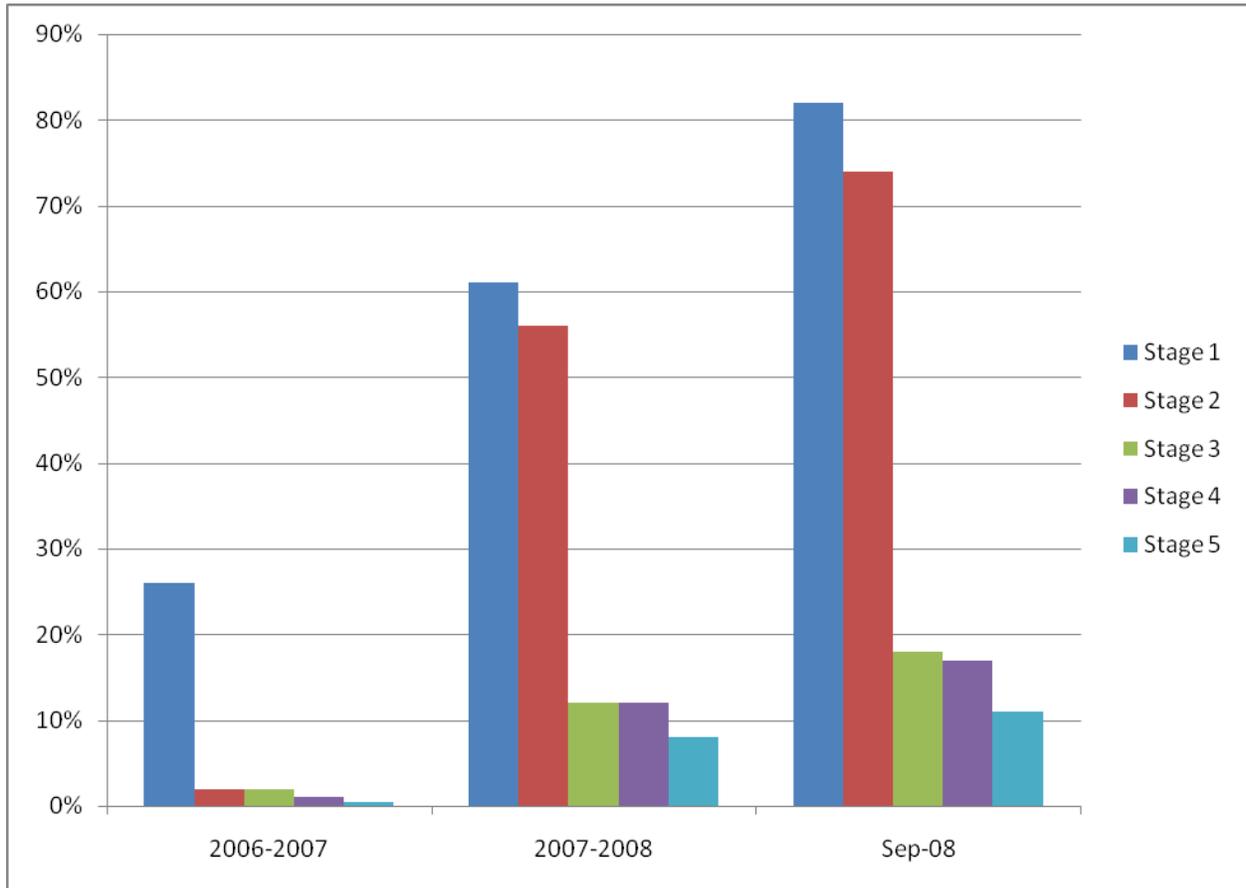
Since Spring 2008, CSM has made significant progress in the development and assessment of SLOs, as demonstrated in the Evidence of Results section.

### **EVIDENCE OF THE RESULTS**

Faculty, assisted as appropriate by the instructional deans, developed SLOs for certificates in Accounting, Alcohol and Other Drugs Studies, Cosmetology, Dental Hygiene, CAD/Drafting Technology, and Human Services (Ref. 21.).

On September 9, the SLO-Assessment Coordinator reported that the faculty have identified SLOs for 82% of the courses, have identified an assessment tool for 74% of the courses, assessed 18% of the courses, have analyzed assessment data for 17% of the courses, and have tied the analysis to planning for 11% of the courses. The chart shown below illustrates the significant two-year progress in implementing the SLO assessment cycle (Ref. 21).

### Implementation of SLO Assessment at Course Level



- Stage 1: Identification of SLOs
- Stage 2: Identification of an Assessment Tool
- Stage 3: Assessment of Courses
- Stage 4: Analysis of Assessment Data
- Stage 5: Analysis Tied to Planning

#### ADDITIONAL PLANS

CSM will implement the planned assessment calendars, continue to develop SLOs, and expand assessment strategies so that all programs complete assessment cycles and use the assessment results for improvement. The College expects to have the first assessment cycle for certificates completed by the end of Fall 2009 and to have fully reported certificate SLOs and their assessment cycle into Program Review by March 2010.

The College, in collaboration with the other two colleges in the District, continues to search for an electronic system for archiving SLOs/assessment information and data.

**COLLEGE RECOMMENDATION 3:  
DISTANCE EDUCATION**

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*Recommendation: In order to meet distance education accreditation standards and ACCJC distance education policy, the College must evaluate the educational effectiveness of electronically delivered courses including assessment of student learning outcomes, student retention, and student and faculty satisfaction. As a result of the site visit, it was determined that the College may have several certificates and degrees where 50% or more of the requirements are delivered via distance learning. The team recommends that the College notify the Accrediting Commission and submit a substantive change proposal which will validate the program's adherence to the accreditation standards. (Standards II.A.I.b, d, II.B, 1, II.B.2, 2.a, II. C.1, II.C, 2.c)*

With regard to Recommendation 3, at the time of the October 2008 report, the College will demonstrate significant progress in evaluating distance learning courses and establish a plan to complete reviews by October 2009.

**RESOLUTION OF THE RECOMMENDATION**

CSM's Committee on Instruction, the College's curriculum committee, requires that distance education courses be developed, approved, and offered with the same rigor as courses offered on site. Therefore, SLOs are developed, approved, and assessed for the course, whatever its mode of instructional delivery. Faculty complete a supplemental distance education form, which must be submitted and approved by Committee on Instruction before a course can be offered in a distance education mode. The supplement indicates how the online version of a course will satisfy unit hours, deliver information in a manner that is appropriate for the course, establish communication between instructor and student, and evaluate the student's academic performance (Ref. 22).

The *EMP* contains data on distance education. Overall, distance education at CSM represents a relatively small portion of total student enrollments. In Fall 2007, distance education enrollments accounted for only 5.3% of all of the College's course enrollments. There are marked differences in the successful course completion rates of distance education coursework compared to traditional (site-based) coursework. The successful course completion rate for on-site courses is 70.6%, 56.5% for telecourses, and

47.4% for online courses. A successful completion rate differential of 19.1% and 23.2% between traditional coursework and telecourses and online coursework, respectively, needs to be addressed by the College (Ref. 3).

In order to evaluate the educational effectiveness of electronically delivered courses, in Spring 2007 and Spring 2008 CSM administered surveys to students enrolled in online courses and to faculty who teach online classes (Ref. 23). In all, surveys were sent to 2,866 students enrolled in online courses during Spring 2006, Summer 2006, Fall 2006, Fall 2007, and Spring 2008 and to 59 CSM faculty who taught online courses during the same semesters (Ref. 24). The surveys provide qualitative feedback from faculty and students. The *EMP* provides an extensive summary of the results of the surveys (Ref. 3).

The San Mateo County Community College District has developed a draft of a *Distance Education Strategic Plan*, which was adopted by the Distance Education Advisory Committee (DEAC) in April 2008 and was revised in May 2008 (Ref. 25). The Executive Summary states that the purpose of this plan is "to provide the District Colleges with specific Districtwide goals and broad strategic recommendations for planning distance education courses and programs."

CSM will submit the *Substantive Change Proposal* during the Fall 2008 semester. The data collection portion of the *Substantive Change Proposal* is now complete (Ref. 26).

## **ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

Completion of the *Substantive Change Proposal* is extremely beneficial because it provides information critical to the development and/or expansion of distance education at CSM. CSM now has a comprehensive inventory. Already the dean responsible for distance education has presented the information to the instructional administrators as a report (Ref. 27). Further, the summary of distance education surveys in the *EMP* provides faculty, administrators, and staff specific data from which to hold in-depth discussions about the future role of distance education at CSM.

## **EVIDENCE OF THE RESULTS**

The instructional dean responsible for distance education compiled data for the *Substantive Change Proposal*, which now needs to be shared with faculty, staff, and

administrators as a catalyst for promoting robust discussions about the role of distance education at CSM.

### **ADDITIONAL PLANS**

CSM will reconstitute a Distance Education Committee to address institutional needs and to align the College's plans with the *District Distance Education Strategic Plan*. The College's distance education plan will be completed by Fall 2009. The College will be guided by ACCJC's *Policy on Distance Learning, Including Electronically-Mediated Learning*, as well as other best-practice documents in developing its distance education plan.

Further, the Vice President of Instruction and the dean who oversees distance education will foster discussions concerning the future of distance education at CSM. Throughout the Fall 2008 semester and thereafter, faculty, staff, and administrators will analyze the data in the *Substantive Change Proposal* and, in conjunction with the College's *EMP* and the *District Distance Education Strategic Plan* and eventually the College's Distance Education Plan, and utilize the data to determine ways in which departments can consider expanding their distance education offerings. In addition, CSM's Distance Education Committee will focus on the current low success rates for distance education students and will determine ways to increase student success.

### **COLLEGE RECOMMENDATION 4: RETENTION OF ALL STUDENTS**

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*Recommendation: College of San Mateo should utilize data on student achievement across all ethnic groups and should design programs and services, and should assign the necessary resources to improve the retention of all students. (Standards II.B.3, II.b.4)*

With regard to Recommendation 4, at the time of the October 2008 report, the college will demonstrate that current student achievement data is analyzed across ethnic groups and will have a procedure in place to routinely analyze such data in the future.

### **RESOLUTION OF THE RECOMMENDATION**

The *EMP* contains detailed data on student achievement across all ethnic groups, thus demonstrating that the College has this information available (Ref. 3).

Further, PRIE has data available that allows a comprehensive ethnicity, age, and gender analysis of the following core student performance indicators:

- Retention rates;
- Transfer rates to UC and CSU;
- Degrees and certificates awarded;
- Distance education enrollments;
- Math, English, and ESL placement test scores;
- Transfer-level, career/technical, pre-collegiate, and basic skills enrollments; and
- Fall-to-fall persistence rates, among other indicators.

The revised Program Review process specifically addresses student success and asks departmental faculty completing Program Review to “discuss how effectively the program addresses students’ needs specifically relative to equity, diversity, age, and gender.” If applicable, faculty should “identify unmet student needs and describe programmatic changes or other measures the department will consider or implement in order to improve student success with specific regard to equity, diversity, age, and gender” (Ref. 4).

## **ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

The *EMP* and Program Review specifically call for faculty, staff, and administrators to utilize data on student achievement across ethnic groups in order to address students’ needs.

## **EVIDENCE OF THE RESULTS**

Starting in the 2008-2009 academic year, faculty will utilize student achievement data in order to complete Program Review. Much of this data will be found in the *EMP*, and faculty may request additional data from PRIE.

## **ADDITIONAL PLANS**

The Diversity in Action Group, a committee reporting to College Council, will develop a data-driven plan to improve the retention of all students by May 2009, using data and other evidence from the *EMP*, Program Review, the *Basic Skills Initiative Plan*, and the *Student Equity Plan*.

The College will establish a task force drawing membership from College Council, the Budget Planning Committee, the Diversity in Action Group, and the Human Resources Committee to develop a holistic approach to hiring faculty, classified staff, and administrators.

NOTE: THE JANUARY 31, 2008, LETTER FROM ACCJC IDENTIFIED THE FOLLOWING RECOMMENDATIONS TO BE ADDRESSED IN THE **FALL 2009** FOLLOW-UP REPORT. HOWEVER, SINCE CSM AND THE DISTRICT HAVE MADE PROGRESS ON THESE RECOMMENDATIONS, THAT PROGRESS IS DESCRIBED IN THIS FOLLOW-UP REPORT.

### **COLLEGE RECOMMENDATION 5:**

#### **COMPREHENSIVE EVALUATION OF LEARNING SUPPORT SERVICES**

*Recommendation: In order to fully meet Standard II. C, the college must complete a comprehensive evaluation of the learning support services provided to include Assistive Technology Center, Biology Computer Lab, Business Microcomputer Lab, Business Students Lab, Chemistry Study Center, Computer and Information Science Center Lab, English 800 Lab, Foreign Language Center, Integrated Science Lab, Math Resource Center, Multimedia Lab, Nursing Lab, Physical Education Lab, Reading and ESL Center, Speech Lab, and Writing Center. (Standards II.C.1.a, c, II.2.)*

#### **RESOLUTION OF THE RECOMMENDATION**

Although resolution of this recommendation is not due until October 15, 2009, significant progress can be reported for this resolution.

PRIE began addressing this recommendation in Spring 2008, and the Dean of Planning, Research, and Institutional Effectiveness, now in the PRIE office, identified the labs and centers that accurately meet the definition of learning support services: Accounting Lab (also known as the Business Student Lab), Anatomy Lab, Assistive Technology Center, Basic Skills Lab (Coastside), Business Microcomputer Lab, Computer Forensics Lab, Computer and Information Science Lab, English 800 Lab, Foreign Language Center, Integrated Science Center, Math Resource Center, Multimedia Lab, Nursing Lab, Peer Tutoring Center, Reading and ESL Center, Speech Lab, and Writing Center. He then met with the leads of nine of these labs and centers to gain a better understanding of the functions and activities associated with each lab and discovered

that the labs have quite diverse practices. As a result of these discussions, a summer work group was formed with the identified task of designing a Program Review document that will be used to conduct a comprehensive evaluation of CSM's very diverse labs and centers beginning Spring 2009. Thus far, the work group has designed a Lab Inventory Questionnaire (a survey), which was tested by the work group. During the fourth week of the Fall 2008 semester, this survey with sample statements of purpose and SLOs was sent electronically to those responsible for the labs and centers (Ref 28).

Additionally, the work group currently has a copy of the revised Program Review document and will use this document along with the results of the inventory to design a Program Review process for the labs and centers. The Program Review document for the labs and centers will include SLOs and assessment. There will be a particular emphasis on student feedback/satisfaction. The development of a mechanism for tracking subsequent student success (outcomes) in coursework connected to learning support services is also underway. This work is scheduled to be accomplished during Fall 2008.

### **ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

The results of the resolution of this recommendation will be reported in the *Follow-Up Report* due October 15, 2009.

### **EVIDENCE OF THE RESULTS**

The evidence of the results will be reported in detail in the *Follow-Up Report* due October 15, 2009.

As of September 2008, CSM has compiled a list of faculty and staff serving as contacts for the labs and centers, prepared a statement of the need for assessment of the labs and centers, developed a model of the SLO-assessment cycle for labs and centers, written a model general statement of purpose for labs and centers, and developed the lab inventory questionnaire distributed in September 2008 (Ref. 28).

### **ADDITIONAL PLANS**

Additional plans will be submitted with the *Follow-Up Report* due October 15, 2009.

**DISTRICT RECOMMENDATION 6:**  
**INCORPORATION OF STUDENT LEARNING OUTCOMES INTO THE EVALUATION  
PROCESS OF FACULTY AND OTHERS**

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*Recommendation: It is recommended that the District develop and implement appropriate policies and procedures that incorporate effectiveness in producing student learning outcomes into the evaluation process of faculty and others directly responsible for student progress toward achieving stated student learning outcomes. (Standard III. A.1.c.)*

**RESOLUTION OF THE RECOMMENDATION**

The Trust Committee will be reconstituted during Fall 2008 with the task of revising the following faculty evaluation procedures and tools: Tenure Review Evaluation Forms, Regular Faculty Evaluation Forms, and Adjunct Faculty Evaluation Forms. As a part of this process, the incorporation of the production of SLOs in faculty evaluation will be discussed and negotiated with AFT. The Trust Committee will consist of administrative representation from all three colleges and both full-time and part-time faculty representation from AFT and the College Academic Senates. In addition, during the 2008-2009 academic year, the District will propose to CSEA consideration of a way to incorporate the accreditation standard for production of SLOs as a part of the performance evaluation for those classified employees who impact student learning. The District will identify management positions where SLO development is applicable; the positions will have the inclusion of SLOs and their assessment as part of the performance evaluation for affected managers.

**EVIDENCE OF THE RESULTS AND ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

The District is working with the AFT and the Academic Senate to identify participants on the Trust Committee.

**ADDITIONAL PLANS**

The Trust Committee will be charged to revise the faculty evaluation tools: Tenure Review Evaluation Forms, Regular Faculty Evaluation Forms, and Adjunct Faculty Evaluation Forms and to consider incorporating the production of SLOs in the evaluation tools. The District will propose to the CSEA a way to modify the performance evaluation tool to address the production of SLOs for those classified positions that

impact student learning outcomes. Management performance evaluation tools will also be revised.

### **COLLEGE RECOMMENDATION 7: SUSTAINABILITY OF ITS INFRASTRUCTURE**

*Recommendation: In order to ensure the sustainability of its infrastructure, the college must calculate the real costs of facilities ownership, including technology, over the next ten years and then identify a reliable and ongoing revenue stream that will fund the significant increase in the operating budget. (Standard III.B.2.a)*

#### **RESOLUTION OF THE RECOMMENDATION**

Although CSM is not required to address this recommendation until the October 15, 2009, *Follow-Up Report*, the College has already begun work on this recommendation primarily through the summer work group focusing on the preparation of a technology plan. The work group reviewed multiple technology plans from community colleges and four-year colleges and universities as well as technology planning and policy documents at the college, district, state, national, and international levels. These resources provided the foundation for the work group's development of guiding assumptions. The work group also conducted exploratory interviews with a cross section of CSM and District leaders and decision-makers in order to determine the degree to which technology planning is integrated with institutional planning and the degree to which the College systematically assesses the effective use of technology resources and uses the results of evaluation as a basis for improvement. In addition, the work group's team leaders had discussions with members of the *EMP* work group and the members of the Program Review work group so that technology planning can be integrated into the College's institutional planning.

#### **ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

The *College of San Mateo Summer Technology Planning Workgroup Report*, completed in August 2008, is a resource binder of extensive materials that will provide a data-driven foundation for the re-established Technology Committee to begin its work of developing a technology plan that includes the cost of ownership for technology (Ref. 29).

## EVIDENCE OF THE RESULTS

The *College of San Mateo Summer Technology Planning Workgroup Report* contains guiding assumptions about institutional culture; students; faculty; classified staff; equity and access; hardware/software/network security; student support services; library services; admissions and records services; facilities; distance education; workforce development; resources and funding; lifelong education and community education; marketing, promotion, and development; security and emergency preparedness; and the activities high school students would like to be able to do on a community college website. Further, there are recommendations to foster improved integration and planning for technology (Ref. 29).

## ADDITIONAL PLANS

CSM will reconstitute a Technology Committee in Fall 2008. The summer work group recommended that this committee begin a comprehensive internal environmental scan, which will allow the Technology Committee to conduct a gap analysis and construct a technology plan.

The comprehensive total cost of ownership is addressed in the *EMP* (Ref. 3).

## COLLEGE RECOMMENDATION 8:

### ASSESSMENT OF GOVERNANCE STRUCTURES, PROCESSES, AND COMMITTEES

***Recommendation: College of San Mateo should establish a systematic, reflective process for and a regular cycle of evaluation for its governance structures, processes, and committees to ensure that such organizational structuring continues to serve the need of the College. (Standard IV.A.5.)***

## RESOLUTION OF THE RECOMMENDATION

Resolution of this recommendation is required by the October 15, 2009, *Follow-Up Report*. To date, CSM is in the process of building assessment into its governance structures, processes, and committees. Assessment of the *Strategic Plan*, the *EMP*, Program Review, and Program Improvement and Viability will occur at the end of the 2008-2009 academic year once the documents and processes have had an academic year of implementation. Already a subcommittee of College Council is meeting to develop an assessment tool for College Council. Committee on Instruction identified

goals for 2008-2009 at its September 2008 meeting, and assessment of those goals will occur at the end of the academic year.

### **ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

CSM is deliberately building assessment into its planning processes.

### **EVIDENCE OF THE RESULTS**

The evidence of the results will be reported in the October 15, 2009, *Follow-Up Report*.

### **ADDITIONAL PLANS**

CSM will assess its institutional planning process in May 2009 and continue to improve its processes based on the results of the assessment.

## **DISTRICT RECOMMENDATION 9: EVALUATION OF RULES AND REGULATIONS, EVALUATION OF COLLEGE PRESIDENTS, AND DELINEATION OF FUNCTIONS**

*Recommendation 9.a.: The board of trustees should regularly evaluate its "rules and regulations" and revise them as necessary. (Standard IV.B.1.e)*

### **RESOLUTION OF THE RECOMMENDATION**

On August 13, 2008, the Board of Trustees adopted an amended version of District Rules and Regulations, Section 2.08, which establishes a two-year schedule for review of each of the eight chapters in Rules and Regulations (Ref. 30). In collaboration with the District Academic Senate, a decision was made to start with Chapter Six (Academic Programs) due to the fact that a number of changes in Title V have been recently made that require changes in District policies. Chapter Six has been under review by the Academic Senate since April 2008.

The District also contracted with the California Community College League for its Policy and Procedures Update Service. This service provides a model set of policies and a regular update service. This service will be consulted for all reviews of District Rules and Regulations.

### **ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

The District Academic Senate has completed its review of 19 sections of Chapter Six (out of a total of 33 sections) and granted its approval for the amendment of 14

sections and the deletion of four policies. One additional section was found not to need amendment. The results of the District Academic Senate's review were presented to the District Shared Governance Council in mid-September for information and were presented to the Board of Trustees for approval on September 24, 2008.

Further, at CSM, the instructional administrators reviewed Chapter Six and sent suggestions and recommendations to the District.

### **EVIDENCE OF THE RESULTS**

The Board of Trustees approved the revision on September 24, 2008.

### **ADDITIONAL PLANS**

The remaining sections of Chapter Six will continue to be reviewed by the Academic Senate; it is expected that these sections will be ready for Board approval in October or November 2008.

District Staff have also started a preliminary review of Chapter Seven; it is expected that this Chapter will be ready for Academic Senate and administrative review in late October, with the goal of gaining Board approval by the end of the calendar year. When staff conclude the preliminary review of Chapter Seven, they will begin work on Chapter Five, as called for in the newly revised policy 2.08 (Ref. 30).

***Recommendation 9.b: In order to fully meet Standards regarding district evaluation procedures, while the district has clearly defined rules and regulations for the hiring and evaluation of the chancellor, that same clarity of process should be extended to evaluating college presidents; therefore, the district should develop rules and regulations for the evaluation of college presidents. (Standards IV.B, B.1.j)***

### **RESOLUTION OF THE RECOMMENDATION**

On June 11, 2008, the Board of Trustees added Rules and Regulations, Section 2.03, College President, to address evaluation of the college Presidents (Ref. 31). In July 2008, the annual evaluation of the Presidents was conducted in accordance with the new policy.

### **ANLAYSIS OF THE RESULTS ACHIEVED TO DATE**

The new policy is in place.

## **EVIDENCE OF THE RESULTS**

CSM's President has been evaluated.

## **ADDITIONAL PLANS**

The District has established the necessary policy and procedures, so no additional plans are necessary at this time.

*Recommendation 9.c The district and colleges should collaborate to implement a process to regularly evaluate the delineation of functions and widely communicate those findings in order to enhance the college's effectiveness and institutional success. (Standard IV.B.3.g)*

## **RESOLUTION OF THE RECOMMENDATION**

The District Accreditation Coordination Committee, consisting of members from the Colleges and the District Office, reviewed this recommendation and met on August 13 to review the proposed process for evaluating the delineation of functions using the "function map" created for the 2007-2008 accreditation self study (Ref. 32, Ref 33). The process will require the Colleges and District to review the function map on a regular basis so that findings can be documented and communicated widely in order to enhance the Colleges' effectiveness and institutional success.

## **ANALYSIS OF THE RESULTS ACHIEVED TO DATE**

The District has developed a process for evaluating the delineation of functions and communicating the findings (Ref. 32).

## **EVIDENCE OF THE RESULTS**

Approval of the process is pending.

## **ADDITIONAL PLANS**

Following approval of the proposed process, the evaluation of the delineation of functions will begin in February 2010, and the results of this review will be widely communicated to the College community.

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## **DISTRICT RECOMMENDATION 10: EVALUATION OF COLLEGE PRESIDENTS**

The response to this recommendation is found in Recommendation 9.b.

Ref. #	Title of Document	Source
1	<i>Institutional Self Study for Reaffirmation of Accreditation</i>	Hard copy available in document bin, Office of Instruction
2	<i>2008-2013 College of San Mateo Strategic Plan (Strategic Plan)</i>	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
3	<i>College of San Mateo Educational Master Plan (EMP)</i>	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
4	Program Review Forms	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
5	Program Viability Forms	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
6	<i>College of San Mateo Budget Planning Committee Summer Workgroup Final Report</i>	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
7	Summer Institutional Planning Projects, Summer Planning Initiatives, Technology Planning	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
8	Calendar of Integrated Planning Workshops	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
9	<i>CSM Strategic Plan: 2006-2008</i>	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
10	Template of Program Indicators	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
11	<i>Institutional Planning Calendar, 2008</i>	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
12	Student Learning Outcomes and Assessment Grid	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
13	<i>College of San Mateo Instruction Program Review Rotation Schedule; College of San Mateo Student Services Program Review Rotation Schedule</i>	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
14	<i>Annual Report Update on Student Learning Outcomes, 2007-2008</i>	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction
15	<i>Annual Report Update on Student Learning Outcomes, 2006-2007</i>	<a href="http://collegeofsanmateo.edu/accredinfo/">http://collegeofsanmateo.edu/accredinfo/</a> Hard copy available in document bin, Office of Instruction

16	Integrative Learning Assessment	<a href="http://collegeofsanmateo.edu/integrativelearning/">http://collegeofsanmateo.edu/integrativelearning/</a> Choose virtual fileroom, choose presentations, choose Alchemy New
17	<i>Students Speak</i>	Hard copy available in document bin, Office of Instruction
18	Letter from Vice President of Instruction and SLO-Assessment Coordinator	<a href="http://collegeofsanmateo.edu/accred.info/">http://collegeofsanmateo.edu/accred.info/</a> Hard copy available in document bin, Office of Instruction
19	Workshop #1 Sample Handouts	Hard copies available in document bin, Office of Instruction
20	Workshop #2 Sample Handouts	Hard copies available in document bin, Office of Instruction
21	Fall 2008 Data Results from SLO-Assessment Coordinator	<a href="http://collegeofsanmateo.edu/accred.info/">http://collegeofsanmateo.edu/accred.info/</a> Hard copies available in document bin, Office of Instruction
22	<i>College of San Mateo Distance Education Supplementary Information</i>	Hard copy available in document bin, Office of Instruction
23	Online Course Surveys	Hard copy available in document bin, Office of Instruction
24	Email from Dean of Planning, Research, and Institutional Effectiveness	Hard copy available in document bin, Office of Instruction
25	<i>San Mateo County Community College District Distance Education Strategic Plan (Draft)</i>	<a href="http://collegeofsanmateo.edu/accred.info/">http://collegeofsanmateo.edu/accred.info/</a> Hard copy available in document bin, Office of Instruction
26	<i>Inventory for Substantive Change Proposal</i>	<a href="http://collegeofsanmateo.edu/accred.info/">http://collegeofsanmateo.edu/accred.info/</a> Hard copy available in document bin, Office of Instruction
27	Agendas from Instructional Administrators' Retreat and from Instructional Administrators' Meetings	Hard copy available in document bin, Office of Instruction
28	Materials Relating to Assessment of Labs and Centers	<a href="http://collegeofsanmateo.edu/accred.info/">http://collegeofsanmateo.edu/accred.info/</a> Hard copy available in document bin, Office of Instruction
29	<i>College of San Mateo Summer Technology Planning Workgroup Report</i>	Hard copy available in document bin, Office of Instruction
30	<i>District Rules and Regulations, 2.08</i>	<a href="http://collegeofsanmateo.edu/accred.info/">http://collegeofsanmateo.edu/accred.info/</a> Hard copy available in document bin, Office of Instruction
31	<i>District Rules and Regulations, 2.03</i>	<a href="http://collegeofsanmateo.edu/accred.info/">http://collegeofsanmateo.edu/accred.info/</a> Hard copy available in document bin, Office of Instruction
32	<i>Proposed Process for Evaluating Delineation of Functions</i>	<a href="http://collegeofsanmateo.edu/accred.info/">http://collegeofsanmateo.edu/accred.info/</a> Hard copy available in document bin, Office of Instruction
33	<i>San Mateo Community College District Function Map</i>	<a href="http://collegeofsanmateo.edu/accred.info/">http://collegeofsanmateo.edu/accred.info/</a> Hard copy available in document bin, Office of Instruction

**BOARD REPORT NO. 08-9-100B**

TO: Members of the Board of Trustees  
FROM: Ron Galatolo, Chancellor-Superintendent  
PREPARED BY: Janet Stringer, Dean of Science and Technology, Cañada College, 306-3322

**ACCEPTANCE OF EXTERNAL FUNDS**

Dr. Amelito Enriquez, with Cañada College and San Francisco State University, has been awarded a grant entitled "Student On-ramp Leading to Engineering and Sciences" from the United States Department of Education (P120A080080). Funding comes through the Minority Science and Engineering Improvement Program, administered by the U.S. Department of Education and is for a three year period from October 1, 2008 through September 30, 2011 at \$300,000 per year. This grant funds a collaborative program with San Francisco State University to improve the recruitment and retention of women and minorities in engineering and science. Funding is provided for the principal investigator, a grant assistant, the faculty for a summer bridge math program, for additional tutoring and counseling, and for students to attend a two-week summer engineering institute at San Francisco State University.

**RECOMMENDATION**

It is recommended that the Board of Trustees accept the Student On-ramp Leading to Engineering and Sciences grant, awarded to Dr. Amelito Enriquez with Cañada College and San Francisco State University, in the amount of \$900,000 for the period October 1, 2008 through September 30, 2011 as awarded by the United States Department of Education.

**BOARD REPORT NO. 08-9-101B**

TO: Members of the Board of Trustees  
FROM: Ron Galatolo, Chancellor-Superintendent  
PREPARED BY: Jan Roecks, Director of General Services, 358-6879

**MULTIPLE CONTRACT AWARDS FOR ACADEMIC FURNITURE**

The San Mateo County Community College District (SMCCCD) partnered with the Foundation for California Community Colleges (FCCC) in 2003 to develop competitively solicited contracts for the procurement of Academic Application Furniture. The awarded contracts are set to expire in October 2008. In anticipation of the continued demand in the District and other community college districts to procure Academic Furniture for Capital Improvement Programs, including expanded renovations and new buildings, the FCCC, in partnership with the District, issued a new Request for Proposal (RFP). The specifications for this RFP were developed from the prior furniture contract standards established by SMCCCD. This approach maximizes the economic strength by the FCCC in the purchase of furniture by representing colleges system-wide to prospective vendors.

This was a public, competitive bid process completed by the Lead Public Agency (in this case, the Foundation for California Community Colleges) which will subsequently be “piggybacked” upon by other college districts pursuant to Public Contract Code §20652. The FCCC will be the prime contractor, monitoring quality of services and contract compliance from the vendors. The District will piggyback on the contract and, as a partner working through the RFP process, will continue to receive a 2% rebate which normally would be paid to the FCCC as part of the purchasing contract. There are no guaranteed purchases required of the Lead Public Agency or any other participating college or district.

The RFP process followed a six month timeline to develop, issue, review, and award the bid to the top three vendors. A committee comprised of the FCCC Director of Purchasing, an FCCC purchasing consultant, the District’s Director of General Services and a District Buyer, as well as the President of Dovetail Consultants, worked in partnership to complete this process. The bid was released to furniture manufacturers in mid-April with a pre-bid meeting held at the District Office the first week of May, 2008.

In addition to attending the pre-bid meeting, it was mandatory for all vendors to fill out a Performance and Specification exhibit as part of their proposal that included questions regarding Manufacturer Factory and Field Requirements, Service/Presale Specification Planning, Service/Post Sales Implementation Planning, Service/Post Sales Implementation Process, Service/Post Sales Implementation Follow-up and Performance Specifications. This form was utilized in the first tier of screening of the evaluation and only those who met the extensive requirements and specifications were forwarded to the second tier of evaluations.

Bids were due on May 21, 2008. Seven proposals were received and five of those proposals were evaluated by the committee. (At the bid opening, two of the proposals were determined to be non-compliant and were not reviewed further.)

The RFP was scored based on a weighted evaluation model as follows:

- 50% Best Discount Offered
- 30% Previous manufacturer's proven product experience and performance, including a successful record of servicing accounts in community colleges
- 20% Client References for Specific Products

Based upon the results of the detailed scoring mechanism and the outstanding references from other community colleges, the following three (3) vendors received the highest scores for their proposals to provide academic furniture: Allsteel Inc., Kruger International (KI), and VS America. The FCCC will award contracts to these three furniture manufacturers that will permit other public agencies to piggyback on the established contracts.

The District is especially pleased that KI is one of the three vendors who were awarded the bid as KI has been the standard furniture vendor used in the District over the past five years. This will not preclude the campuses from having the opportunity to evaluate the product types of all of the awarded vendors through samples of specific sizes, colors, and finishes.

#### **RECOMMENDATION**

It is recommended that the Board of Trustees approve use of the piggyback clause in the contracts established by the Foundation for the California Community Colleges with Allsteel Inc., Kruger International (KI) and VS America for purchase of Academic Furniture. The contract terms are for three (3) years with two one (1) year renewals effective September, 2008.

**BOARD REPORT NO. 08-9-102B**

TO: Members of the Board of Trustees

FROM: Ron Galatolo, Chancellor-Superintendent

PREPARED BY: Barbara Christensen, Director of Community/Government Relations  
574-6560

**AMENDMENT OF 14 SECTIONS IN CHAPTER SIX (ACADEMIC PROGRAMS) OF RULES AND REGULATIONS AND DELETION OF POLICIES 6.30, COURSES BY NEWSPAPER; 6.70, OCCUPATIONAL EDUCATION; 6.89, BASIC POLICIES FOR COMMUNITY SERVICES; AND 6.91, DEFINITION OF COMMUNITY SERVICES CLASSES AND ACTIVITIES**

As the Board is aware, one of the Accreditation Team recommendations was for the District to regularly review its policies and procedures:

*The board of trustees should regularly evaluate its "rules and regulations" and revise them as necessary. (Standard IV.B.1.e).*

On August 13, the Board adopted an amendment to District Rules and Regulations Section 2.07, Rules and Regulations, which established a two-year cycle for review of each of the eight chapters in Rules and Regulations. A decision was made to start with Chapter Six (Academic Programs) due to the fact that a number of changes in Title 5 have been made recently that require changes in the District policies.

Last Spring, the District Academic Senate began a review of Chapter Six and has forwarded the attached 14 policies to the Board with their recommendations for revision. They are also recommending four policies for deletion. The District compared these policies to the proposed model policies in the CCLC's Policy and Procedures Update Service in order to assure that these policies incorporate all recent changes in Title 5. A summary of the proposed revisions/deletions is included in the attached chart, showing old and new numbers and names of policies. Please note that the old policy 6.32, Educational Materials, has been split into two sections; Section 6.34, now titled KCSM TV and KCSM-FM, is included in the attached packet. A second policy, now labeled Intellectual Property covering the remaining sections of the old 6.32, will be brought to the Board in the near future, along with other policies that continue to be under review by the Academic Senate.

Almost all of the changes proposed are non-substantive; they reflect changes in Title 5 and in our own operating procedures. Old and new versions of the policies are shown in the attached.

The following four policies are proposed for deletion:

- 6.30 This policy is obsolete.
- 6.70 This policy was found to be more procedural than policy-related. In addition, the District does not have specific Policies for General Education or Basic Skills; a policy on Occupational Education (Career/Technical Education) is not required or needed.

6.89 & 6.90     The essential elements of these two policies will be consolidated into a revised 6.90, Community Education Classes, which will be brought to the Board in the near future.

**RECOMMENDATION**

It is recommended that the Board adopt the revised policies as shown in the attached; it is further recommended that the Board delete Policies 6.30, Courses by Newspapers; 6.70, Occupational Education; 6.89, Basic Policies for Community Services; and 6.91, Definition of Community Services Classes and Activities.

**PROPOSED CHANGES/REORGANIZATION OF RULES AND REGULATIONS  
CHAPTER 6, ACADEMIC AFFAIRS**

<b>New Number</b>	<b>Old Number</b>	<b>New Name</b>	<b>Old Name</b>
6.01	6.01	Philosophy and Purpose	Same
6.03	6.10	Divisional Organization	Same
6.05	6.05	Academic Calendar	Definitions of College Day, Week, Year
6.13	6.15	Curriculum Development, Program Review, and Program Viability	Same
6.23	6.13	Grade Changes	Same title (Re-number Only; Revised May 08))
6.30	6.16	Externally Funded Special Projects and Programs	Same
6.31	6.31	Auditing of Courses	Same
6.33	6.33	Use of Copyrighted Materials	Same
6.34	From 6.32	KCSM-TV and KCSM-FM	Educational Materials
6.38	6.38	Criteria for Selection of Guest Speakers	Same
6.39	6.39	Presence of Non-Students on Campus	Same
6.50	6.50	Student Teachers and Interns	Student Teachers
6.80	6.80	Policy Governing the Use of Off-Campus Facilities	Same
6.94	6.94	Contract Courses and Services	Same
Delete	6.30		Courses by Newspaper
Delete	6.70		Occupational Education
Delete	6.89		Basic Policies for Community Services
Delete	6.91		Definition of Community Services Classes and Activities

**OLD VERSION:**

**6.01 Philosophy and Purpose**

1. The San Mateo County Community College District has established its educational philosophy on three fundamental premises: that a society requires intelligent support; that the individual has worth and dignity; and that a college has obligations to both society and the individual.
2. As a corollary to these premises, the Board and administration realize that the District's Colleges must remain sensitive to changes in the needs of the community and, within available resources, evolve their educational offerings in response to those needs.
3. In general, the purpose of each College within the District is to provide education beyond the high school level for residents of the District who can benefit from it. This education is designed to help students become aware of their potentialities, stimulate their cultural interests, and develop their career/technical abilities. It prepares students to assume the responsibilities of citizenship in our free society. It offers them the opportunity to assimilate an organized body of knowledge, to employ critical thinking, and to construct an informed frame of reference.
4. To achieve their purposes, the Colleges within the San Mateo County Community College District offer the following kinds of education:
  - a. General education
  - b. Lower-division college education
  - c. Career/technical education
  - d. Developmental education
  - e. Special educational programs and services for the community
5. The District shall provide library services for students and faculty as an integral part of the educational program.
6. The Colleges will help students discover their aptitudes, choose their life work, and plan an educational program which will prepare them for that work. The Colleges offer this assistance through a formal program of advising and counseling, and through informal student-teacher relationships, which are distinct and valuable services. The Colleges recognize the educational value of organized student activities and encourage student and faculty participation in these activities.

(Rev. 9/08)

### **6.03 Division Organization**

1. Each College shall be divided into **administrative** divisions which are appropriate to the instructional **and student services** needs of that College.
2. Each division shall have a **Dean** whose appointment is offered and held on recommendation of the College President, with the approval of the Chancellor and the Board.
3. **Faculty members** shall be assigned to one or more divisions. **A faculty member with assignments in two or more divisions shall be considered a member of the division in which the majority of his/her workload is assigned.** If the major assignment is not clearly defined, the **College President or appropriate Vice President shall make the assignment.**

(Rev. 9/08)

**6.05 Academic Calendar**

1. Each year, the Board shall establish a Districtwide Academic Calendar.
2. The number of days that define the academic year shall be 175 days of instruction and evaluation.
3. The District will negotiate with the AFT (local 1493) to determine the calendar for instruction for the Fall, Spring and Summer Terms. Flexible Calendar options will be negotiated with the AFT.
4. The Calendar will identify the holidays designated by the State of California and granted by the Board of Trustees.
5. Total or partial closing of the campus shall occur only upon order of the College President or the Chancellor (or their designee).

Reference: Education Code 70902(b)(12)

(Rev. 9/08)

### **6.13 Curriculum Development, Program Review, and Program Viability**

1. In accordance with Title 5, Section 53200, and District Rules and Regulations 2.06, the Board of Trustees, through its designee, will consult collegially with the Academic Senate in the areas of curriculum development, educational program development, program review, and program viability and will primarily rely on the expertise of faculty in these academic and professional matters.
2. In consultation with the College President and **Vice President of Instruction**, or designees, the Academic Senate of each college will approve the processes for the establishment, review, modification, and discontinuance of courses or educational programs consistent with Title 5 and the Education Code.
3. The processes for curriculum development, educational program development, program review, and program viability will culminate in recommendations to the Board of Trustees through the Chancellor, or designee, for approval of curricular additions, consolidations, and deletions.
4. A program is defined as an organized sequence of courses leading to a defined objective, a degree, a certificate, or transfer to another institution of higher education.
5. **The Office of Instruction at each College will be responsible for maintenance of all records regarding curriculum and program development and program review.**
6. Curriculum development, program review, and program viability shall also have Districtwide oversight and coordination.

References: Title 5, Section 51000, 51022, 55100, 55130, 55150  
Education Code Section 70901(b) 70902(b) 78016

**(Rev. 9/08)**

### **6.23 Grade Changes**

1. The colleges shall implement uniform procedures to assure the accuracy and integrity of all grades awarded by faculty. The procedures shall include, but not necessarily be limited to, the following:
  - a. Assurance that in the absence of mistake, bad faith, fraud or incompetence, the grades awarded by faculty shall be final;
  - b. Procedures for students to challenge the correctness of a grade;
  - c. Procedures for installation of security measures to protect grade records and grade storage systems from unauthorized access;
  - d. Limitations on access to grade records and grade storage systems;
  - e. Discipline for students or staff who are found to have gained access to grade records without proper authorization or to have changed grades without proper authorization;
  - f. Notice to students, faculty, transfer institutions, accreditation agencies and law enforcement agencies if unauthorized access to grade records and grade storage systems is discovered to have occurred.

Reference: Education Code Sections 76224, 76232  
Title 5, Section 55025

(Rev. 9/08)

6.30 Courses by Newspaper

~~A. In the fulfillment of their role as community colleges, the District's Colleges may offer certain courses by newspaper in conjunction with local newspapers. These courses may be offered on a credit basis and shall become a part of the District's regular course offerings in accordance with Board policies and procedures for course approval and reporting. The plan, organization, and implementation of courses by newspaper are the responsibility of the Colleges, in conjunction with the Office of Educational Services.~~

**6.30 Externally Funded Special Projects and Programs**

1. The District and the Colleges shall actively seek external funds in the form of grants to support educational programs consistent with the vision, mission and master plans of the District and the Colleges.
2. Projects must be consistent with the objectives and priorities of the educational program. The value of the project, not the availability of state, federal or private funds, shall be the prime criterion in applying for funds.
3. The Chancellor or Chancellor's designee must approve all projects for which outside funds are sought.
4. Recognizing that projects may be experimental in nature, the Board establishes the following parameters:
  - a. The administration must present reasonable assurance that a successful program can be continued with District funds if outside funds are discontinued.
  - b. Projects of limited duration or those designed to meet a transitory need must have a clear end date with the understanding that the program and/or services will not be continued.
  - c. The administration will recommend discontinuance of the program if an evaluation indicates that it is not successful, regardless of available funding.
5. When matching District funds are required, the administration will evaluate the impact of the proposed commitment on other District needs. Other viable programs should not suffer in order to attract projects with matching funds. When matching funds are required, every effort will be made to use already budgeted District funds as part of the District contribution.
6. Any funds acquired shall accrue to the District for District purposes and not to any individual.
7. The Chancellor is authorized to accept external funds which:
  - a. Are renewals
  - b. Support current programs and services within the District and require a District dollar match (not in-kind) of \$50,000 or less
  - c. Support current programs and services within the District and require an in-kind match only.
8. The Chancellor will inform the Board about all such external funds anticipated.
9. Board approval will be required before external funds are accepted when:
  - a. The external funds support a new District program or service
  - b. The District dollar match of more than \$50,000 is required
  - c. The award requires a commitment that the program will continue beyond the funding period.

**6.30 Externally Funded Special Projects and Programs (continued)**

10. Any new faculty to be employed in positions funded from external funds/grants shall be advised that they are not guaranteed employment beyond the expiration date of the external funding.

11. Whenever possible, the full cost of administering the grant shall be included in the grant funding.

(Rev. 9/08)

**6.31 Auditing of Courses**

1. The Colleges of the District will allow auditing of courses with the exception of classes in programs that require special preparation and/or program admission on a limited basis.
2. Students wishing to audit a course must obtain the approval of the instructor of record for that course.
3. Students in good standing may audit a course only if they are ineligible to take the course for credit.
4. Students taking courses for credit will have first priority on all classroom space. Additional space may be available to interested auditors.
5. No student auditing a course shall be permitted to change his or her enrollment to receive credit for the course.
6. An auditing fee as established by California Education Code will be payable at that time of enrollment as an auditor, with the exception of students enrolled in ten (10) or more semester credit units.

Reference: Education Code Section 76370

(Rev. 9/08)

### **6.33 Use of Copyrighted Materials**

1. It is the policy of the Board that all District employees shall observe copyright laws, both codified and as interpreted by the courts, and shall maintain the highest ethical standards in the use of copyrighted materials.
2. This policy affirms District adherence to Title 17, United States Code. Failure to comply with copyright regulations may result in District and/or personal liability.
  - a. It is each employee's responsibility to comply with copyright regulations.
  - b. The District will provide necessary legal review and resources to employees having questions about the use of copyrighted materials.

(Rev. 9/08)

### 6.34 KCSM-TV and KCSM-FM

1. KCSM-TV and KCSM-FM are designated as educational delivery resources to provide effective learning opportunities. Their primary purposes are to provide telecourse and radio instruction, to provide telecommunications training, and to act as a public broadcasting service to the community.
  - a. KCSM-TV and KCSM-FM, owned and operated by the San Mateo County Community College District, are public broadcast stations licensed to the District by the Federal Communications Commission.
  - b. The stations are an organizational unit of College of San Mateo, under the supervision of the General Manager, KCSM-TV/FM, and reporting to the College President. The Chancellor shall have responsibility for legal and regulatory matters, federal grant applications, licensing requirements, and legislative activities involving the television and radio stations.
2. Delineation of Responsibility
  - a. The management of KCSM-TV has final responsibility for obtaining, producing, and transmitting telecourse material. Consistent with its first priority as a broadcaster of telecourses, KCSM-TV will make available blocks of time for credit instructional programming. Technical and production quality of instructional television programs will be the responsibility of KCSM-TV staff.
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  - c. Admissions, registration, and maintenance of permanent records for telecourse students will be the responsibilities of the **College of San Mateo's** Office of Admissions and Records.
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3. Telecourse and video instructors are to be assigned and compensated in accordance with District personnel and accounting procedures.
  - a. "Telecourse instructor" is defined as the College faculty member who coordinates and supervises the telecourse, has contact with the students, administers the course, maintains class records, and gives grades and exams.
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4. Solicitation, receipt, and control of external funding shall conform to established procedures applying to all externally funded activities, as provided for in District Rules and Regulations.

**6.34 KCSM-TV and KCSM-FM (continued)**

5. Telecourse production is a function of KCSM.
  - a. All telecourse projects produced by KCSM shall be owned by the San Mateo County Community College District, and all copyrights in such productions will be in the name of San Mateo County Community College District.
  - b. Video instructors who participate in the actual production of telecourses will receive compensation in accordance with KCSM and District accounting procedures.

(Rev. 9/08)

**6.38 Criteria for Selection of Guest Speakers**

1. The following criteria shall apply in the selection of guest speakers:
  - a. The selection of speakers shall be consistent with the commitment to provide an educational center for the free exchange of ideas in an atmosphere of mutual respect among participants and audience.
  - b. Selection of speakers shall be approved by the **appropriate administrator** of each College.
2. The following guidelines shall apply in the selection of guest speakers. Individual speakers shall:
  - a. Possess a recognized competence relating to the program or class.
  - b. Be sensitive to the principles of academic freedom, insuring consideration of a variety of viewpoints on any issue.
3. Speakers on panels or members of a program series shall be selected:
  - a. To insure broad representation of a variety of viewpoints on important issues.
  - b. To present authoritative information and informed opinions on the selected subjects.
4. Pursuant to the adopted policy on controversial issues (Rules and Regulations section 6.35), the administration, the faculty, or student organizations may sponsor speakers of any opinion:
  - a. The speakers shall be governed by the regulations of the Colleges as to time, place, and manner of public presentations.
  - b. The College Presidents and the Chancellor shall encourage the presentation of the widest possible range of points of view.

(Rev. 9/08)

### **6.39 Presence of Non-Students on Campus**

1. With the exception of authorized visitors, persons other than registered students are not permitted to be present in scheduled classes, or class-related activities, without the explicit permission of the faculty member **for a limited number of class sessions**.
2. Children **under the age of 13** may not be left unattended in District facilities or on District grounds.

**(Rev. 9/08)**

**6.50 Student Teachers and Interns**

1. Each College may accept graduate student assistants subject to agreements with graduate study programs. The number of graduate student assistants in any semester shall not exceed five percent (5%) of the total faculty of that College.

(Rev. 9/08)

6.70 — Occupational Education

~~A. Each occupational program shall have a set of clearly stated goals, developed in consultation with the Program Advisory Committee, which are consistent with the Mission and Goals Statement of the San Mateo County Community College District and the California State Plan for Vocational Education.~~

~~B. Each occupational program shall reflect the desired outcomes of an ongoing comprehensive planning process. Effective planning includes:~~

~~1. Establishment of a planning committee.~~

~~2. Assessment of student, community, and industry needs.~~

~~3. Analysis of labor market information.~~

~~4. Projection of available resources and costs.~~

~~5. Identification of and impact on related programs and other institutions.~~

~~6. Assignment of advisory committee and curriculum team to conduct job task analysis and — recommend curriculum design.~~

~~C. Each occupational curriculum shall be designed and maintained to reflect current, anticipated industry needs and practices, as well as student needs, and shall, where pertinent, meet the standards of licensure and accreditation bodies.~~

~~Subject matter shall be systematically organized and tied to measurable and targeted competency levels necessary for job success.~~

~~D. Occupational program staff shall work in cooperation with other college units to initiate programs in vocational counseling and orientation, and specialized programs for disadvantaged, handicapped, and underrepresented groups to make each occupational program accessible to as many students as possible.~~

~~In an effort to increase the likelihood of success for students, each occupational program shall have relevant and clearly stated entrance requirements, effective assessment and selection procedures, and provision for ongoing and definitive evaluation of student progress and employment prospects.~~

~~Students enrolled in occupational programs shall be made aware of and assisted in utilizing the broad range of services provided by the District to respond to their academic and individual needs. Current occupational program and employment information and requirements shall be disseminated through effective counseling.~~

~~E. Sufficient human, physical, and monetary resources shall be provided to maintain each occupational program in a manner consistent with stated program goals and an understood level of cost efficiency. Support provided to each occupational program shall include: competent staff; appropriate instructional facilities; adequate supplies and materials; equipment sufficiently modern to meet learning needs; a program for equipment maintenance; and proper environmental quality.~~

6.70 — Occupational Education (continued)

~~F. — Each occupational program shall be staffed by properly credentialed and technically competent professional educators who are skilled in instructional design and the art of teaching.~~

~~1. Instructional staff shall establish a professional image for each occupational program and should participate in professional growth designed to enhance their technical and instructional skills.~~

~~2. To the extent possible, instructional staff shall recognize and be responsive to changing industry requirements by expanding lines of communication with industry representatives and potential employers and by helping to provide the leadership needed to maintain currency and program excellence.~~

~~3. As necessary, instructional aides and clerical support should be provided to assist certificated staff as appropriate.~~

~~G. — Administrators shall understand and be supportive of program goals and shall provide the resources necessary to achieve those goals. Administrators shall be accountable for program quality and shall work closely with staff, industry representatives, and governmental and community agencies. Administrators shall provide direction and leadership in the areas of program evaluation, external funding, staff development, and program development, expansion, retrenchment, and deletion.~~

~~H. — Each occupational program shall have an Advisory Committee composed of interested and concerned persons with appropriate knowledge and expertise. Each Advisory Committee shall meet on a regular basis and advise on operations and assist in the development and evaluation of the program or programs for which it is appointed.~~

~~I. — Program graduates should be employable at a specified level of competence and responsibility. In conjunction with College Job Placement Office and with assistance and guidance from industry representatives and program graduates, each occupational program shall maintain a program of job development, job placement, and student followup.~~

~~J. — In order to validate program success, identify exemplary practices and establish a basis for program modification, each occupational program shall establish ongoing evaluation process which incorporates the views of students, staff, graduates, administration, industry representation, and the Program Advisory Committee. At least once every four years, each occupational program shall undergo a thorough and comprehensive program evaluation and review in accordance with District policy and procedures.~~

~~K. — Just as the lines between transfer, general and vocational education are not always distinct for students, the difference between vocational education and job training is an integral part of vocational education. The differences are outlined in the definitions noted below:~~

~~1. Job Training (also called employment training) refers to a planned systematic sequence of instruction or other learning experiences designed to impart skill, knowledge, and attitudes to prepare individuals for immediate employment. Such training is usually intensive, job specific, and of short duration.~~

6.70 — Occupational Education (continued)

~~2. Vocational Education (also called occupational education) refers to a planned systematic sequence of instruction or other learning experience which provide individuals with necessary skills, knowledge, and attitudes to attain entry level employment, occupational advancement, upgrading, or career change. Such occupational preparation should be accompanied by broader educational experiences to assist students achieve longer range career aspirations as well as immediate occupational objectives and is usually of longer duration than shorter term job training.~~

~~(6/84)~~

**6.80 Policy Governing the Use of Off-Campus Facilities**

1. The San Mateo County Community College District seeks the community as a partner in the educational process. The District recognizes its responsibility to take the educational offerings of the District to various segments and areas of the County whenever that activity is educationally and fiscally appropriate. The District shall provide the leadership necessary to identify, evaluate, and respond to the educational needs of individuals within its community and shall provide an environment which enables these individuals to realize their potential while maximizing program accessibility through a variety of locations, methods of instruction, scheduling patterns, and support services.
2. The San Mateo County Community College District will use off-campus facilities when such use is required or appropriate for the conduct of programs and services, within available resources. Such off-campus facilities may be needed to:
  - a. Provide specialized facilities for specific programs when such facilities are not available on any of the three College campuses or when such programs by their nature are required to be conducted at a special off-campus site.
  - b. Supplement College facilities when College facilities are not adequate in number and/or kind to meet community needs.
  - c. Establish College programs and services in traditionally underserved areas of the County.
3. The San Mateo County Community College District shall work cooperatively with other public institutions or public agencies in securing the use of off-campus facilities. The District may reimburse the host institution for direct costs incurred by the District's use of other public facilities. In many cases, it is expected that programs and services which the Colleges will provide at off-campus sites will be of sufficient value to the community that the provider of the facility will provide space free of charge.
4. Programs and services offered off campus shall conform to all Rules and Regulations in the same manner as on-campus programs and services.
5. All use of off-campus facilities requiring the expenditure of funds shall be reviewed annually by the Board.
6. All off-campus class facilities will be approved by the College President, who will submit space requisitions to the District Business Office in order to provide for billing and insurance coverage.

(Rev. 9/08)

6.89 Basic Policies for Community Services

1. ~~In the fulfillment of its role as a community college district, the San Mateo County Community College District shall operate an Office of Community Services and shall design a program of classes and activities responsive to the needs of the community.~~
2. ~~Planning and publicity for fee-based Community Services classes and activities shall be coordinated by the Coordinator of Community Services; the Assistant Vice Chancellor for Occupational Programs and Planning shall have administrative responsibility for the Office of Community Services.~~
3. ~~Community Services may utilize both on-campus and off-campus facilities.~~
4. ~~Community Services classes and activities shall be adapted to the needs, interests and desires of various segments of the community served by the District and shall draw upon the various resources represented in the total academic community of each College. Close liaison and cooperation shall be maintained with interested community groups in the planning, organization and implementation of these programs.~~
5. ~~Community Services classes and activities shall be self-supporting through fees paid by participating individuals and groups.~~
6. ~~Community Services offerings shall be approved by the Board each semester. The Assistant Vice Chancellor for Occupational Programs and Planning shall make periodic progress reports and an annual fiscal report on Community Services to the Board.~~
7. ~~Registration fees and instructor remuneration shall be calculated based upon total direct and indirect costs of the program involved and the anticipated enrollment.~~
8. ~~Community Services offerings shall be closely coordinated with appropriate College administrators to avoid unnecessary duplication and to prevent problems relating to the use of facilities.~~
9. ~~Community Services classes and activities shall be offered at various locations in the County to assure a geographical balance in program offerings. The Coordinator shall work with appropriate College and community representatives to plan and implement special programs of Countywide interest.~~

(Rev. 10/88)

~~6.91 Definition of Community Services Classes and Activities~~

- ~~1. Community Services offerings are those classes and activities designed to meet the educational needs of the community not otherwise served by college credit courses. Community Services classes and activities are short term, fee-based, not for credit and meet the recreational, avocational, personal development, and continuing education needs of the community. Community Services classes shall also be offered in certain continuing interest areas as an alternative educational mode for students who wish to pursue particular avocational interests over a long period of time.~~
- ~~2. Criteria for Community Services classes and activities in the San Mateo County Community College District shall be the following:~~
  - ~~a. The class may be taught by a noncredentialed instructor.~~
  - ~~b. The class or activity shall not require an official student performance evaluation.~~
  - ~~c. The class or activity shall be coordinated with appropriate College administrators.~~
  - ~~d. The class or activity shall not unnecessarily duplicate local adult education and recreational programs.~~
  - ~~e. The class or activity shall require formal registration.~~
  - ~~f. A Community Services class may qualify for continuing education units (CEUs) upon certification of a specified minimum number of hours of instruction approved or accepted by State licensing or regulatory agencies and/or professional associations.~~

(Rev. 10/88)

## 6.94 Contract Courses and Services

1. The San Mateo County Community College District is committed to meeting the educational and training needs of business, industry, government and community agencies within its service area to the maximum extent possible. In addition to offering College courses and services (i.e., counseling and assessment), the Colleges will actively seek opportunities for providing specialized education and training, on a contract basis, to such outside organizations.
2. Contract courses and services shall be planned with the participation of the organization requesting the course. Faculty for these courses and services shall be hired, evaluated and remunerated in the same manner as faculty employed in regular college courses and services.
3. Contract courses may be offered either as credit courses or as not-for-credit classes.
  - a. A contract course for credit requested by an organization may be a closed course and such courses shall meet all District criteria for credit courses. All costs of the course (direct and indirect) shall be paid by the requesting organization; the District may not claim apportionment funding for the course. Such closed courses need not be advertised to the public.
  - b. Contract courses may also be offered open to the public and reported for apportionment under the conditions stated in Education Code Section 78021. The District shall recover, from all revenue sources, including, but not limited to, public and private sources, or any combination thereof, an amount equal to, but not less than, the actual costs, including administrative costs, incurred in providing these programs or services.
  - c. A not-for-credit contract class requested by an organization may be an open or closed class and shall conform to all District Rules and Regulations governing such classes. The requesting organization shall pay all direct and indirect costs of the class.
4. Contract educational services shall be coordinated through the office of the Vice Chancellor of Educational Services and Planning.
5. All contracts for courses and services shall be reviewed by the Executive Vice Chancellor and, if deemed necessary, by the District's legal counsel.
6. The Chancellor and/or Executive Vice Chancellor are authorized to approve contracts for instructional courses and services. Such contracts shall be ratified by the Board as part of the quarterly Bills and Salaries Report.

(Rev. 9/08)

**NEW VERSION:**

**6.01 Philosophy and Purpose**

1. The San Mateo County Community College District has established its educational philosophy on three fundamental premises: that a society requires intelligent support; that the individual has worth and dignity; and that a college has obligations to both society and the individual.
2. As a corollary to these premises, the Board and administration realize that the District's Colleges must remain sensitive to changes in the needs of the community and, within available resources, evolve their educational offerings in response to those needs.
3. In general, the purpose of each College within the District is to provide education beyond the high school level for residents of the District who can benefit from it. This education is designed to help students become aware of their potentialities, stimulate their cultural interests, and develop their career/technical abilities. It prepares students to assume the responsibilities of citizenship in our free society. It offers them the opportunity to assimilate an organized body of knowledge, to employ critical thinking, and to construct an informed frame of reference.
4. To achieve their purposes, the Colleges within the San Mateo County Community College District offer the following kinds of education:
  - a. General education
  - b. Lower-division college education
  - c. Career/technical education
  - d. Developmental education
  - e. Special educational programs and services for the community
5. The District shall provide library services for students and faculty as an integral part of the educational program.
6. The Colleges will help students discover their aptitudes, choose their life work, and plan an educational program which will prepare them for that work. The Colleges offer this assistance through a formal program of advising and counseling, and through informal student-teacher relationships, which are distinct and valuable services. The Colleges recognize the educational value of organized student activities and encourage student and faculty participation in these activities.

(Rev. 9/08)

### **6.03 Division Organization**

1. Each College shall be divided into administrative divisions which are appropriate to the instructional and student services needs of that College.
2. Each division shall have a Dean whose appointment is offered and held on recommendation of the College President, with the approval of the Chancellor and the Board.
3. Faculty members shall be assigned to one or more divisions. A faculty member with assignments in two or more divisions shall be considered a member of the division in which the majority of his/her workload is assigned. If the major assignment is not clearly defined, the College President or appropriate Vice President shall make the assignment.

(Rev. 9/08)

### **6.05 Academic Calendar**

1. Each year, the Board shall establish a Districtwide Academic Calendar.
2. The number of days that define the academic year shall be 175 days of instruction and evaluation.
3. The District will negotiate with the AFT (local 1493) to determine the calendar for instruction for the Fall, Spring and Summer Terms. Flexible Calendar options will be negotiated with the AFT.
4. The Calendar will identify the holidays designated by the State of California and granted by the Board of Trustees.
5. Total or partial closing of the campus shall occur only upon order of the College President or the Chancellor (or their designee).

Reference: Education Code 70902(b)(12)

(Rev. 9/08)

### **6.13 Curriculum Development, Program Review, and Program Viability**

1. In accordance with Title 5, Section 53200, and District Rules and Regulations 2.06, the Board of Trustees, through its designee, will consult collegially with the Academic Senate in the areas of curriculum development, educational program development, program review, and program viability and will primarily rely on the expertise of faculty in these academic and professional matters.
2. In consultation with the College President and Vice President of Instruction, or designees, the Academic Senate of each college will approve the processes for the establishment, review, modification, and discontinuance of courses or educational programs consistent with Title 5 and the Education Code.
3. The processes for curriculum development, educational program development, program review, and program viability will culminate in recommendations to the Board of Trustees through the Chancellor, or designee, for approval of curricular additions, consolidations, and deletions.
4. A program is defined as an organized sequence of courses leading to a defined objective, a degree, a certificate, or transfer to another institution of higher education.
5. The Office of Instruction at each College will be responsible for maintenance of all records regarding curriculum and program development and program review.
6. Curriculum development, program review, and program viability shall also have Districtwide oversight and coordination.

References: Title 5, Section 51000, 51022, 55100, 55130, 55150  
Education Code Section 70901(b) 70902(b) 78016

(Rev. 9/08)

### **6.23 Grade Changes**

1. The colleges shall implement uniform procedures to assure the accuracy and integrity of all grades awarded by faculty. The procedures shall include, but not necessarily be limited to, the following:
  - a. Assurance that in the absence of mistake, bad faith, fraud or incompetence, the grades awarded by faculty shall be final;
  - b. Procedures for students to challenge the correctness of a grade;
  - c. Procedures for installation of security measures to protect grade records and grade storage systems from unauthorized access;
  - d. Limitations on access to grade records and grade storage systems;
  - e. Discipline for students or staff who are found to have gained access to grade records without proper authorization or to have changed grades without proper authorization;
  - f. Notice to students, faculty, transfer institutions, accreditation agencies and law enforcement agencies if unauthorized access to grade records and grade storage systems is discovered to have occurred.

Reference: Education Code Sections 76224, 76232  
Title 5, Section 55025

(Rev. 9/08)

### **6.30 Externally Funded Special Projects and Programs**

1. The District and the Colleges shall actively seek external funds in the form of grants to support educational programs consistent with the vision, mission and master plans of the District and the Colleges.
2. Projects must be consistent with the objectives and priorities of the educational program. The value of the project, not the availability of state, federal or private funds, shall be the prime criterion in applying for funds.
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2. The following guidelines shall apply in the selection of guest speakers. Individual speakers shall:
  - a. Possess a recognized competence relating to the program or class.
  - b. Be sensitive to the principles of academic freedom, insuring consideration of a variety of viewpoints on any issue.
3. Speakers on panels or members of a program series shall be selected:
  - a. To insure broad representation of a variety of viewpoints on important issues.
  - b. To present authoritative information and informed opinions on the selected subjects.
4. Pursuant to the adopted policy on controversial issues (Rules and Regulations section 6.35), the administration, the faculty, or student organizations may sponsor speakers of any opinion:
  - a. The speakers shall be governed by the regulations of the Colleges as to time, place, and manner of public presentations.
  - b. The College Presidents and the Chancellor shall encourage the presentation of the widest possible range of points of view.

(Rev. 9/08)

**6.39 Presence of Non-Students on Campus**

1. With the exception of authorized visitors, persons other than registered students are not permitted to be present in scheduled classes, or class-related activities, without the explicit permission of the faculty member for a limited number of class sessions.
2. Children under the age of 13 may not be left unattended in District facilities or on District grounds.

(Rev. 9/08)

**6.50 Student Teachers and Interns**

1. Each College may accept graduate student assistants subject to agreements with graduate study programs. The number of graduate student assistants in any semester shall not exceed five percent (5%) of the total faculty of that College.

(Rev. 9/08)

**6.80 Policy Governing the Use of Off-Campus Facilities**

1. The San Mateo County Community College District seeks the community as a partner in the educational process. The District recognizes its responsibility to take the educational offerings of the District to various segments and areas of the County whenever that activity is educationally and fiscally appropriate. The District shall provide the leadership necessary to identify, evaluate, and respond to the educational needs of individuals within its community and shall provide an environment which enables these individuals to realize their potential while maximizing program accessibility through a variety of locations, methods of instruction, scheduling patterns, and support services.
2. The San Mateo County Community College District will use off-campus facilities when such use is required or appropriate for the conduct of programs and services, within available resources. Such off-campus facilities may be needed to:
  - a. Provide specialized facilities for specific programs when such facilities are not available on any of the three College campuses or when such programs by their nature are required to be conducted at a special off-campus site.
  - b. Supplement College facilities when College facilities are not adequate in number and/or kind to meet community needs.
  - c. Establish College programs and services in traditionally underserved areas of the County.
3. The San Mateo County Community College District shall work cooperatively with other public institutions or public agencies in securing the use of off-campus facilities. The District may reimburse the host institution for direct costs incurred by the District's use of other public facilities. In many cases, it is expected that programs and services which the Colleges will provide at off-campus sites will be of sufficient value to the community that the provider of the facility will provide space free of charge.
4. Programs and services offered off campus shall conform to all Rules and Regulations in the same manner as on-campus programs and services.
5. All use of off-campus facilities requiring the expenditure of funds shall be reviewed annually by the Board.
6. All off-campus class facilities will be approved by the College President, who will submit space requisitions to the District Business Office in order to provide for billing and insurance coverage.

(Rev. 9/08)

### **6.94 Contract Courses and Services**

1. The San Mateo County Community College District is committed to meeting the educational and training needs of business, industry, government and community agencies within its service area to the maximum extent possible. In addition to offering College courses and services (i.e., counseling and assessment), the Colleges will actively seek opportunities for providing specialized education and training, on a contract basis, to such outside organizations.
2. Contract courses and services shall be planned with the participation of the organization requesting the course. Faculty for these courses and services shall be hired, evaluated and remunerated in the same manner as faculty employed in regular college courses and services.
3. Contract courses may be offered either as credit courses or as not-for-credit classes.
  - a. A contract course for credit requested by an organization may be a closed course and such courses shall meet all District criteria for credit courses. All costs of the course (direct and indirect) shall be paid by the requesting organization; the District may not claim apportionment funding for the course. Such closed courses need not be advertised to the public.
  - b. Contract courses may also be offered open to the public and reported for apportionment under the conditions stated in Education Code Section 78021. The District shall recover, from all revenue sources, including, but not limited to, public and private sources, or any combination thereof, an amount equal to, but not less than, the actual costs, including administrative costs, incurred in providing these programs or services.
  - c. A not-for-credit contract class requested by an organization may be an open or closed class and shall conform to all District Rules and Regulations governing such classes. The requesting organization shall pay all direct and indirect costs of the class.
4. Contract educational services shall be coordinated through the office of the Vice Chancellor of Educational Services and Planning.
5. All contracts for courses and services shall be reviewed by the Executive Vice Chancellor and, if deemed necessary, by the District's legal counsel.
6. The Chancellor and/or Executive Vice Chancellor are authorized to approve contracts for instructional courses and services. Such contracts shall be ratified by the Board as part of the quarterly Bills and Salaries Report.

(Rev. 9/08)

**BOARD REPORT NO. 08-9-103B**

TO: Members of the Board of Trustees  
FROM: Ron Galatolo, Chancellor-Superintendent  
PREPARED BY: Kathy Blackwood, Chief Financial Officer, 358-6869

**PUBLIC HEARING OF THE 2008-09 FINAL BUDGET**

California Code of Regulations, Title V §58301, specifies that the proposed budget for the ensuing year be available for public inspection and that a public hearing be held.

The proposed 2008-09 budget to be presented for adoption has been available since September 19, 2008, and, in conformance with §58301, the public hearing has been scheduled for this meeting of September 24, 2008.

In accordance with the Code, notification of the dates and locations at which the proposed budget was available for inspection, as well as the date, time, and location of the public hearing, was published in the *San Mateo County Times*.

**RECOMMENDATION**

It is recommended that the Board of Trustees proceed with the public hearing on the proposed 2008-09 Final Budget for the San Mateo County Community College District.

**BOARD REPORT NO. 08-9-104B**

TO: Members of the Board of Trustees

FROM: Ron Galatolo, Chancellor-Superintendent

PREPARED BY: Kathy Blackwood, Chief Financial Officer, 358-6869

**ADOPTION OF THE 2008-09 FINAL BUDGET**

Section No. 58305(c) of the California Code of Regulations, Title 5, requires that “on or before the 15<sup>th</sup> day of September, the governing board of each district shall adopt a final budget.” The adoption of the budget will provide the District with a comprehensive financial plan of income sources and proposed expenditures for the 2008-09 fiscal year.

Given the absence of an enacted State Budget, a number of districts have requested permission for an extension of time for the "Filing and Approval of a Final Budget" that is required by Title 5, Section 58305.

Based on the authority provided to the Chancellor's Office under paragraph (b) of Section 58306, an extension for all districts was granted with the deadlines as follows: the September 15th deadline for the governing board of a district to adopt a final budget is extended to October 15th; and the September 30th deadline for completion of the adopted financial and budget report is extended to November 1st.

**RECOMMENDATION**

It is recommended that the Board of Trustees adopt the [2008-09 Final Budget](#) in the amounts detailed below, and that the CCFS-311 report be submitted to the State Chancellor's Office.

Unrestricted General Fund	\$ 118,780,202
Self-Insurance Fund	1,109,617
Debt Service	32,129,136
Restricted General Fund	24,641,507
Capital Outlay Projects Fund	107,803,471
Bookstore Fund	8,748,653
Cafeteria Fund	209,373
Child Development Fund	1,178,764
Trust Fund (Financial Aid)	7,664,596
Post-Retirement Benefits Fund	<u>2,591,750</u>
<b>TOTAL 2008-09 FINAL BUDGET</b>	<b>\$ 304,857,069</b>

# SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

## 2008-09 FINAL BUDGET REPORT

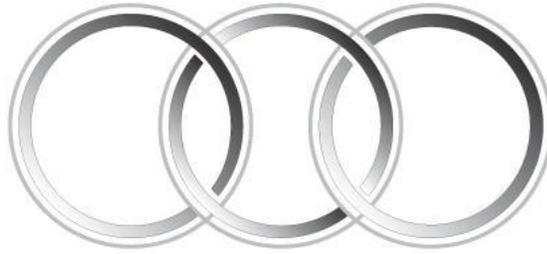


**Redwood City**

**San Mateo**

**San Bruno**

<http://www.smccd.edu>



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

**2008-09**  
***Final Budget***  
***Report***

**Board of Trustees**

Richard Holober, *President*  
Karen Schwarz, *Vice-President-Clerk*  
Helen Hausman  
Dave Mandelkern  
Patricia Miljanich  
Virginia Medrano Rosales, *Student Trustee, 2008-09*

Ron Galatolo, *District Chancellor*  
James Keller, *Executive Vice Chancellor*  
Kathy Blackwood, *Chief Financial Officer*  
Rachelle Minong, *District Budget Officer*

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## CHANCELLOR'S MESSAGE



Dear Colleagues,

In this message last year, I noted that the 2007-08 budget had been published and presented to the Board of Trustees for approval a month later than usual. This year, the 2008-09 budget has been published late as well. Why? As with the 2007-08 budget, the California Legislature could not muster enough member votes to pass a state budget until well past the legal deadline. While no budget relies on perfect information, college districts as well as other governmental agencies need to know the level of state support that they can count on before a revenue budget can be reasonably determined. For example, the largest component of our budget, employee salaries, is tied to the state wide COLA. This key information was not available due to the legislative delay causing the District's budget to also be delayed.

The District's Budget was developed over the course of this past fiscal year in accordance with the resource allocation model developed by the Budget and Finance Committee and approved through our shared governance processes. The Budget incorporates the community college financing mechanism and formulas adopted in 2006 through Senate Bill 361. Through Senate Bill 361, legislation simplified significantly the allocation formula and substantially equalized funding to community college districts.

The District's budget development process was assisted by the collective bargaining groups and the Board's representatives having reached agreement on multi-year contracts two years ago. While revenues from state apportionment are always unpredictable, the multi-year contracts add a level of certainty to the process and allow the District to develop future budgets with greater clarity on the economic impact of future salary improvements. As noted above, this year's degree of certainty is diminished by the tardiness of the adoption of a State budget. Additionally, there is a significant structural imbalance in the State budget that suggests a distinct possibility of mid-year reductions by the state should state revenues not reach budgeted levels.

Concerning our facilities, the visual outcomes of the District's capital improvement initiatives are evident on every College site. Last year, all three Colleges opened major new facilities. This year, our three college communities will all begin major projects. Cañada is completing the renovation of two of its instructional buildings and has started work on the surrounding landscape and roadways. In addition, the college has just completed the steel framework for its new facilities maintenance center. CSM demolished the old Student Center that did not meet modern earthquake standards and will soon start construction of a new Career Tech and Wellness Center. Next, the College will tear down building 10 to be replaced by a new building 10N that will house the new bookstore, cafeteria, integrated learning center, student services, administration offices, EOPS, and faculty offices. Early next year, Skyline will begin construction of a new facility to house its expanding cosmetology program and add additional classrooms.

Over the next five years, the District will continue to see many facility improvements including new and refurbished classrooms and labs. Many of these improvements simply would not have been possible without the support of our local community through the passage of \$675 million in General Obligation Bonds as well as the state bonds passed over the past few years. The state of the California economy has resulted in the legislature removing the projects that would have been funded by a new statewide

bond initiative. CSM, Skyline and Cañada will have over \$53 million in capital projects delayed or terminated due to the lack of this new state wide bond. Nevertheless, before this decade is over, local and state bonds will have contributed to nearly \$1 billion of new and refurbished facilities for San Mateo County Community College District.

All three colleges as well as the District administration have been collecting and assessing community and student data that is being used to develop and adjust their educational master plans and strategic plans. Data indicate student and community demographics are changing Districtwide. There is far more ethnic diversity throughout San Mateo County, and the population over the age of 55 is increasing seven times faster than populations who are 18 and younger. Data also shows that about fifteen thousand students choose to leave our county to attend community colleges in other counties while our colleges attract about seven thousand students from outside San Mateo County. Our goal is to attract and serve all those who might otherwise leave the county. The community of current as well as potential students expects the use of sophisticated technology to deliver instruction in the traditional classroom and through distance education. The growing older population wants “enrichment” instruction. Local surveys confirm that the Colleges must improve the connections with their high schools to improve preparation for higher learning and promote early access to the college experience.

We are a community based organization. Increasing the participation of the County of San Mateo in higher learning appropriate to the needs of the community advances the well being of all. The continuing efforts to improve the physical environment, the instructional programs, and introduce new offerings and methods of delivering education advance our institution’s educational mission. Ultimately, these initiatives assist our Colleges, our faculty and our community of learners to exert a powerful and positive impact on the economic and social well-being of our local neighborhoods.

All my best,

*Ron Galatolo*  
*Chancellor*

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# San Mateo County Community College District 2008-09 Final Budget Report

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## 2008-09 Final Budget Report

The budget impasse that has plagued California has now become a routine annual disruption. After a record setting 78 days (September 16), State lawmakers finally reached a deal for the current fiscal year. The next step in the process is for the Governor to sign the \$145 billion spending plan proposed by the legislature and it is not clear at this writing if the package has met his demands.

June 15 is the constitutional deadline for the legislature to submit its proposed budget to the Governor. This requires a two thirds majority vote to be adopted. June 30 is the target for the Governor to sign the budget. The Governor may veto line items and the legislature may approve “trailer bills” which further refine items proposed in the budget.



The proposed budget deal closes the \$15 billion gap with various “one-time” fixes and education has once again been spared deeper cuts. The State’s fiscal condition has worsened significantly in the past year. The increase in energy costs, the housing slump and the mortgage meltdown have greatly contributed to the current economic crisis. Additionally, the impact of the tax revenue shortfall has fueled the situation. The shortfall is a consequence of some counties having overestimated property tax revenue. Because the funding for California's community colleges consists of revenue from the State's general fund and expected local property taxes, this overestimation will negatively affect community colleges. Though this may hurt SMCCCD in the short term, the District issues Tax Revenue Anticipation Notes (TRANs) as high as \$20 million to provide the necessary cash flow to fund District operations prior to the receipt of property tax revenues.

Even though the economic outlook for California and its community colleges worsens, the cuts to education are hard to comprehend. The Governor's proposed cuts to education have resulted in uproar at California's schools and on its college campuses. Throughout the State, over the last several weeks, educators have focused on political organization and protection of funding for schools rather than on the education of their students.

As it did for fiscal year 2007-08, the District was able to project and prepare reasonably well for the current budget year with the participation and assistance of the District’s Committee on Budget and Finance.

While details of the State budget are currently under review, the Final SMCCCD Budget Report was developed to match the budget approved by the Legislative Conference Committee in July but will be adjusted as needed after a State budget is enacted. The actual revenue from the State may change during the year and the actual amount will not be finalized until February 2010. Below are highlights of the Legislative Conference Committee budget:

### CONFERENCE COMMITTEE COMMUNITY COLLEGE BUDGET HIGHLIGHTS:

- Maintain CCC student fees level at \$20 per unit.
- Approval of the Governor’s May Revision proposal to address the community college property tax shortfall (\$75 million to partially address the 2007-08 shortfall and downward adjustments to our 2008-09 property tax estimates).
- Provide \$113.5 million for CCC enrollment growth. This would fund 2 percent growth versus 1.67 percent in the May Revision.
- Provide \$52 million to restore the Administration’s proposed across-the-board cuts to categorical programs and instead fund all categorical programs at 2007-08 funding levels. Also rejected an Administration proposal to provide CCC districts with new flexibility related to categorical program implementation.
- Restore the Competitive Cal Grant program by rejecting the Administration’s proposed \$57 million cut to that program.
- Fund Proposition 98 at the minimum guarantee level. Due to higher revenue assumptions, the Conference Committee budget would provide about \$2.3 billion more in Proposition 98 funding for schools and colleges in 2008-09 compared to the May Revision.
- Adopt a COLA of 2.43%. This is considerably below the statutory COLA which would be 5.6%. This means if the final budget deal is based on lower revenue estimates then the COLA would be reduced accordingly.

- Adopt a “cash management” proposal that would delay \$3 billion in payments to K-12 schools and community colleges. Specifically, for the community colleges, the plan calls for a total of \$250 million in general apportionment funds to be delayed from the months of January, February, and March; and instead will be paid to districts in April, May, and June. This means districts will still receive payments in January, February, and March; they will just be reduced by the deferred amount.
- Funds for “Green” CTE. \$25 million that had been proposed for this purpose was reduced to \$12.5 million and shifted to the California Department of Education budget. The funds come from Special Funds set aside for renewable energy research and development (not General Fund). These funds will support high school CTE programs focused on alternative energy/green CTE fields.

For years, California Community Colleges have been chronically underfunded. The District’s fiscal scenarios for the next two years are showing continued increase in expenses, but little or no growth in funding per student (FTES). Given the overall negative fiscal outlook of the State of California, funding will continue to be severely limited, therefore making it challenging for districts to achieve optimal enrollment levels.

The Colleges’ 2008-09 budgeted FTES reflects a better than previously expected enrollment growth. All three Colleges have exceeded their 2007-08 FTES goals. In addition to actual growth, the District’s strategy has been to maximize revenue by shifting FTES from one year to another. Currently, the District is in enrollment restoration, which means that the District has not yet reached its funded enrollment cap. Depending on the funded growth in the 2008-09 budget, the District may reach cap in 2008-09.

Although the District experienced a substantial growth of 5.9% in Fall 2007 and 8.8% in Spring 2008, the District’s own research using prior trends suggests that the five-year projected growth in enrollment and FTES is moderate at best. The District’s share of the County’s population is declining in comparison to the number of adults in our county. There are more county residents taking classes outside of the county than there are residents

outside of the county attending our Colleges, thus producing a net outflow. The District will likely continue to grow if the Colleges maintain focus on enrollment management (i.e. recruitment and retention strategies) and improving services to better serve students. Schedules, facilities, and instructional modalities that accommodate current and potential student populations will have to be planned and provided.

The Accreditation visit in October 2007 served as a wakeup call for the District to take a closer look at present courses and program offerings. The new Accreditation standards adopted in 2002 force the Colleges to explore opportunities that create first rate institutions. The team recommendations have been seriously considered and the formulation of an integrated District Strategic Plan is underway. In Spring 2008, a District Strategic Planning Team was convened consisting District staff representing the Colleges and District Office, and co-chaired by Professor Patty Dilko and Executive Vice Chancellor Jing Luan.

Community colleges supply workforce training and basic skills education, prepare students for transfer to four-year schools and offer opportunities for personal enrichment and lifelong learning. The need for career technical degree options, skills certificates, job training programs and services, and other short-term programs will continue to increase. Although San Mateo County is, on average, affluent and well-educated, there are places within its borders where the opposite is true. The socio-economic divide within San Mateo and neighboring counties will continue to challenge the Colleges in planning the right mix of programs and services.

It is worth noting that during Chancellor Galatolo’s presentation on Opening Day, data collected from months of research revealed the changing population profile of the county over four decades. Between 1980 and 2020, the increasing diversity of county residents representing the major racial groups will have shifted significantly and will be an important factor in how our three Colleges—Cañada, College of San Mateo and Skyline will adopt curriculum offerings to meet their needs. Our service area has experienced changes mimicking those of our State as our students are becoming more diverse in their cultural backgrounds, age, educational preparedness, expectations and life goals.

## 2008-09 SMCCCD Budget

The 2008-09 Tentative Budget was based on the most current revenue assumptions available. The Final Budget assumptions have been adjusted to match the budget approved by the Conference Committee. Changes have occurred since June that forms the basis for revised revenue and expenditure budgets as follows:

### 2008-09 Tentative Budget Assumptions

1. Continuation of SB 361 funding as proposed at the State budget workshops. No fee increases.
2. 2007-08 FTES based on the District's P-2 (Second Principal Apportionment) report to the State as of April 30, 2008:

<u>Campus</u>	<u>FTES</u>
Cañada College	4,449
College of San Mateo	9,058
Skyline College	<u>7,417</u>
<b>Total</b>	<b>20,924</b>

3. 2008-09 FTES estimates received from the Colleges:

<u>Campus</u>	<u>FTES</u>
Cañada College	4,622
College of San Mateo	9,352
Skyline College	<u>7,928</u>
<b>Total</b>	<b>21,902</b>

4. 2008-09 FTES based on Colleges' stated increases over 2007-08 FTES P-2
5. Zero state revenue COLA.
6. No increase for FT faculty outside of what Colleges fund from their site allocations
7. Utilities and benefits are based on 2007-08 increase over 2006-07

#### **Summary**

Total Projected Revenue	\$114,356,216
Total Projected Expenses	<u>\$114,356,217</u>
Estimated Marginal Deficit	\$ (1)

### 2008-09 Final Budget Assumptions

1. Continuation of SB 361 as proposed at the State budget workshops. No fee increases.
2. 2007-08 FTES based on the District's P-A (Annual Principal Apportionment) report as of July 15, 2008:

<u>Campus</u>	<u>FTES</u>
Cañada College	4,452
College of San Mateo	9,058
Skyline College	<u>7,329</u>
<b>Total</b>	<b>20,839</b>

3. 2008-09 FTES estimates received from the Colleges:

<u>Campus</u>	<u>FTES</u>
Cañada College	4,624
College of San Mateo	9,278
Skyline College	<u>7,834</u>
<b>Total</b>	<b>21,736</b>

4. 2008-09 FTES based on 4.3% over 2007-08 PA
5. State revenue COLA of 2.43% and 1.03% growth; 1% deficit factor on projected State revenue. (NOTE: The current proposal before the Legislature is zero COLA).
6. No increase for FT faculty outside of what Colleges fund from their allocations
7. Utilities and benefits are based on 2007-08 increase over 2006-07

#### **Summary**

Total Projected Revenue	\$116,750,201
Total Projected Expenses	<u>\$118,780,202</u>
Marginal Deficit	\$ (2,030,001)

**NOTE:** The balanced Tentative Budget presented in June 2008 did not include one-time funds provided to the Colleges in this Final budget: \$1M each to CSM and Skyline and \$30,000 to Cañada College to fund a scholarship program.

## General Fund Revenues

The General Fund consists of two segments – “Unrestricted” and “Restricted.” At SMCCCD, the Unrestricted General Fund is commonly referred to as “Fund 1” and the Restricted Fund is referred to as “Fund 3.” Approximately 80% of the general fund is made up of the unrestricted portion of the general fund budget and supports most of the general programs of the District.

The restricted portion of the general fund (approximately 20%) accounts for federal, state, and local money that must be spent for a specific purpose by law or regulation. Examples of restricted funds include Matriculation, Extended Opportunity Programs and Services (EOPS) and Disabled Students Programs and Services (DSPS).

Other funds may also come from foundations, fundraising and partnerships with industry, the community and grants from the federal government.

The information in this report focuses primarily on the Unrestricted General Fund; however, the District’s other funds are also included.

## 2008-09 Unrestricted General Fund Revenue

Under State law, each district has a “revenue limit,” which is a maximum amount of the general purpose funding. Base revenue is drawn from three primary sources:

- Local property taxes
- Resident student enrollment fees
- State general apportionment

General Fund allocations to community colleges are based on a formula established in 2006 by Senate Bill 361 which amended and added to California Education Code Sections 84750 - 84760.5. As described in the Community College League of California fiscal handbook, this funding formula replaced program-based funding which had been in place since 1990. SB 361 specifies the following:

- Designated a basic allocation for each district, determined by the size of the district and number of colleges and centers. This allocation recognized the fixed costs incurred by an institution.

<b>FTES</b>	<b>Allocation</b>
<b>Single College Districts</b>	
>20,000 FTES	\$5 million
10,000 – 19,999 FTES	\$4 million
<10,000	\$3 million
<b>Multi-College Districts</b>	
>20,000 FTES +	\$4 million
10,000 – 19,999 FTES	\$3.5 million
<10,000	\$3 million
CPEC approved centers (note, other amounts are provided for other centers)	\$1 million

- Equalized funding across community college districts, so that all colleges receive essentially the same funds for a full time equivalent student (FTES). Prior to SB361, colleges could receive widely varying amounts per full-time student.
- Stipulated a uniform funding rate for all non-credit FTES.

- Created the Career Development and College Preparation Program for educationally disadvantaged residents and established a specific non-credit funding rate for this purpose.
- Reformed the calculation of the system-wide budget request for enrollment growth to incorporate factors for state unemployment, age-specific population cohorts, and persistent instances of unfunded FTE.

**2007-2008 Rates per FTES**

Credit	\$4,565
Non-Credit (i.e. Career Development and College Preparation)	\$3,232
Non-Credit (Regular)	\$2,745
Apprenticeship	\$5.06 per hour

The rates per FTES are revised annually based on COLA. The State rates depend on enrollment varying year by year based on the economy, employment rates and other factors. A district’s apportionment is based on either current year or prior year FTES levels, whichever is greater. Decreases in FTES will result in revenue reduction at the district’s average level of apportionment funding per FTES and is made in the year following the initial year of decrease in FTES. Therefore, colleges would have time to prepare for revenue reduction. Marginal funding is based on a load of 525 hours of class instruction and a class size of 35 students.

A detailed historical chart of FTES can be found on Pages 90-91. The following chart was prepared for the first day of Fall 2008 classes:

**End of First Day of Classes Monday, August 18, 2008**

Overview	Cañada		CSM		Skyline		SMCCCD	
	Count	Change	Count	Change	Count	Change	Count	Change
Course Enrollments	13,087	1.5%	25,276	-0.3%	21,846	7.7%	60,209	2.9%
College Headcounts	5,673	2.4%	9,814	0.4%	8,747	7.6%	24,234	3.1%
FTES*	1,836	3.6%	3,614	-0.9%	3,160	7.4%	8,610	2.9%
Load**	471	1.4%	478	3.2%	541	2.3%	498	2.7%

Sub-Populations	Cañada		CSM		Skyline		SMCCCD	
	Count	Change	Count	Change	Count	Change	Count	Change
First-Time	584	-6.3%	1,176	-7.0%	862	21.2%	2,622	0.9%
First-Time Transfer	370	-7.0%	814	0.2%	788	-9.3%	1,972	-5.1%
Returning	567	-6.7%	1,031	3.6%	848	16.0%	2,446	4.8%
Returning Transfer	253	-1.2%	598	-15.9%	590	-2.5%	1,441	-8.3%
Concurrent K-12	165	-0.6%	275	-26.5%	169	-5.1%	609	-15.2%
Continuing	3,734	7.1%	5,917	5.4%	5,489	9.1%	15,140	7.1%

Source: Hyperion Enrollment Static Reports

For this report, Course Enrollments, FTES, and Load are based on DESR-history files. Select 200808 Census Day and then select either Census Enrollment or FTES & WSCH or Section & Load.

For Concurrent Enrollment, please use data in Student Type as identified in the DESR-Official Census Report, not data in Educational Level per ITS/DSSWAG. Note: Change refers to the difference in percentages from a comparable day a year ago.

\*FTES: Full Time Equivalent Student. A full time equivalent student (FTES) represents 525 hours of class instruction.

\*\*Load: Teaching Load is taken as the ratio of WSCH<sup>†</sup> to FTE<sup>††</sup>. It is point in time and will change as the semester progresses.

<sup>†</sup>WSCH: Weekly Student Contact Hours

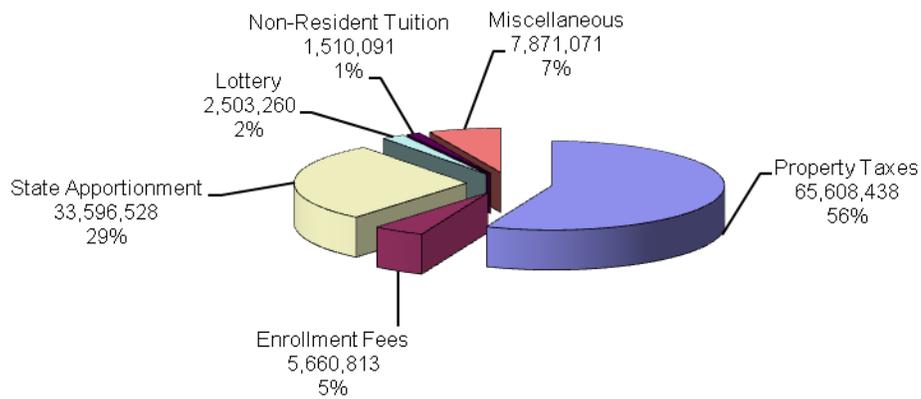
<sup>††</sup>FTE: The Full-Time Equivalent faculty count is determined by a set of rules provided to each college at the time the data are requested. Generally, the figures are the decimal fraction of the teaching hours or units (whichever is standard at a given college) ascribed to the faculty member for teaching work done. Non-teaching time is specifically excluded so that it does not affect the value of the data. Work done by non-certificated personnel is not included.

### 2008-09 Unrestricted General Fund Revenue Assumptions

2008-09 Tentative	2008-09 Final	REVENUE
\$92,515,968	\$94,377,039	Base Revenue – Based on 2007-08 P-Annual report. Base revenue includes student enrollment fees, property taxes, and State general apportionment.
13,550,083	13,852,482	Restoration/Growth due to shifting in 2007-08.
2,277,591	2,503,260	Lottery – Projection is based on estimated receipts for 2007-08. Proposition 20 restricts a certain portion of lottery funding for the purchase of instructional materials which are part of the Restricted General Fund. This amount may significantly change due to the Lottery Initiative proposal.
1,339,145	1,609,670	State Part-Time Faculty Parity - Projected at the same level as 2007-08.
474,754	216,157	Apprenticeship – Projection is based on 2007-08 enrollments for continuing programs.
1,517,175	1,510,091	Non-Resident Tuition – Includes an increase in the non-resident rate from \$184 to \$191 per unit (calculated based on State cost-related parameters and approved by the Board on January 23, 2008) and a decrease in enrollment.
1,686,000	1,686,000	Interest – Increased short-term interest rates are expected to generate an increase in budgeted income.
-0-	-0-	Mandated Costs – Although the District is eligible to be reimbursed for most of the expenditure it incurs as a result of State mandated programs, revenue is not expected in 2008-09. The State is not currently funding mandated cost claims. The District is part of a lawsuit filed with other districts claiming that audited claims were wrongly denied.
995,500	995,500	Miscellaneous – Includes most current projections for cosmetology sales, facility use fees, library fines, class audit fees, transcript fees, phone commissions, satellite dish income and other miscellaneous student fees.
<b>\$114,356,216</b>	<b>\$116,750,201</b>	<b>TOTAL PROJECTED REVENUE</b>

The District Committee on Budget and Finance reviews and assists in formulating the District’s revenue assumptions. The following pie chart indicates the various sources of revenue.

**2008-09 Unrestricted General Fund Revenue Sources**



**2008-09 BEGINNING BALANCE**

The 2008-09 beginning balance is \$10,312,552. The beginning balance includes specific projects and activities of the 2007-08 year that have been carried over into the new fiscal year as committed to those purposes.

The beginning balance also includes the District’s 5% contingency reserve and the 2007-08 site ending balances. The table below details the components of the District’s 2008-09 beginning balance.

<b>Project/Activity</b>	<b>Balance</b>
Professional Development	\$144,072
Program Improvement	55,894
Staff Development	11,649
Miscellaneous Designated Funds:	
Enrollment Growth	265,917
Emergency Preparedness	199,470
Pacific Heights	15,969
Cañada SFSU Facility Contracts	181,543
Satellite Dish Contracts	233,094
Skyline Computer Projects	1,095
CSM High Tech Program	15,525
Marketing	10,577
Fleet Program	12,020
Equipment Surplus	34,318
One-Time Funding	133,995
CSM Science Sales	5,882
Student Emergency Loan	19,714
Miscellaneous Projects	1,104,166
Apprenticeship	26,306
Site Prior Year Commitments	45,022
College Events Funds	166,575
Other Carryover	443,840
Site Ending Balances:	
Cañada College	-0-
College of San Mateo	318,230
Skyline College	265,149
District Office	240,873
Facilities	23,100
Contingency Reserve (5%)	5,939,010
Unallocated Balance	399,547
<b>Total</b>	<b>\$10,312,552</b>

**Reserves**



The 2008-09 Budget includes a District reserve of \$5,939,010 in its fund balance. A 5% reserve is now strongly recommended by the State. The 5% contingency reserve was approved by the Board on June 25, 2008. The contingency reserve is not budgeted as a line item as there is no intention to expend these funds.

The 2007-08 ending balance also includes unallocated (non-committed) funds in the amount of \$399,547.

**2008-09 Unrestricted General Fund Expenditure Plan**

Expenditure projections are adjusted throughout the budget development process as new information becomes available.

The expenditure budget for the unrestricted portion of the general fund amounts to \$118,780,202 which represents an increase of \$4,423,985 from the tentative budget estimate of \$114,356,217. Changes were in the areas of Site Allocations due in part to “one-time funds” of \$1 million for CSM and Skyline and \$30,000 to Cañada to develop a scholarship program as well as the allocation of funds for compensation increases previously negotiated. Other items including Benefits, Apprenticeship, Utilities, Salary Commitments, Consultant and Legal Fees, Insurance, and Miscellaneous also changed.

In 2006-07, multi-year contracts with all bargaining units were concluded and settled and will remain in effect through 2008-09.

### 2008-09 Unrestricted General Fund Expenditure Plan

2008-09 Tentative	2008-09 Final	EXPENDITURES
\$75,778,595	\$77,611,094	Site Allocations – Includes allocations adjusted for growth per the allocation model, for step and column changes and longevity. Collective bargaining salary agreement adjustments were added in the Final Budget. Employee benefits are budgeted separately in Central Services.
18,221,000	18,682,300	Benefits – Includes benefit increases known to date, but does not include health premium cap increases included in negotiated salary agreements.
6,646,300	6,646,300	Retiree Benefits – Includes benefit increases for health and dental premiums.
877,161	877,161	Formula Adjustments/Contracts – Cosmetology sales, facility use rental fees, and 8% of non-resident tuition. Expenditure budget corresponds with revenue assumption in Miscellaneous revenue.
474,754	216,157	Apprenticeship – Expenditure budget corresponds with revenue assumption. Programs include automotive technology at Skyline College and electrician and sprinkler fitters at CSM. Plumbers recently moved to Foothill College.
1,118,000	1,148,000	Miscellaneous – Includes banking and credit card fees, loan to own, IRS fees, AFT and Academic Senate release time, and other miscellaneous fees.
4,850,000	5,008,180	Utilities – Includes gas, electricity, water, garbage, and telephone charges. The Facilities Department analyzes projected costs for new campus buildings as well as rate increases and offsets from the cogeneration plants.
1,756,107	4,067,710	Salary commitments – Includes set-aside for negotiated labor agreements.
300,000	300,000	Managed Hiring – Includes resources necessary for the placement of staff into non-funded positions, thereby avoiding layoffs.
102,000	-0-	Resource Allocation Model – Represents unallocated growth funds from the resource allocation model which were allocated in the Final Budget.
1,000,000	991,000	Insurance – Includes \$291,000 transfer to Self-Insurance fund and property liability insurance coverage in the amount of \$700,000.
400,000	400,000	Consultant/Legal/Election – Includes \$200,000 in consultant and legal fees and \$200,000 each year for election costs.
378,000	378,000	Staff Development – Includes Trustees' Program Improvement fund, Professional Development, Management Development, and Classified Staff Development.
597,400	597,400	Software/Hardware/Telephone – Includes maintenance and operating costs for ITS software and hardware, as well as telephone charges.
306,900	306,900	Technology Advancement – Includes costs of operating the Centers for Teaching and Learning.
1,500,000	1,500,000	Retirement Reserve Transfer – Annual transfer to the retirement liability account.
50,000	50,000	Museum of Tolerance – Includes Board allocation for MOT activities.
<b>\$114,356,217</b>	<b>\$118,780,202</b>	<b>TOTAL PROJECTED EXPENDITURES</b>

## 2008-09 BUDGETED EXPENDITURES

The Unrestricted General Fund budget includes the following major functional uses:

**Salaries** **\$77,858,459**  
 The expenditure budget for salaries includes increases for step placement and longevity. The salary budgets have also been increased for 3% cost of living adjustments for AFSCME employees as stated in the contract. Depending on the outcome of the final State budget, retroactive pay will be processed for funded COLA for other units.

**Benefits** **\$25,001,468**  
 Changes to benefit rates for 2008-09 are included. The budget includes the January 1, 2008 increases in non-capped premium rates for employees and retirees and increase in employee health premium caps negotiated as part of the negotiated settlements.

**Supplies** **\$ 3,283,113**  
 Projected expenditures in this category include all types of supplies, subscriptions, central duplicating, gas, oil and tires.

**Other Expenses & Services** **\$13,774,640**  
 The expenditure budget includes increases for utilities, including projections for new buildings. Also included are projected expenditures for insurance, telephone service, and computer hardware and software.

Historical usage and expense graphs for utilities can be found on Pages 92-94.

**Equipment** **\$ 137,860**  
 Expenditures in this category include equipment, library books, furniture, and site and building improvements. A large majority of the District's capital outlay expenses are included in the Capital Projects Fund.

**Transfers/Other** **\$ 3,098,202**  
 The Unrestricted General Fund includes transfers to other District funds. The projected transfers include \$1.5 million contribution to the Retiree Benefit Fund, Self-Insurance, benefit costs in the Child Development Fund, Parking Fund and balance for site transfers.

**Total Expenditure Budget** **\$123,153,742**

## Site Allocations

**Cañada College**  
 Site Allocation \$13,067,570  
 07-08 Ending Balance -0-  
 Honors Program 30,000  
 Total \$13,097,570

**College of San Mateo**  
 Site Allocation \$27,590,481  
 07-08 Ending Balance 318,230  
 One-time Funding 1,000,000  
 Total \$28,908,711

**Skyline College**  
 Site Allocation \$21,155,961  
 07-08 Ending Balance 265,149  
 One-time Funding 1,000,000  
 Total \$22,421,110

**District Office**  
 Site Allocation \$ 8,195,462  
 07-08 Ending Balance 240,873  
 Total \$ 8,436,335

**Facilities**  
 Site Allocation \$ 5,601,620  
 07-08 Ending Balance 23,100  
 Total \$ 5,624,720

**Total**  
 Site Allocations \$75,611,094  
 07-08 Ending Balance 847,352  
 One-Time Funding 2,000,000  
 Other 30,000  
 Total \$78,488,446

*Note: Additional allocations for scheduled maintenance, instructional equipment and materials, basic skills and career technical education are included in the Restricted General Fund.*

*The availability of "one-time funds" assists and allows the Colleges to balance their budgets without adversely affecting enrollment.*

### Budget Summary

**Revenue**

Beginning Balance	\$ 10,312,552
2008-09 Revenue	<u>116,750,201</u>
Total	\$127,062,753

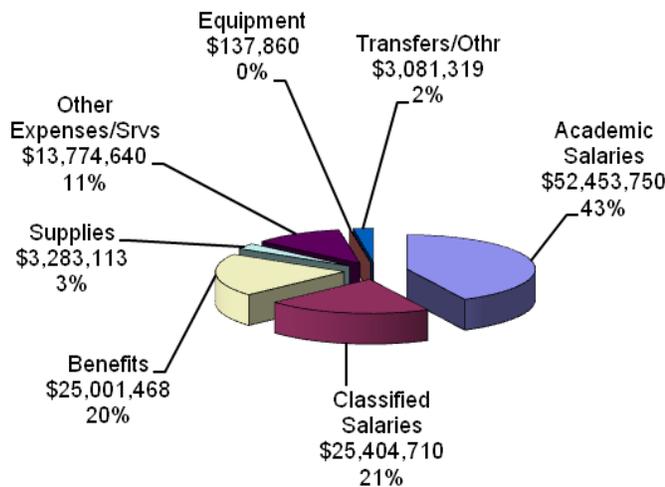
**Expense**

Site Allocations	\$75,611,094
Central Services	41,139,106
One-Time Funds	2,030,000
2007-08 Committed	<u>4,373,542</u>
Subtotal	\$123,153,742

Contingency	5,939,010
Total	\$129,092,753

Marginal Deficit	\$2,030,001
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#### 2008-09 Budgeted Expenditures By Account Type



#### District Committee on Budget and Finance

The District Committee on Budget and Finance is a subcommittee of the District Shared Governance Council. Its main purpose is to focus on budget planning. The Committee reviews State budget proposals and assists in developing District income assumptions, budget goals and budget allocations. The Committee meets monthly and members receive regular updates on State and District budget and finance issues and actively contribute to the dissemination of information to their respective constituencies.

Members for 2008-09 include:

Kathy Blackwood, Chief Financial Officer, Committee Chair

Rick Ambrose, Academic Senate, CSM

Anyta Archer, Classified, Skyline

Eloisa Briones, Budget Office, Skyline

Jim Keller, Executive Vice Chancellor

Jacqueline Gamelin, AFT, CSM

Maggie Ko, Classified, CSM

Martin Partlan, Academic Senate, Cañada

Vickie Nunes, Budget Office, Cañada

Virgil Stanford, Budget Office, CSM

Terry Watson, Classified, Cañada

Linda Whitten, Academic Senate, Skyline

Jozsef Veres, AFSCME, Cañada

Student representatives from each campus

## RESOURCE ALLOCATION MODEL

For years, the District allocated its resources based on the previous year’s site allocation plus salary adjustments. There were no adjustments for growth and no adjustments for special programs. In fiscal year 2006-07, a new Resource Allocation Model was implemented. The District Committee on Budget and Finance recommended that changes should be made only to current allocations with new revenues, thus ensuring that the Colleges would not lose funding in the initial allocation. If needed, budget reductions would be allocated across the board after all other allocations had been made. The full model can be found on Pages 84-85.

The model undergoes periodic review and will continue to be refined through the years. Funding is based on the following factors:

1. **Base Allocation** – Colleges are guaranteed 80% of current funding with the other 20% based on a three-year average FTES. Colleges are guaranteed not to receive an initial decrease in the base.
2. **Fixed Costs** – Increases in Central Services such as benefits, utilities, insurance, election, legal and consultative services, staff development, telephone software & hardware maintenance, technology advancement, and transfer to the post-retirement reserve fund are added.
3. **Facilities** – Allocation to Facilities is increased for new buildings at the rate of \$1.84 per square foot.
4. **Growth** – Allocations are increased or decreased annually based on changes in the three-year average FTES.
5. **District Office** – The District Office is allocated 12% and Facilities is allocated 4% of College growth allocations.
6. **Demonstrated Need** – Allocations are increased for identified needs that are necessary but that do not fit neatly into a resource allocation algorithm. Included in this component of the allocation model will be compensation settlements and incentives (i.e. growth, productivity, etc.) for additional funding. The incentives will be identified and continuously reviewed by the District Committee on Budget and Finance. For 08-09, the budget includes an increase to the Facilities budget to include costs of maintenance contracts for HVAC and other systems and an increase to the ITS budget to include costs of a Web Technician.
7. **Final Adjustment** – Allocate any surplus or deficit.

	Skyline	Cañada	CSM	District Office	Facilities	Central Services	Total
07/08 Site Allocations	\$19,177,122	\$12,113,309	\$26,002,483	\$7,217,830	\$4,898,811	\$38,917,556	\$108,327,111
1. Adjustment #1	149,426	23,052	-	-	-	-	172,478
2. Fixed Costs	-	-	-	-	-	1,604,383	1,604,383
3. Square Footage	-	-	-	-	(3,755)	-	(3,755)
4. Growth	1,188,966	539,765	762,191	-	-	-	2,490,922
5. DO & Facilities	-	-	-	313,809	106,493	-	420,302
6. Special Allocations	753,450	462,824	979,029	706,355	628,937	617,168	4,147,763
7. Adjustment #7	(113,003)	(71,379)	(153,223)	(42,532)	(28,867)	-	(409,004)
Total Increase	1,978,839	954,262	1,587,997	977,632	702,809	2,221,551	8,423,089
08/09 Site Allocations	\$21,155,961	\$13,067,570	\$27,590,481	\$8,195,462	\$5,601,620	\$41,139,107	\$116,750,201
Final 08-09 Allocations	\$21,155,961	\$13,067,570	\$27,590,481	\$8,195,462	\$5,601,620	\$41,139,107	\$116,750,201

## OTHER FUNDS



### SELF-INSURANCE FUND

The purpose of the Self-Insurance Fund is for the payment of claims, deductible amounts, administrative costs and related services; purchase of excess insurance; and other purposes as defined in the Education Code.

The District is entering into its third year of a more independent risk management program since withdrawing from the Bay Area Community College Joint Powers Agency (JPA) in 2005-06. The current program permits the District to manage risk with greater flexibility to meet its needs associated with its size and complexity. After withdrawing from the JPA, the District contracted for independent coverage and administration of claims from insurance underwriters and third party claims administrators (TPA's). The largest risk programs are those for property, liability, and workers' compensation risk coverage. The District uses an actuarially based program, balancing the use of self-insured retention (SIR) to cover expected losses, and a combination of primary insurance and re-insurance to cover unexpected losses. The self-insurance fund is used to fund and manage the expenses associated with this risk management program.

Due to recent insured loss experience and current insurance market conditions, the District expects to reduce its insurance costs for 2008-09 by \$135,000. The savings would have been greater, but increases in facility values and student enrollment on which insurance costs are based caused costs to increase. For example, the District's capital improvement program resulted in facility values increasing by over \$22,000,000 or 4.6%. The insurance rate decreased by 10.4%. The combined insurance impact on property insurance is a reduction of 6.6% or \$17,000. The District is entering into a significant construction and facility refurbishment program resulting in nearly double the current facility values. Property insurance is expected to increase considerably as a result.

Liability insurance costs are based upon experience, rates, and enrollment. Enrollment has increased but the District's liability claim experience has been good, resulting in a reduction in the rate per student by 7.8%. The total liability premium is expected to be reduced by 2%. Due to market conditions, the District was able to negotiate a policy that picked up coverage previously insured with a separate policy and with greater limits. This will save the District an additional \$110,000.

Overall, liability insurance costs will be reduced by nearly 30%. Lastly, workers' compensation rates have been reduced by about 8% due to our current claims experience. Nevertheless, the cost for our workers' compensation coverage will remain about the same due to the overall increase in District salaries.

The 2008-09 budget, detailed on Page 42, totals \$1,109,617. Estimated income is \$2,001,000 which consists of a \$2,001,000 transfer from the Unrestricted General Fund. The net beginning balance of the Self-Insurance Fund is \$6,445,054.

### DEBT SERVICE FUND

The purpose of the Debt Service Fund is to account for the accumulation of resources for, and the payment of, general long term debt. Revenue to this fund comes from the General Obligation Bonds (assessed property taxes).

The Debt Service Fund budget for 2008-09, shown on Page 44, totals \$32,129,136, which includes debt reduction principal and interest payments. Estimated income is projected at \$32,034,500. The net beginning balance is \$26,772,227. The schedule for long term debt can be found on Page 107.

## **RESTRICTED GENERAL FUND**

The Restricted General Fund accounts for specially-funded federal, state or local grants or agreements which have specific purposes and must be spent accordingly. The 2008-09 Final Budget includes the most current data available. A list of the specific programs and grants can be found on Pages 46-47.

Included in the Restricted General Fund are the Health Services and Parking Programs. Health fee income is estimated at \$893,179. Parking fee income is estimated at \$2,602,504. Semester parking fees were increased from \$30 to \$40 and daily permits from \$1 to \$2 by the Board at its August 22, 2007 meeting, effective Spring 2008. Those increases are reflected in the budget. The Restricted General Fund budget for 2008-09, as shown on Page 52, is \$24,641,507. The net beginning balance in the Restricted General Fund is \$2,976,966.

## **CAPITAL PROJECTS FUND**

The Capital Projects Fund is a restricted fund and reflects estimated year-end data and funding carryover for projects approved but not completed in prior years. A project list can be found on Pages 54-56.

The 2008-09 budget detailed in Page 61 totals \$107,803,471. Budgeted income is projected at \$36,043,866.

The Bond Construction Fund, a sub-account of the Capital Projects Fund, was established for the deposit of proceeds from the sale of bonds. Deposits are used to meet the costs of property acquisition, facilities planning, inspections, surveys, new construction, modernization, and new equipment.

### **Capital Improvement Program**

The focus of the Capital Improvement Program for fiscal year 2008-2009 continues to be the refinement of the design of the Skyline College Design-Build Project, the College of San Mateo Design-Build Project and the Gateway Project at Cañada College. These projects, which comprise approximately 70% of the value of the District's second phase of the Capital Improvement Program (CIP2), are proceeding according to schedule. In addition to these major projects, planning continues on renovation projects and construction is active at all three campuses. On a program level, District staff has been able to ink construction contracts with local and emerging contractors who prequalified in the January 2008 prequalification process.

Staff continues to revise and update the master schedule and the master budget of the Capital Improvement Program to coincide with the funding and programming requirements of CSM and Skyline College's Design-Build Projects, State and locally funded modernization projects. In the summer of 2008, this process was complicated by the decision at the State level to suspend the November 2008 bond election (\$53M), which has left the funding for six State Funded projects at the District in jeopardy. Staff is currently working with senior campus and District administration to reprioritize renovations based on this unprecedented decision.

According to the July 2008 report from School Services of California, "if there is no statewide facilities bond, the 2008-09 unfunded projects, which were deleted from the 2008-09 Budget by the Senate Budget and Fiscal Review Subcommittee #1 and Assembly Budget Subcommittee #2, will be put back into the project pool to compete for state funds. Although the 2008-09 projects were approved by the Board of Governors and Department of Finance prior to the inclusion in the proposed 2008-09 Budget, this will not create a line of projects that have priority over future projects. This is because the California Community Colleges (CCC) use a "zero based" budgeting program under which the system starts at zero each year, and projects that did not make it into the proposed State Capital Outlay Plan in a previous year can again compete for funding with the new year's projects. The rationale is to ensure that the state funds the highest priority projects every year. (The CCC system is unlike K-12, which has a line in which projects wait their turn to be funded.)"

Compilations of site-specific activities, which have recently been completed or are currently in design, pre-construction, or construction, are listed below. Construction dates listed reflect currently planned schedules as of September 2008, but are subject to change.



--Conceptual Image of Canada College's Primary Gateway--

**Completed Projects** – The following projects were completed in the spring semester 2008:

- Utilities Chilled Water Line Infrastructure Extension (Air Conditioning!)
  - Construction completed March 2008

**Active Construction Projects** – The following projects are under active construction:

- Buildings 16 and 18 Science & Engineering Modernization
  - Construction Phase: January 2008 - August 2008
  - At the time of this printing, construction is being concluded with move-in planned for the start of the 2008 fall semester.
- New Building 7 Facilities Maintenance Center
  - Construction phase: February 2008 - February 2009
- Gateways, Circulation and Parking Project
  - Construction phase: May 2008 - May 2009
  - At the time of this printing, the first phase of this project, the main parking lots 1 and 2 and the first phase of the interior quad work is nearing completion in time for the 2008 fall semester.
- Building 8 Administration Phase 2 Modernization
  - Construction phase: July 2008 - December 2008

**Active Planning Projects** – The following project is in the planning and design stage:

- Buildings 5 and 6 Student Center/Classroom Modernization
  - Construction phase expected: March 2009 - March 2010

**Future State Capital Outlay Funded Projects** – The District received bad news from the State Chancellor's Office on two future State funded projects at Cañada College in the amount of over \$20 million dollars. Neither Building 13 nor Building 1 is currently funded because of the decision made at the State level to forego a November 2008 Facilities bond election.

- Building 13 Instructional Building Modernization
  - Approved Final Project Proposal (FPP), funding suspended
- Building 1 Gymnasium Modernization
  - Approved Final Project Proposal (FPP), funding suspended
- Electrical Infrastructure Upgrades
  - This project was approved and funded as a Priority A-4 Immediate Infrastructure Failure Project
  - Planning for this project will begin during the 2008 fall semester



*--Conceptual Rendering of CSM B5N (Allied Health and Wellness Building)--*

**Active Construction Projects** – The following projects are under active construction:

- Building 16 Classroom Modernization Phase 3
  - New Elevator, Modernization of Restrooms and Common Areas
  - Construction Period: Spring 2008 - December 2008
- Buildings 2 and 4 Fine Arts Complex Modernization
  - New Elevator, Modernization of Classrooms and Offices
  - Construction Period: Spring 2008 - December 2008
- Building 14 Classroom Modernization Phase 2
  - Modernization of Classrooms and Offices
  - Construction Period: Spring 2008 - December 2008
- CIP2 Design-Build Project
  - Demolition of Buildings 5 and 6
    - Completion 2008 fall semester
  - New Building 5N
    - Construction Period: Fall 2008 - Spring 2010

**Active Planning Projects** – The following projects are in the planning stages at CSM:

- Building 9 Modernization
  - Design and Pre-Construction: Fall 2008
- North Gateway (Demolition of Buildings 21-29) Project (State Funded Project)
  - Increment 1- Electrical Load Center 4 Replacement – Spring 2009
  - Increment 2- Demolition of Buildings 21-27 and 29; Construction of new North Gateway – Spring 2010
- CIP2 Design-Build Project
  - Demolition of Buildings 10, 11, 13, T1 and the Kiosk
  - New Building 10N
  - Design and Construction Period: Spring 2008 - Summer 2011
- Building 15 and 17 Faculty Office Modernization
  - Pre-Construction and Design: Fall 2008-Spring 2009
  - Construction Period: Spring 2009 - Fall 2010
- South East Infrastructure Project
  - Pre-Construction and Design: Fall 2008
  - Construction Period: Spring/Summer 2009

**Future State Capital Outlay Funded Projects** – With the suspension of the November 2008 Statewide Bond Election, the District received additional bad news on two future State-funded projects that had been previously approved by the State Chancellor's office in the amount of over \$18 million dollars:

- CSM Building 12 Renovation
  - Approved Final Project Proposal (FPP), funding suspended

- CSM Building 19 Emerging Technologies Center
  - Approved Final Project Proposal (FPP), funding suspended



*--Conceptual Rendering of Skyline College Building 4N--*

**Active Construction Projects** – The following Skyline College Projects are in active construction:

- Building 7 Allied Health/Vocational Technology and Training Center
  - Construction Phase: Fall 2007 - Fall 2008
- Replacement Facilities Maintenance Center
  - Construction Phase: February 2008 - January 2009
- Corporation Yard
  - Construction Phase: September 2008 - January 2009

**Active Planning Projects** – The following projects are in the design and pre-construction phase:

- Building 1, Phase 2 Modernization
  - Pre Construction & Design: Fall 2008
- Building 5 Modernization
  - Pre Construction Phase & Design: Fall 2008
- Buildings & Sitework of CIP2 Skyline College Design-Build Project
  - Gateways & Quad Construction
  - New Building 11 Auto Transmission
  - New Building 4 Cosmetology, Administration and Wellness
  - Parking, Paving, Sidewalk, Roadway Upgrade work
  - Design and Construction period: Spring 2008 - Spring 2011

**Future State Capital Outlay Funded Projects** – The funding for two projects at Skyline College in the amount of over \$15 million dollars that were dependent upon the passage of the November 2008 Statewide Bond are now suspended. The State funded Electrical Infrastructure Upgrade Project has been approved and funded.

- B2 Modernization Phase 3
  - Approved Final Project Proposal (FPP), funding suspended
- B1 Modernization Phase 4: Theatre Renovation
  - Approved Final Project Proposal (FPP), funding suspended
- Electrical Infrastructure Upgrades
  - This project was approved and funded as a Priority A-4 Immediate Infrastructure Failure Project
  - Pre-Construction and Design: Fall 2008

**AUXILIARY or ENTERPRISE FUNDS**

**Associated Students**

The Student Bodies represent student interests at each of the Colleges. Associated Student Body financial statements and summaries of activities, as submitted by the Colleges, are included on Pages 95-105 of this report. Total income and expenditures for the Associated Student Body (ASB) for the fiscal years 2006-07 and 2007-08 are listed below:

<b>Associated Students Income</b>	<b>2006-07</b>	<b>2007-08</b>	<b>\$ Change</b>	<b>%Change</b>
Cañada College ASB	\$95,729	\$97,789	\$2,060	2.15%
College of San Mateo ASB	172,248	205,236	32,988	19.15%
Skyline College ASB	122,651	146,146	23,495	19.16%

<b>Associated Students Expenditures</b>	<b>2006-07</b>	<b>2007-08</b>	<b>\$ Change</b>	<b>%Change</b>
Cañada College ASB	\$58,026	\$79,609	\$21,583	37.19%
College of San Mateo ASB	125,997	167,978	41,982	33.32%
Skyline College ASB	99,864	96,344	-3,519	-3.52%

Activity card sales are the major source of income for the Associated Students. Payment of the Student Body Fee supports many student-sponsored activities and programs and entitles students to a photo-ID student body card providing discounts throughout the year.

Expenditures of the ASBs include normal operating expenses such as office supplies, student assistant salaries, and other miscellaneous expenses as well as student programs, scholarships and club assistance supporting campus life.

The following table is a comparison of Net Income from ASB Operations:

<b>Associated Students Net Income</b>	<b>2006-07</b>	<b>2007-08</b>	<b>\$ Change</b>	<b>%Change</b>
Cañada College ASB	\$37,703	\$18,180	\$(19,523)	-51.78%
College of San Mateo ASB	46,252	37,258	-8,994	-19.45%
Skyline College ASB	22,787	49,802	27,015	118.55%

**Bookstores**



Fiscal year 2007-08 proved to be both a very rewarding and exciting year for the District bookstores. As the most visited place on any college campus, the bookstore is charged with both meeting the needs and exceeding the expectations of students, faculty and staff of the District. The bookstore team is committed to striving for further innovation and will continue to provide indispensable services with excellence to the District community.



The following pages highlight some of the successes and challenges this past year and provide detail about financial performance.

### New (Ad)Ventures

**CSM:** Last year, the Skyline College campus welcomed a brand new bookstore located in the new Student Center in Building 6 and the Cañada College campus received a much needed renovation to its bookstore located in Building 2. In March 2008, the College of San Mateo bookstore began preparations for its move to Building 34 where it will be housed for the next three years. At the end of three years, the bookstore will move into its home in the new Building 10N, currently in the design phase. While relocating any service is a challenge, relocating an entire bookstore took the united effort of the whole bookstore team led by store manager Judy Worster along with classified staff members Jo Pisa, Mary Leonard, James Peacock, Munendra Sharma and Yi Dai. The bookstore team was assisted by the District Construction Planning Department (CPD). Michele Rudovsky, a member of the CPD team, worked tirelessly with the bookstore staff to ensure that the move was a success and that the bookstore had everything it needed to reopen serving students, faculty and staff in a period of time such that there would be little to no service disruption. Thanks to the concerted efforts of all, the bookstore reopened after only five days and was ready to assist students and faculty with upcoming graduation needs as well as the end of term textbook buyback period. Everyone in the bookstore is looking forward to the opening of Building 10N and what will certainly be the best designed, highly functional, dynamically merchandised community college bookstore in California.



**CAÑADA:** The Cañada College campus community is thrilled to welcome the newest building on campus, the *Pony Espresso!* The Pony Espresso is a fully equipped coffee shop perfectly designed to match the beautiful Student Learning Center (Building 9) on the opposite side of the quad. The Pony Espresso, aptly named by popular vote of the Cañada College Classified Staff last spring, serves a full array of Starbucks coffee drinks including Espresso drinks, Mochas, Macchiato and Lattés as well as regular coffee, Tazo teas, water and soft drinks. Fresh pastries are delivered daily along with bagels and cream cheese. The Pony Espresso made its debut at District Opening Day, August 14,

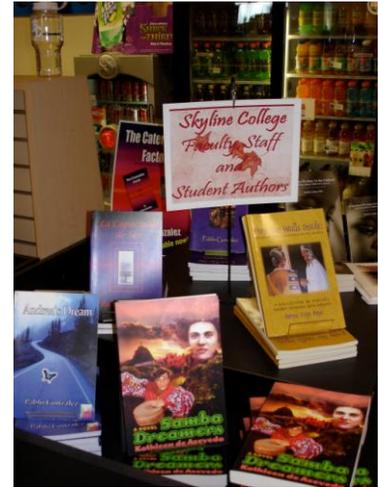
2008 to raves from the campus community. It is now one of the busiest places on campus. The Cañada bookstore staff will operate the Pony Espresso year round as a satellite of the bookstore. We are very excited about this new opportunity and look forward to many years of successful service to the Cañada College community.

**SKYLINE:** In fall 2007, the bookstores solicited information about books authored by our faculty, staff and students. After receiving the information, we ordered copies of all titles and had them prominently displayed in each store to highlight these noteworthy campus authors. We were happily surprised to learn that we have a successful student author, Sonya Faye Pope, a student at Skyline College, who wrote a book entitled "From the Walls inside: Recorded Conversations with Myself." In her book, Ms. Pope described her difficult childhood and her conscious decision to change the course of her life. She said that at Skyline, she found a "family" of faculty and staff who helped her through this journey. She thanked in particular Professor of English Bessie Vaughns who has been a mentor and who provided the discipline which allowed Ms. Pope to recognize obstacles and understand that she could overcome them. The Skyline bookstore was proud to feature Ms. Pope at a reading at Skyline College attended by students, faculty and staff. We will continue to honor and celebrate the scholarship of our campus community featuring their written works in all the bookstores as well as on our website.

## Textbook Rental Program

The textbook rental program continues to flourish and sets our District apart from all others in its unparalleled efforts to serve our students. Thanks to the joint efforts of Auxiliary Services Director Tom Bauer and the District Foundation team, in partnership with our District bookstore and auxiliary vendors and our Financial Aid offices, a sum of \$52,000 was raised to fund the purchase of additional textbooks for the rental program now active at all three of the Colleges. Cañada College continues its efforts to raise funds for the program as well as making Cañada bookstore the leader in textbook rentals in the District and possibly the State.

Skyline College President Victoria P. Morrow identified fund raising for this essential program a priority in her administration. In addition to fundraising, the bookstores are also renting textbooks from their own inventories. In doing so, we have significantly increased the number of titles available to rent bringing the number to over 400 titles this year. In 2007-08, the bookstores rented textbooks for \$155,000 that would have cost students \$620,000 at retail. Since 2005, the program has saved our students over \$1 million in textbook costs. The bookstore team is very proud of what it has done for our students and will continue to bring new innovations and textbook cost saving measures to the students in the District.



## Computer Sales



Computer and electronics sales continue to soar at \$1.242 million against a projected budget of \$950K. The bookstore team continues to strategically market computers for sale to students, staff and faculty as well as work with the District on our in-house Apple computer sales. IT Tech Support Manager Brad Witham continues to work closely with Skyline bookstore manager Kevin Chak and District General Services team member Nancy Witte to place all Apple computer orders through the bookstores. As a result, the bookstores continue to increase sales of Apple computers and share a portion of sales commission with ITS to help defray the costs of recycling old, out of date computers and e-waste materials. This type of innovative partnership helps the entire District and the bookstore team is proud to be a part of it.

The bookstores continue to market our innovative Loan-to-Own program which enables District staff to purchase a computer or computer products with a no interest loan payable in up to three years. This bookstore-funded program has been in place for several years now and continues to be a very popular program for all District staff.

## Financial Performance

The bookstores had a strong year financially, driven by the success of the Colleges in growing enrollment at all three campuses. All Auxiliary Services rise and fall based on the strength of campus enrollment. The past year was a prosperous year for the bookstores. The bookstores realized a \$712K increase in sales in 2007-08 over 2006-07 for a total of \$8.5 million dollars. None of this would have been possible without the collective, tireless efforts of the entire bookstore staff comprising: (CSM) Judy Worster (Manager), Jo Pisa, Mary Leonard, James Peacock, Munendra Sharma, Yi Dai, (Skyline); Kevin Chak (Manager), Jackie Collado, Sally Welch, Marta Cuellar, Matt Hernandez; (Canada) Jai Kumar (Manager), Brian Horwitz and Laura Brugioni. In addition to our

classified staff, our student assistants continue to offer exceptional support and are valued members of the bookstore team. We are very proud of the fact that recent additions to our permanent classified staff started out in the bookstores as student employees!

**Financial Information**

The Bookstore Fund budget for 2008-09 totals \$8,748,653 as indicated on Page 64. The net beginning balance for the Bookstore Fund is \$6,181,924. The budget includes provisions for increased annual cash flow requirements, inventory and full maintenance needs of the store facilities.

The following table reflects bookstore operations for the fiscal year beginning July 1, 2007 through June 30, 2008. It includes Fall 2007, Spring 2008 and Summer 2008 semesters.

<b>Bookstore Sales</b>	<b>2006-07</b>	<b>2007-08</b>	<b>\$ Change</b>	<b>% Change</b>
Regular Merchandise Sales	\$6,613,349	\$7,326,484	\$713,135	10.78%
Computer Products Sales	1,243,744	1,242,727	(1,017)	-0.08%
Total Merchandise Sales	7,857,093	8,569,211	712,118	9.06%

Regular merchandise sales have increased dramatically by \$713K this year compared to last year. As the enrollment grows so do sales. The bookstores’ increase was fueled in large part by increased textbook sales, including used textbook sales which increased over last year in both dollar and unit sales. The bookstores also realized increases in every other merchandise division this year over last year. The fact that we increased textbook sales despite mounting competition is a testament to the store staff having the right book at the right price on the shelf when the student needs it.

Computer sales continue to be a large part of the bookstores’ sales. Sales dipped slightly this year due to the fact that last year, the District brought several Mac labs on line with purchase additions that significantly increased our sales. Even with fewer labs this year, sales continue to remain strong. Computer and computer product sales offer a great service to the District students and staff but are very low margin items and bring 5-7% to the bottom line. Despite the low margin, the bookstores remain committed to these items because of the service provided to the District community.

The increase in cost of goods sold is a direct result of the increase in sales. The increase in operating expenses over last year reflects the salary increases received. Favorable interest and other income are due to better handling of Accounts Payable and asset management and increased commissions through the various programs.



Fiscal Year 2007-08 was a very good year for the bookstores. We returned \$350K to our reserve which will allow us to commit more resources to our textbook rental program, textbook scholarships for both financial need and academic excellence, professional development for our classified staff and keeping our new facilities properly maintained. We look forward to the new bookstore at College of San Mateo and continue our efforts to provide exceptional service to the District community.

Below is a summary of comparative figures:

<b>Bookstore Recap</b>	<b>2006-07</b>	<b>2007-08</b>	<b>\$ Change</b>	<b>% Change</b>
Total Merchandise Sales	\$7,857,093	\$8,569,211	\$712,118	9.06%
Cost of Goods Sold	5,775,826	6,222,221	446,395	7.73%
Gross Profit	2,081,267	2,346,990	265,723	12.77%
Total Operating Expenses	2,257,308	2,350,961	93,653	4.15%
Net Income from Operations	(176,041)	(3,971)	172,070	97.74%
Interest and Other Income	432,800	517,463	84,663	19.56%
Net Income Before Other Expenses	256,759	513,492	256,733	99.99%
Other Income: In-Kind Donation, POS System	60,140	-	(60,140)	-100.00%
Other Expense: Salary/Benefits, POS Contribution, Donations	183,104	162,775	(20,329)	-11.10%
Net change in Fund Balance	\$133,795	\$350,718	\$216,923	162.13%

### **Cafeterias**

The Cafeteria Fund budget for 2008-09 totals \$209,373 as indicated on Page 66. The net beginning balance in the Cafeteria Fund is \$408,068.

Food service income increased by 47.76% reflecting \$39K in increased commissions due to the fantastic job of our food service partner, Pacific Dining, and their team led by owners Rick McMahon and Darrin Cassidy. Pacific Dining provides exceptional quality and service to the entire District community. They have made significant improvements in the food service area at all three campuses and have dramatically increased the catering business at all three Colleges, keeping District money within the District. They are the main source of food services and catering at special events (i.e. Opening Day, graduation, scholarship ceremonies, celebrations, etc...). Their performance has been first rate and we are very proud to have them as our business partners.

Pacific Dining owner Rick McMahon has been instrumental in working with Director of Auxiliary Services Tom Bauer and the Construction Planning Department (CPD) team lead by Barry Chin in designing the new café at College of San Mateo to be housed in Building 10N. Rick brings highly valued technical expertise to the planning process for which we are very grateful. In addition, Rick worked closely with Tom in planning for and executing the food service alternative for the duration of the construction at College of San Mateo. The District has purchased a mobile kitchen to be located on campus that will allow Pacific Dining to provide the same superior level of service to the CSM community during the construction period where no physical café exists.

Following is a summary of cafeteria fund figures:

**Cafeteria Fund summary:**

<b>CAFETERIA FUND</b>	<b>2006-07</b>	<b>2007-08</b>	<b>\$ Change</b>	<b>% Change</b>
Food Service Income	\$81,680	\$120,691	\$39,012	47.76%
Vending Income	74,383	86,265	11,882	15.97%
Interest Income	17,094	21,834	4,740	27.73%
Other Income	0	917	917	100.00%
Total Income	173,156	229,707	56,551	32.66%
Expenditures	174,641	451,013	\$276,372	158.25%
Net Reduction to Capital, includes restricted vending income	(1,484)	(221,306)	(219,822)	***

\*\*\* Loss on disposal of Café’s equipment and furniture at Skyline College and College of San Mateo amounted to \$192,194.

Pepsi Bottling Group and Action Vending remain as the District’s vending services contractors. Vending income has turned around from an 11% decrease last year to an almost 16% increase this year although prices have remained the same for Pepsi products and increased only modestly for vending products. Interest income has increased by 27.7%. Overall, the net reduction to capital decreased dramatically this year due to a loss on disposal of the Café’s equipment and furniture at Skyline College (Building 2 location liquidated) and College of San Mateo (Building 5 location liquidated) which amounted to \$192,194.

It is important to note that the District’s cafeteria and vending partners contribute significantly to student scholarships as well as the textbook rental program and other student related activities at all three Colleges. The support received from Pacific Dining, Pepsi and Action Vending exceeded \$46K this year. The Auxiliary Services team is proud of our vendors’ support of the District’s students.

While income from contracts enables the District to provide services to students, faculty and staff, the program must be self-supporting. The income from food services and vending contracts, along with interest income, provides a stable Cafeteria fund that does not require support from the general fund.

The Cafeteria Fund provides for long-term maintenance and upgrade of aging facilities and equipment including expenses relating to ongoing operations.

**CHILD DEVELOPMENT FUND**



The Child Development Fund detailed on Pages 70-74 maintains the required financial accounting for the District’s child development centers. The Fund was established by the Board of Trustees on April 8, 1981, to account for the Child Development Center at College of San Mateo (Mary Meta Lazarus Child Care Center). During Spring 1996, the Skyline College Children’s Center was established. In Fall 1998, the Cañada College Child Development Center opened; however, the Center closed in 2002-03. Cañada College is currently subcontracting its portion of the State General Center contract to the City of Pacifica.

The 2008-09 budget for the Child Development Fund totals \$1,178,764. Estimated income is projected at \$809,012. The net beginning balance of the Child Development Fund is \$177,874. Income and expenditures are based on 2007-08 and have been increased for cost of living adjustments.

## **TRUST FUNDS (FINANCIAL AID)**

The Student Aid Fund detailed on Pages 76-80 includes the 2008-09 estimated allocations from the Federal government for Pell Grants (PELL), Supplemental Educational Opportunity Grants (SEOG), and Academic Competitiveness Grants (ACG), as well as estimated State funding for Cal Grants. The 2008-09 budget for the Student Aid Fund totals \$7,664,596. Estimated income in the Student Aid Fund is also \$7,664,596. The net beginning balance of the Fund is \$192,001.



Estimating Financial Aid is difficult because three funding sources (PELL, ACG and Cal Grants) fluctuate with the number of eligible students who apply for funding. On the other hand, each College receives a specific award for SEOG student grants.

State BOGG (Board of Governor's Grant) funding is not reflected within this fund, but rather as an offset to enrollment fees within the Unrestricted General Fund.

The Fund does not include Federal Work Study payments, which are considered wages for work rather than financial assistance in the form of aid. Work Study funds are maintained in the Restricted General Fund.

Direct financial aid payments to students from College EOPS and CARE grants typically are paid from the Student Aid Fund. Income and expenditures will be recognized in this Fund during 2008-09 when these grants are finalized and amounts are determined for aid purposes.

## **RESERVE FUND FOR POST-RETIREMENT BENEFITS**

The Reserve Fund for Post-Retirement Benefits was established by the Board in the 1991-92 fiscal year to address the unfunded liability related to long-term retiree health benefits. The Board approved a "modified-pay-as-you-go" funding approach on March 9, 1994. Annually, this fund includes prior years' transfers and accumulated interest, as well as the projected fund transfer and interest income for the year. The Governmental Accounting Standards Board (GASB) will require the District to recognize the full liability of post-retirement costs in 2008-09.

GASB 45 requires the District to amortize and record its liability for Other Post-Retirement Benefits (OPEB), primarily medical insurance for retirees. The District had an actuarial study completed in January, 2007, which estimated the liability at close to \$150 million. Starting with 2008-09, the District is required to recognize this liability over a 30 year period to the extent that the District does not fund the liability.

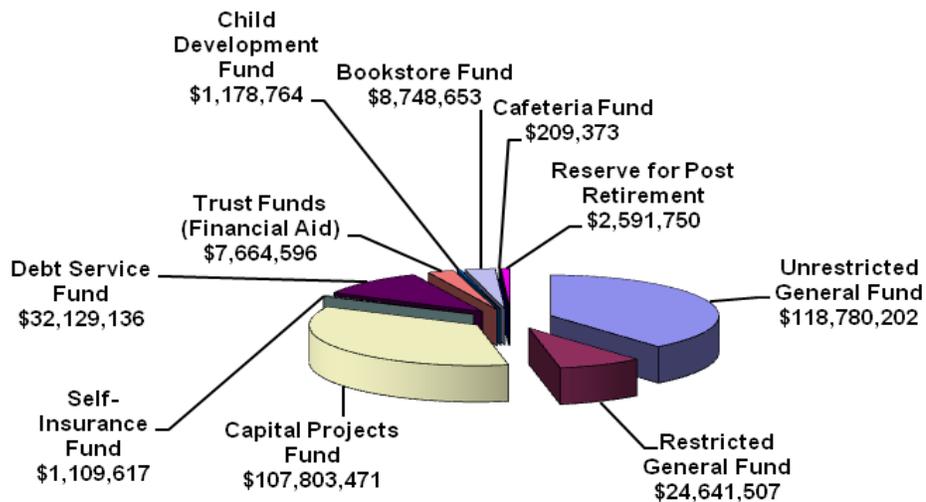
The Board of Trustees was proactive on this issue. Consequently, SMCCCD has been setting aside funds for this purpose for over 15 years and currently has almost \$33 million reserved. During the next year, the District will establish a retirement board in accordance with GASB 45 codifying the District's plan separately from the various collective bargaining agreements and issue a Request for Proposal (RFP) for the management of the investment of post-retirement funds. Establishing a trust fund for this purpose and transferring the District's annual payment for retiree premiums as well as a portion of the current reserve to the trust means the District will not be required to record a liability for OPEB.

The Reserve Fund for Post-Retirement Benefits budget for 2008-09 totals \$2,591,750 as shown on Page 82. The net beginning balance in the fund totals \$32,836,442. The Fund consists only of revenue that includes \$1,500,000 transfer from the Unrestricted General Fund and estimated interest income of \$1,094,000.

**2008-09 FINAL BUDGET SUMMARY**

The 2008-09 budgets for each fund include, for the most part, expenditure budgets. For fund balance information, please refer to Pages 28-29. The relationship of each fund to the total Final Budget is illustrated in the following table.

<b>Fund</b>	<b>2008-09 Budget</b>	<b>% of Total</b>
Unrestricted General Fund	\$118,780,202	38.91%
Self-Insurance Fund	1,109,617	0.26%
Debt Service Fund	32,129,136	9.88%
Restricted General Fund	24,641,507	8.47%
Capital Projects Fund	107,803,471	36.25%
Bookstore Fund	8,748,653	2.80%
Cafeteria Fund	209,373	0.06%
Child Development Fund	1,178,764	0.38%
Trust Funds (Financial Aid)	7,664,596	2.10%
Reserve for Post-Retirement Benefits	2,591,750	0.88%
<b>TOTAL</b>	<b>\$304,857,069</b>	<b>100.00%</b>





SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

## **Budget Tables**

**Page 27 – SMCCCD Funds Chart**

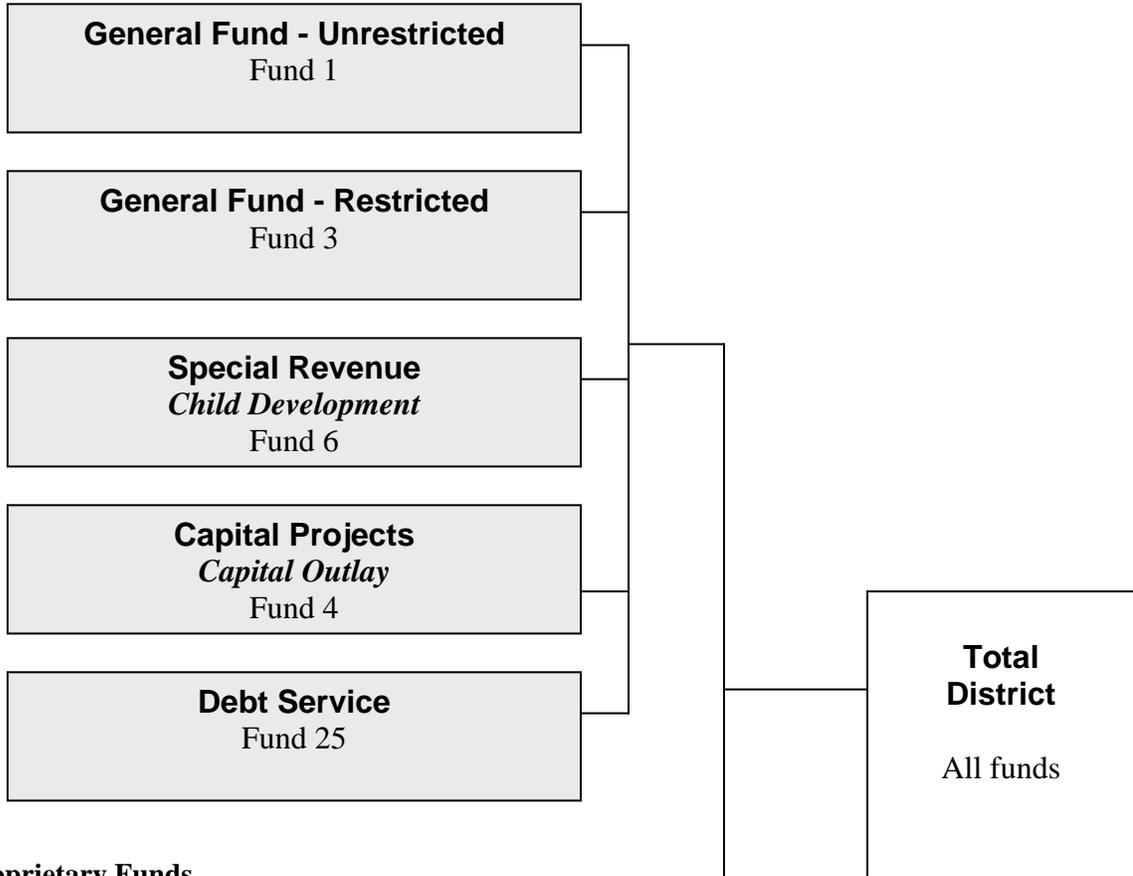
**Page 28 – 2008-09 Adoption Budget**

**Page 30 – 2007-08 Year-End Actuals**

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# San Mateo County Community College District Funds

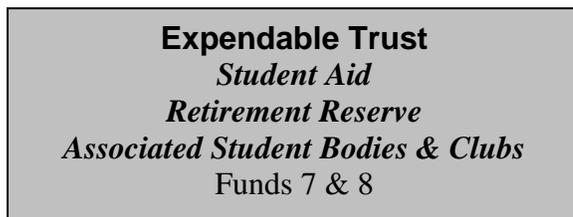
## Governmental Funds



## Proprietary Funds



## Fiduciary Funds



**San Mateo County Community College District  
2008-2009  
Final Budget - All Funds**



**SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT**

Governmental Funds				
Total General Fund		Special Revenue	Capital Projects	Debt Service
Unrestricted	Restricted	Child Development	Capital Outlay	Debt Service

**Revenue**

1	Federal Revenue	0	3,161,503	33,000	0	0
2	State Revenue	42,037,918	11,226,925	558,100	18,085,066	0
3	Local Revenue	74,712,283	10,290,279	217,912	17,958,800	32,034,500
4	<b>Total Revenue</b>	<b>116,750,201</b>	<b>24,678,707</b>	<b>809,012</b>	<b>36,043,866</b>	<b>32,034,500</b>

**Expenses**

5	Cost of Sales	0	0	0	0	0
6	Certificated Salaries	52,453,750	4,489,892	180,827	331,200	0
7	Classified Salaries	25,404,710	7,966,601	527,734	2,620,394	0
8	Employee Benefits	25,001,468	3,387,906	297,753	931,948	0
9	Materials & Supplies	3,283,113	2,901,703	77,300	3,646,295	0
10	Operating Expenses	13,774,640	5,265,639	95,150	12,296,003	0
11	Capital Outlay	137,860	629,767	0	87,977,631	0
12	<b>Total Expenses</b>	<b>120,055,541</b>	<b>24,641,507</b>	<b>1,178,764</b>	<b>107,803,471</b>	<b>0</b>

**Transfers & Other**

13	Transfers In	0	914,423	381,396	0	0
14	Other Sources	0	0	0	0	0
15	Transfers out	(2,910,559)	(114,739)	0	0	0
16	Contingency	2,030,001	0	0	0	0
17	Other Out Go	(187,645)	(836,884)	0	0	(32,129,136)
18	<b>Total Transfers/Other</b>	<b>(1,068,203)</b>	<b>(37,201)</b>	<b>381,396</b>	<b>0</b>	<b>(32,129,136)</b>

**Fund Balance**

19	Net Change in Fund Balance	(4,373,542)	(0)	11,644	(71,759,605)	(94,636)
20	Beginning Balance, 7/1/07	10,312,552	2,976,966	177,874	481,025,247	26,772,227
21	Adjustments to Beginning Balance	0	0	0	0	0
22	<b>Net Fund Balance, 6/30/08</b>	<b>5,939,010</b>	<b>2,976,966</b>	<b>189,518</b>	<b>409,265,642</b>	<b>26,677,591</b>

**San Mateo County Community College District  
2008-09  
Final Budget - All Funds**

Proprietary Funds			Fiduciary Funds			Total District All Funds	
Enterprise Funds		Internal Service	Expendable Trusts				
Bookstore	Cafeteria	Self-Insurance	Trust Fund (Student Aid)	Retirement Reserve			
0	0	0	7,000,429	0	10,194,932	1	
0	0	0	485,928	0	72,393,938	2	
9,000,000	246,720	210,000	0	1,094,000	145,764,495	3	
<b>9,000,000</b>	<b>246,720</b>	<b>210,000</b>	<b>7,486,357</b>	<b>1,094,000</b>	<b>228,353,364</b>	4	
6,220,000	0	0	0	0	6,220,000	5	
0		0	0	0	57,455,668	6	
1,403,918	20,000	27,109	0	0	37,970,465	7	
382,035	4,500	9,508	0	0	30,015,118	8	
0	69,373	10,000	0	0	9,987,784	9	
742,700	115,500	1,063,000	0	2,250	33,354,882	10	
0	0	0	0	0	88,745,258	11	
<b>8,748,653</b>	<b>209,373</b>	<b>1,109,617</b>	<b>0</b>	<b>2,250</b>	<b>263,749,175</b>	12	
					0		
					0		
0	0	0	114,739	1,500,000	2,910,558	13	
0	0	0	0	0	0	14	
					0		
0	0	0	0	0	(3,025,298)	15	
0	0	0	0	0	2,030,001	16	
0	0	0	(7,664,596)	0	(40,818,261)	17	
<b>0</b>	<b>0</b>	<b>0</b>	<b>(7,549,857)</b>	<b>1,500,000</b>	<b>(38,903,000)</b>	18	
					0		
					0		
251,347	37,348	(899,617)	(63,500)	2,591,750	(74,298,811)	19	
6,181,924	408,068	6,445,054	192,001	32,836,442	567,328,353	20	
0	0	0	0	0	0	21	
<b>6,433,271</b>	<b>445,415</b>	<b>5,545,437</b>	<b>128,501</b>	<b>35,428,192</b>	<b>493,029,542</b>	22	

**San Mateo County Community College District**  
**2007-2008**  
**Year-End Actuals - All Funds**



**SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT**

Governmental Funds				
Total General Fund		Special Revenue	Capital Projects	Debt Service
Unrestricted	Restricted	Child Development	Capital Outlay	Debt Service

**Revenue**

1	Federal Revenue	0	3,079,907	36,607	0	0
2	State Revenue	42,037,918	10,648,900	554,243	12,238,275	294
3	Local Revenue	74,712,283	7,936,579	215,816	349,768,992	38,601,900
4	<b>Total Revenue</b>	<b>116,750,201</b>	<b>21,665,386</b>	<b>806,666</b>	<b>362,007,266</b>	<b>38,602,194</b>

**Expenses**

5	Cost of Sales	0	0	0	0	0
6	Certificated Salaries	52,453,750	4,701,937	178,762	94,944	0
7	Classified Salaries	25,404,710	8,061,589	527,837	1,561,417	0
8	Employee Benefits	25,001,468	3,095,282	272,218	462,217	0
9	Materials & Supplies	3,283,113	2,208,789	66,688	7,441,797	0
10	Operating Expenses	13,774,640	4,203,526	93,266	4,272,661	1,309,793
11	Capital Outlay	137,860	244,539	0	52,442,975	0
12	<b>Total Expenses</b>	<b>120,055,541</b>	<b>22,515,662</b>	<b>1,138,771</b>	<b>66,276,012</b>	<b>1,309,793</b>

**Transfers & Other**

13	Transfers In	\$0	2,481,089	353,722	10,995,581	0
14	Other Sources	0	0	0	0	0
15	Transfers out	(7,522,616)	(666,292)	0	(6,435,185)	0
16	Contingency	0	0	0	0	0
17	Other Out Go	1,000	(960,790)	0	(20,000)	(12,116,820)
18	<b>Total Transfers/Other</b>	<b>(7,521,616)</b>	<b>854,008</b>	<b>353,722</b>	<b>4,540,396</b>	<b>(12,116,820)</b>

**Fund Balance**

19	Net Change in Fund Balance	(259,099)	3,731	21,618	300,271,650	25,175,581
20	Beginning Balance, 7/1/07	10,571,651	2,973,235	156,256	213,940,712	5,669,093
21	Adjustments to Beginning Balance	0	0	0	0	0
22	<b>Net Fund Balance, 6/30/08</b>	<b>10,312,552</b>	<b>2,976,966</b>	<b>177,874</b>	<b>514,212,362</b>	<b>30,844,674</b>

**San Mateo County Community College District  
2007-08  
Year-End Actuals - All Funds**

Proprietary Funds			Fiduciary Funds			Total District All Funds	
Enterprise Funds		Internal Service	Expendable Trusts				
Bookstore	Cafeteria	Self-Insurance	Trust Fund (Student Aid)	Retirement Reserve			
0	0	0	6,410,411	0	9,526,925	1	
0	0	0	485,928	0	65,965,558	2	
8,289,893	179,718	0	80	1,396,350	481,101,610	3	
<b>8,289,893</b>	<b>179,718</b>	<b>0</b>	<b>6,896,419</b>	<b>1,396,350</b>	<b>556,594,093</b>	4	
					0		
					0		
5,775,826	0	0	0	0	5,775,826	5	
0	0	0	0	0	57,429,393	6	
1,372,350	11,163	72,694	0	0	37,011,759	7	
384,294	2,097	14,497	0	0	29,232,074	8	
45,709	69,807	0	0	0	13,115,903	9	
638,059	98,135	544,966	0	0	24,935,047	10	
0	0	0	0	0	52,825,375	11	
<b>8,216,238</b>	<b>181,202</b>	<b>632,157</b>	<b>0</b>	<b>0</b>	<b>220,325,376</b>	12	
0	0	2,335,309	202,501	4,500,000	20,868,202	13	
60,140	0	0	0	0	60,140	14	
					0		
0	0	0	(1,266)	0	(14,625,359)	15	
0	0	0	0	0	0	16	
0	0	0	(7,034,074)	0	(20,130,683)	17	
<b>60,140</b>	<b>0</b>	<b>2,335,309</b>	<b>(6,832,839)</b>	<b>4,500,000</b>	<b>(13,827,700)</b>	18	
133,795	(1,484)	1,703,152	63,580	5,896,350	333,008,874	19	
5,697,412	630,858	3,321,927	128,421	24,219,353	267,308,917	20	
0	0	0	0	0	0	21	
<b>5,831,207</b>	<b>629,374</b>	<b>5,025,079</b>	<b>192,001</b>	<b>30,115,703</b>	<b>600,317,790</b>	22	

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SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

## **Unrestricted General Fund (Fund 1)**

*The **Unrestricted General Fund** is maintained to account for those monies that are not restricted in their use by external sources. This is one of the largest of the funds and the one we most commonly think of when discussing the budget.*

*In general, there are no external restrictions imposed on the use of these monies; however the District's Board of Trustees may designate portions of this fund as special allocations or set-asides for specific purposes. An example of resources designated in this manner is the set aside for Trustee's Program Improvement projects, which provides financing for efforts to improve programs and services.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
**Unrestricted General Fund (Fund 1) - Cañada College**



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	0	0	0	0	0	0%	2
3 Local Revenue	1,766,545	1,647,777	1,529,445	1,568,824	1,647,086	100%	3
4 <b>Total Revenue</b>	<b>\$1,766,545</b>	<b>\$1,647,777</b>	<b>\$1,529,445</b>	<b>\$1,568,824</b>	<b>\$1,647,086</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$8,197,516	\$9,052,774	\$8,990,168	\$9,845,546	\$10,001,011	59%	5
6 Classified Salaries	2,966,037	2,997,603	3,248,075	3,199,693	3,368,686	20%	6
7 Employee Benefits	2,677,227	2,657,715	2,820,138	2,920,233	3,172,888	19%	7
8 Materials & Supplies	327,750	170,512	239,109	96,527	382,872	2%	8
9 Operating Expenses	641,024	632,775	337,967	624,959	141,446	1%	9
10 Capital Outlay	831	1,719	20,335	26,308	0	0%	10
11 <b>Total Expenses</b>	<b>\$14,810,385</b>	<b>\$15,513,098</b>	<b>\$15,655,792</b>	<b>\$16,713,266</b>	<b>\$17,066,903</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	(910)	(51,186)	(10,564)	(17,652)	(10,721)	100%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>(\$910)</b>	<b>(\$51,186)</b>	<b>(\$10,564)</b>	<b>(\$17,652)</b>	<b>(\$10,721)</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$13,044,750)	(\$13,916,507)	(\$14,136,911)	(\$15,162,094)	(\$15,430,539)		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>(\$13,044,750)</b>	<b>(\$13,916,507)</b>	<b>(\$14,136,911)</b>	<b>(\$15,162,094)</b>	<b>(\$15,430,539)</b>		21

*Net Fund Balances totals do not include all State and Local revenue, most of which is located in the Central Services budget.*

**San Mateo County Community College District  
2008-2009 Final Budget**

***Unrestricted General Fund (Fund 1) - College of San Mateo***



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budet	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	0	0	0	0	0	0%	2
3 Local Revenue	4,109,208	3,890,924	3,429,833	4,269,741	3,095,584	100%	3
<b>4 Total Revenue</b>	<b>\$4,109,208</b>	<b>\$3,890,924</b>	<b>\$3,429,833</b>	<b>\$4,269,741</b>	<b>\$3,095,584</b>	<b>100%</b>	<b>4</b>
<b>Expenses</b>							
5 Certificated Salaries	\$18,170,794	\$21,259,480	\$20,392,536	\$21,861,864	\$20,825,154	59%	5
6 Classified Salaries	6,008,084	5,942,897	6,163,473	6,084,482	6,376,032	18%	6
7 Employee Benefits	5,646,096	5,946,591	5,855,124	6,205,681	6,537,423	19%	7
8 Materials & Supplies	415,691	322,835	461,249	432,473	451,545	1%	8
9 Operating Expenses	1,664,842	1,333,824	940,928	1,506,681	1,128,016	3%	9
10 Capital Outlay	17,399	0	10,899	0	0	0%	10
<b>11 Total Expenses</b>	<b>\$31,922,906</b>	<b>\$34,805,627</b>	<b>\$33,824,209</b>	<b>\$36,091,181</b>	<b>\$35,318,170</b>	<b>100%</b>	<b>11</b>
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	(218,503)	(288,699)	(330,171)	(366,185)	(250,143)	100%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	(1,000)	0	0	0%	16
<b>17 Total Transfers/Other</b>	<b>(\$218,503)</b>	<b>(\$288,699)</b>	<b>(\$331,171)</b>	<b>(\$366,185)</b>	<b>(\$250,143)</b>	<b>100%</b>	<b>17</b>
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$28,032,201)	(\$31,203,402)	(\$30,725,547)	(\$32,187,625)	(\$32,472,728)		18
19 Beginning Balance, July 1	0	0	0	0	0		19
Adjustments to Beginning							
20 Balance	0	0	0	0	0		20
<b>21 Net Fund Balance, June 30</b>	<b>(\$28,032,201)</b>	<b>(\$31,203,402)</b>	<b>(\$30,725,547)</b>	<b>(\$32,187,625)</b>	<b>(\$32,472,728)</b>		<b>21</b>

*Net Fund Balances totals do not include all State and Local revenue, most of which is located in the Central Services budget.*



**San Mateo County Community College District**  
**2008-2009 Final Budget**  
**Unrestricted General Fund (Fund 1) - Skyline College**

	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	0	0	0	0	0	0%	2
3 Local Revenue	2,946,980	2,663,817	2,467,364	2,575,194	3,113,228	100%	3
<b>4 Total Revenue</b>	<b>\$2,946,980</b>	<b>\$2,663,817</b>	<b>\$2,467,364</b>	<b>\$2,575,194</b>	<b>\$3,113,228</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$12,472,670	\$14,577,180	\$14,905,200	\$15,623,167	\$16,146,899	60%	5
6 Classified Salaries	4,585,108	4,425,099	4,680,039	4,552,722	4,812,160	18%	6
7 Employee Benefits	3,906,888	4,162,778	4,251,619	4,359,983	4,650,649	17%	7
8 Materials & Supplies	365,445	185,081	396,333	325,738	449,521	2%	8
9 Operating Expenses	1,132,659	968,035	591,556	897,496	799,982	3%	9
10 Capital Outlay	92,808	26,299	84,058	31,661	81,648	0%	10
<b>11 Total Expenses</b>	<b>\$22,555,578</b>	<b>\$24,344,471</b>	<b>\$24,908,805</b>	<b>\$25,790,767</b>	<b>\$26,940,859</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	(121,880)	(149,225)	(166,237)	(586,618)	(135,504)	100%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	192	0	0	0	0%	16
<b>17 Total Transfers/Other</b>	<b>(\$121,880)</b>	<b>(\$149,033)</b>	<b>(\$166,237)</b>	<b>(\$586,618)</b>	<b>(\$135,504)</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$19,730,478)	(\$21,829,687)	(\$22,607,678)	(\$23,802,191)	(\$23,963,135)		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
<b>21 Net Fund Balance, June 30</b>	<b>(\$19,730,478)</b>	<b>(\$21,829,687)</b>	<b>(\$22,607,678)</b>	<b>(\$23,802,191)</b>	<b>(\$23,963,135)</b>		21

*Net Fund Balances totals do not include all State and Local revenue, most of which is located in the Central Services budget.*

**San Mateo County Community College District  
2008-2009 Final Budget  
Unrestricted General Fund (Fund 1) - District Office**

	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	0	0	0	0	0	0%	2
3 Local Revenue	0	42,897	0	18,008	0	0%	3
4 <b>Total Revenue</b>	<b>\$0</b>	<b>\$42,897</b>	<b>\$0</b>	<b>\$18,008</b>	<b>\$0</b>	<b>0%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$366,776	\$295,243	\$272,912	\$347,049	\$634,400	4%	5
6 Classified Salaries	8,805,367	8,480,439	9,815,247	9,502,823	10,282,448	58%	6
7 Employee Benefits	3,198,577	2,970,650	3,474,794	3,478,348	3,864,348	22%	7
8 Materials & Supplies	550,762	786,824	568,622	820,247	623,170	4%	8
9 Operating Expenses	1,052,338	1,018,054	1,188,045	1,129,170	2,219,184	13%	9
10 Capital Outlay	119,043	132,454	75,343	10,016	37,880	0%	10
11 <b>Total Expenses</b>	<b>\$14,092,862</b>	<b>\$13,683,664</b>	<b>\$15,394,963</b>	<b>\$15,287,653</b>	<b>\$17,661,430</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	40	0	0	0	0%	13
14 Transfers out	(196,472)	(256,145)	(196,472)	(578,735)	(221,846)	100%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>(\$196,472)</b>	<b>(\$256,105)</b>	<b>(\$196,472)</b>	<b>(\$578,735)</b>	<b>(\$221,846)</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$14,289,334)	(\$13,896,872)	(\$15,591,435)	(\$15,848,380)	(\$17,883,276)		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>(\$14,289,334)</b>	<b>(\$13,896,872)</b>	<b>(\$15,591,435)</b>	<b>(\$15,848,380)</b>	<b>(\$17,883,276)</b>		21

*Net Fund Balances totals do not include all State and Local revenue, most of which is located in the Central Services budget.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
***Unrestricted General Fund (Fund 1) - Central Services\****

	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	38,395,173	42,125,423	36,823,645	36,879,304	42,037,918	39%	2
3 Local Revenue	56,499,834	63,690,244	68,302,320	68,752,350	66,856,385	61%	3
4 <b>Total Revenue</b>	<b>\$94,895,008</b>	<b>\$105,815,667</b>	<b>\$105,125,965</b>	<b>\$105,631,654</b>	<b>\$108,894,303</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$4,833,179	\$247,816	\$4,749,713	\$249,405	\$4,846,286	21%	5
6 Classified Salaries	653,235	527,463	614,657	376,915	565,382	2%	6
7 Employee Benefits	7,141,875	6,155,905	7,225,752	6,457,326	6,776,159	29%	7
8 Materials & Supplies	1,875,028	58,239	1,824,159	89,191	1,376,006	6%	8
9 Operating Expenses	8,632,218	5,054,165	8,261,599	5,713,408	9,486,013	41%	9
10 Capital Outlay	89,964	62,009	118,180	31,789	18,332	0%	10
11 <b>Total Expenses</b>	<b>\$23,225,499</b>	<b>\$12,105,598</b>	<b>\$22,794,059</b>	<b>\$12,918,034</b>	<b>\$23,068,178</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	72,893	0	232,268	0	0%	13
14 Transfers out	(2,388,351)	(12,244,548)	(2,488,862)	(5,973,426)	(2,292,345)	509%	14
15 Contingency	23,277		(1,725,495)		2,030,001	-451%	15
16 Other Out Go	0	0	0	0	(187,645)	42%	16
17 <b>Total Transfers/Other</b>	<b>(\$2,365,074)</b>	<b>(\$12,171,654)</b>	<b>(\$4,214,357)</b>	<b>(\$5,741,158)</b>	<b>(\$449,989)</b>	<b>100%</b>	17
<b>Fund Balance</b>							
Net Change in Fund							
18 Balance	\$69,304,435	\$81,538,414	\$78,117,549	\$86,972,461	\$85,376,136		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$69,304,435</b>	<b>\$81,538,414</b>	<b>\$78,117,549</b>	<b>\$86,972,461</b>	<b>\$85,376,136</b>		21

\*Central Services includes most of the general fund revenue, contingency, funds for transfer (e.g. capital outlay, reserve for retiree benefits), retiree benefits and special allocation holding accounts. It does not include the District Office.

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
***Unrestricted General Fund (Fund 1) - Total District***



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	38,395,173	42,125,423	36,823,645	36,879,304	42,037,918	36%	2
3 Local Revenue	65,322,567	71,935,658	75,728,962	77,184,117	74,712,283	64%	3
4 <b>Total Revenue</b>	<b>\$103,717,741</b>	<b>\$114,061,081</b>	<b>\$112,552,607</b>	<b>\$114,063,421</b>	<b>\$116,750,201</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$44,040,935	\$45,432,494	\$49,310,529	\$47,927,031	\$52,453,750	44%	5
6 Classified Salaries	23,017,830	22,373,500	24,521,491	\$23,716,635	25,404,710	21%	6
7 Employee Benefits	22,570,663	21,893,640	23,627,427	\$23,421,571	25,001,468	21%	7
8 Materials & Supplies	3,534,676	1,523,491	3,489,472	\$1,764,176	3,283,113	3%	8
9 Operating Expenses	13,123,081	9,006,853	11,320,095	\$9,871,714	13,774,640	11%	9
10 Capital Outlay	320,045	222,481	308,815	\$99,774	137,860	0%	10
11 <b>Total Expenses</b>	<b>\$106,607,230</b>	<b>\$100,452,458</b>	<b>\$112,577,829</b>	<b>\$106,800,903</b>	<b>\$120,055,541</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	72,933	0	0	0	0%	13
14 Transfers out	(2,926,115)	(12,989,803)	(3,192,306)	(7,522,616)	(2,910,559)	272%	14
15 Contingency	23,277	0	(1,725,495)	0	2,030,001	-190%	15
16 Other Out Go	0	192	(1,000)	1,000	(187,645)	18%	16
17 <b>Total Transfers/Other</b>	<b>(\$2,902,838)</b>	<b>(\$12,916,677)</b>	<b>(\$4,918,801)</b>	<b>(\$7,521,616)</b>	<b>(\$1,068,203)</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$5,792,328)	\$691,946	(\$4,944,022)	(\$259,099)	(\$4,373,542)		18
19 Beginning Balance, July 1	9,879,705	9,879,705	10,571,651	10,571,651	10,312,552		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$4,087,377</b>	<b>\$10,571,651</b>	<b>\$5,627,629</b>	<b>\$10,312,552</b>	<b>\$5,939,010</b>		21

*Includes combined total of Central Services, District Office, Cañada College, College of San Mateo, and Skyline College*

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SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

## **Internal Service Fund (Fund 2)**

*This fund is used to account for the financing of tangible goods provided by one department or agency to other departments or agencies on a cost-reimbursement basis. The **Self-Insurance Fund** is the fund designated to account for revenue and expense of the District's self-insurance programs, including both Property and Liability and Workers' Compensation insurance needs.*

*An amount is transferred into this fund each year from the Unrestricted General Fund in anticipation of estimated losses. This is a reserve for current and future losses; it may or may not be depleted during the year.*

**San Mateo County Community College District  
2008-2009 Final Budget**

***Internal Service - Self-Insurance Fund (Fund 2) - Central Services***



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	0	0	0	0	0	0%	2
3 Local Revenue	0	0	0	422,129	210,000	100%	3
4 <b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$422,129</b>	<b>\$210,000</b>	<b>100%</b>	<b>4</b>
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$28,040	\$0	0%	5
6 Classified Salaries	38,968	72,694	26,875	122,455	27,109	2%	6
7 Employee Benefits	12,662	14,497	8,772	41,051	9,508	1%	7
8 Materials & Supplies	10,000	0	10,000	2,139	10,000	1%	8
9 Operating Expenses	2,805,000	544,966	700,000	789,608	1,063,000	96%	9
10 Capital Outlay	0	0	0	0	0	0%	10
11 <b>Total Expenses</b>	<b>\$2,866,629</b>	<b>\$632,157</b>	<b>\$745,647</b>	<b>\$983,293</b>	<b>\$1,109,617</b>	<b>100%</b>	<b>11</b>
<b>Transfers &amp; Other</b>							
12 Transfers In	\$332,000	\$2,335,309	\$0	\$0	\$0	0%	12
13 Other Sources	1,380,000	0	2,005,000	1,981,139	2,001,000	100%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$1,712,000</b>	<b>\$2,335,309</b>	<b>\$2,005,000</b>	<b>\$1,981,139</b>	<b>\$2,001,000</b>	<b>100%</b>	<b>17</b>
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$1,154,629)	\$1,703,152	\$1,259,353	\$1,419,975	\$1,101,383		18
19 Beginning Balance, July 1	3,321,927	3,321,927	5,025,079	5,025,079	6,445,054		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$2,167,298</b>	<b>\$5,025,079</b>	<b>\$6,284,432</b>	<b>\$6,445,054</b>	<b>\$7,546,437</b>		<b>21</b>



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

## **Debt Service Fund (Fund 25)**

*The Debt Services Fund is used to account for the accumulation of resources for, and the payment of, general long-term debt.*

*The fund which is used to record transactions related to the receipt and expenditure of the general obligation bond is called the **Bond Interest Redemption Fund**.*

**San Mateo County Community College District  
2008-2009 Final Budget  
Debt Service Fund (Fund 25) - Central Services**



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	65,000	294	0	165,053	0	0%	2
3 Local Revenue	10,294,144	38,601,900	21,450,000	24,614,967	32,034,500	100%	3
<b>4 Total Revenue</b>	<b>\$10,359,144</b>	<b>\$38,602,194</b>	<b>\$21,450,000</b>	<b>\$24,780,020</b>	<b>\$32,034,500</b>	<b>100%</b>	<b>4</b>
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	0	0	0%	6
7 Employee Benefits	0	0	0	0	0	0%	7
8 Materials & Supplies	0	0	0	0	0	0%	8
9 Operating Expenses	0	1,309,793	0	0	0	0%	9
10 Capital Outlay	0	0	0	0	0	0%	10
<b>11 Total Expenses</b>	<b>\$0</b>	<b>\$1,309,793</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>11</b>
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	(9,933,018)	(12,116,820)	(28,149,707)	(28,852,468)	(32,129,136)	100%	16
<b>17 Total Transfers/Other</b>	<b>(\$9,933,018)</b>	<b>(\$12,116,820)</b>	<b>(\$28,149,707)</b>	<b>(\$28,852,468)</b>	<b>(\$32,129,136)</b>	<b>100%</b>	<b>17</b>
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$426,126	\$25,175,581	(\$6,699,707)	(\$4,072,447)	(\$94,636)		18
19 Beginning Balance, July 1	5,669,093	5,669,093	30,844,674	30,844,674	26,772,227		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
<b>21 Net Fund Balance, June 30</b>	<b>\$6,095,219</b>	<b>\$30,844,674</b>	<b>\$24,144,967</b>	<b>\$26,772,227</b>	<b>\$26,677,591</b>		<b>21</b>



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

## **Restricted General Fund (Fund 3)**

*The **Restricted General Fund** is maintained to account for those monies that are restricted in their use by law, regulations, donors, or other outside Federal, State, and Local agencies.*

*Examples of restricted sources of monies include Extended Opportunity Programs and Services (EOPS), Matriculation, Disabled Students Programs & Services (DSPS), State Instructional Equipment, Federal Work-Study Program, KCSM grants and donations, Parking (includes parking permit and parking citation revenue), and Health Services.*

*A complete list of these specially funded programs showing project budgets which may or may not coincide with the fiscal year budget are detailed on the following pages.*

San Mateo County Community College District

**2008-09 FINAL BUDGET - SPECIALLY FUNDED PROGRAMS**  
**Carry-over from Prior Years**

<u>Fund</u>	<u>Program</u>	<u>Source</u>	<u>College of San Mateo</u>	<u>Cañada College</u>	<u>Skyline College</u>	<u>Chancellor's Office</u>	<u>Total</u>
30004	TRIO Student Support Services	Federal			86,665		86,665
30004	TRIO Upward Bound	Federal		17,169			17,169
30005	Work Study	Federal	(2,431)	618			(1,814)
30028	TRIO Student Support Services	Federal		46,676			46,676
30075	UISFL Asian Studies	Federal			53,756		53,756
30076	National Science Foundation - Biology	Federal	8,313				8,313
30077	National Science Foundation - Chemistry	Federal		119,001			119,001
30078	BARTPC Peralta CCD	Federal				5,000	5,000
31016	Board Fin Asst Prog Adm Allow	State			18,832		18,832
31028	Inst Equip & Sch Maint Block Grant	State	123,757	145,949	96,992		366,699
31029	Inst Equip Block Grant	State				1,006,126	1,006,126
31030	Tele-Com & Technology	State	30,789	9,950	9,039	174,054	223,833
31035	Center for Int'l Trade Development	State			192,792		192,792
31046	Faculty and Staff Development	State	30,651	14,412	26,346		71,409
31045	Staff Diversity	State				6,755	6,755
31047	AB1725 Faculty and Staff Development	State			2,340		2,340
31054	Statewide Leadership Multimedia	State	8,499				8,499
31069	Lottery-Prop 20-Instruct Materials	State	132,078	104,815	85,811	191,020	513,724
31077	MESA/CCCCP	State		19,128	12,007		31,135
31078	Enrollment Growth AD Nursing	State	106,586				106,586
31079	TTIP Video over Internet	State				11,619	11,619
31087	CCC Live Caption	State	15,233				15,233
31088	Econ Dev Quick Start Biotechnology	State			56,781		56,781
31090	Basic Skills Reappropriation	State	194,289	96,581	34,570		325,440
31093	IDRC Judicial Career Training	State	38,454				38,454
31094	IDRC International Logistics Training	State			240,130		240,130
31095	JDIT Calibration Technician Training	State	100,415				100,415
31098	Econ Dev Health Careers Pathways	State		79,870			79,870
31099	Basic Skills 07-08	State	98,223	168,441	245,385		512,049
31101	Ec Dev Incumbent Worker - Solar Energy	State			329,084		329,084
31102	CTE Equipment Allied Health	State	36,688	27,691	33,611	3,988	101,978
32006	Silicon Valley Community Fndtn Grant	Local		10,000			10,000
32011	Pen Com Fdt C/S Grant	Local		2,000	269		2,269
32015	SM Co JPA/Genentech Science	Local		792			792
32045	SMCCC Fdtn-New Gateway Proj	Local		2,474			2,474
32055	Peninsula Health Care District	Local	120,853				120,853
32059	SMCCC Fdtn-SBC Pacific Bell	Local			4,862		4,862
32062	Carnegie Foundation Grant	Local	777				777
32066	Kaiser Foundation - CSM Nursing Lab	Local	7				7
32068	Calif Dental Assoc Foundation Grant	Local	987				987
32069	PG&E Power Pathway Program C&CE	Local	24,500				24,500
32071	SMCDS Dental Health Foundation	Local	4,200				4,200
35001	Miscellaneous Donations	Local	76,322	28,607	41,731	547,620	694,279
35003	Physical Education	Local		7,595			7,595
35004	General Instruction	Local		350	250		600
35005	Toyota T-Ten	Local			5,456		5,456
35014	Expanding Your Horizons	Local			2,316		2,316
35020	Athletics - Women's Soccer	Local		2,268			2,268
35021	Bookstore	Local			1,460		1,460
35029	Career Development	Local	3,448	1,073	2,111		6,632
35036	Bookstore PLS Support	Local				21,510	21,510
35037	Instrument Tech Consortium	Local	779				779
35041	Ctr for Int'l Trade Match	Local			30,630		30,630
35045	Financial Aid Admin Allowance	Local	9,277	6,624	105,379	22,109	143,388
35046	Peninsula Library Systems	Local				259,141	259,141
35048	SMCCC Fdtn Donations	Local	2,724	2,995			5,718
35054	Vanguard Charitable Endowment Prog	Local		10,000			10,000
36010	San Mateo County WIB Rapid Response	Federal			9,468		9,468
38001	Corp/Continuing Ed (C&CE) Indirect	Local	474,639		8,621	110,440	593,700
38035	ROP Cont Cls Manicure	Local			10,486		10,486
38115	Genentech Contract Ed	Local			14,543		14,543
38169	Prudential Realty Contract Ed	Local			5,614		5,614
39017	Community Education	Local	3,432	9,263	104		12,799
39024	Summer Camp Volleyball	Local			957		957
39030	Health Service Fees	Local	17,597	1,141	47,678		66,415
Total 2008-2009 Carry-over Funds			<b>1,661,084</b>	<b>935,482</b>	<b>1,816,075</b>	<b>2,359,383</b>	<b>6,772,024</b>
Total 2008-2009 Specially Funded Programs			<b>12,643,327</b>	<b>5,292,194</b>	<b>7,400,892</b>	<b>3,443,256</b>	<b>28,779,670</b>

**2008-09 FINAL BUDGET - SPECIALLY FUNDED PROGRAMS**

**New Funds for the Current Fiscal Year**

<u>Fund</u>	<u>Program</u>	<u>Source</u>	<u>College of San Mateo</u>	<u>Cañada College</u>	<u>Skyline College</u>	<u>Chancellor's Office</u>	<u>Total</u>
30004	TRIO - Student Support Services	Federal			472,893		472,893
30004	TRIO - Upward Bound	Federal		250,000			250,000
30028	TRIO - Student Support Services	Federal		220,000			220,000
30005	Work Study	Federal	106,385	83,799	262,102		452,286
30007	Career and Tech Ed Act (CTEA) Title IC	Federal	313,011	146,183	236,033		695,227
30034	CTEA Tech Prep	Federal	78,274	78,274	78,274	9,393	244,215
30057	Workability III	Federal			149,214		149,214
30077	National Science Foundation - Chemistry	Federal		269,948			269,948
31002	Disabled Students Prog & Services	State	724,150	386,643	547,982		1,658,775
31003	Extended Opportunity Prog & Services	State	654,182	531,309	572,992		1,758,483
31004	Cooperative Agencies Resources for Educ	State	30,742	35,382	53,884		120,008
31009	Matriculation	State	576,119	394,837	442,696		1,413,652
31012	Foster Care Education	State		93,181			93,181
31016	Board Fin Asst Prog Adm Allow	State	256,886	195,402	231,076		683,364
31030	Tele-Com & Technology	State				97,204	97,204
31031	CalWORKs	State	92,525	92,525	92,525		277,575
31032	Middle College High School	State	121,846	121,846			243,692
31033	TANF	Federal	21,162	21,162	21,162		63,486
31035	Center for Int'l Trade Development	State			205,000		205,000
31043	Transfer and Articulation	State	4,456	4,456	4,456		13,368
31045	Staff Diversity	State				19,556	19,556
31054	Statewide Leadership Multimedia	State	162,500				162,500
31055	MESA/CCCP	State		73,033	73,033		146,066
31055	MESA/CCCP	Local		11,726			11,726
31069	Lottery-Prop 20-Instruct Materials	State				410,723	410,723
31078	Enrollment Growth AD Nursing	State	118,400				118,400
31086	Inst Equip Block Grant-on-going	State				206,442	206,442
31098	Econ Dev Health Careers Pathways	State		125,000			125,000
31103	Econ Dev IDRC Surgical Technology	State			314,967		314,967
31104	CTE Community Collaborative Project	State			369,655		369,655
31105	Basic Skills 08-09	State	100,000	163,676	259,853		523,529
32003	Public Bdcst-CSG-TV	Local	630,838				630,838
32004	Public Bdcst-CSG-FM	Local	173,430				173,430
32005	Public Bdcst-Interconnect	Local	13,329				13,329
32015	SM Co JPA/Genentech Science	Local		4,000			4,000
32017	Menlo Park Redevelopment	Local		189,000			189,000
32049	SMCCC Fdtn-Jump Start	Local			5,928		5,928
32055	Peninsula Health Care District	Local	307,184				307,184
32063	Preschool for All - SMCOE	Local		242,196			242,196
35014	Expanding Your Horizons	Local			40,400		40,400
35022	KCSM TV	Local	2,800,000				2,800,000
35023	KCSM FM	Local	1,500,000				1,500,000
35046	Peninsula Library Systems	Local				140,000	140,000
38001	Corp/Community Educ Indirect	Local			1,200	4,896	6,096
38171	SEIU-United Healthcare Workers West	Local			32,894		32,894
38173	SMC Probation Dept Ind Living Skills	Local	56,304				56,304
39001	Parking Fees	Local	1,183,673	425,463	797,708	195,659	2,602,504
39017	Community Education	Local	580,229				580,229
39030	Health Service Fees	Local	376,618	197,671	318,890		893,179
<b>Total 2008-2009 New Funds</b>			<b>10,982,243</b>	<b>4,356,712</b>	<b>5,584,817</b>	<b>1,083,873</b>	<b>22,007,646</b>

**San Mateo County Community College District**  
**2008-09 Final Budget**  
**Restricted General Fund (Fund 3) - Cañada College**



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$818,903	\$796,365	\$1,014,314	\$930,017	\$1,252,830	25%	1
2 State Revenue	2,428,658	2,560,563	2,539,743	2,557,376	2,720,451	54%	2
3 Local Revenue	1,062,213	884,292	933,090	935,021	1,029,493	21%	3
4 <b>Total Revenue</b>	<b>\$4,309,773</b>	<b>\$4,241,220</b>	<b>\$4,487,147</b>	<b>\$4,422,415</b>	<b>\$5,002,773</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$993,872	\$1,151,284	\$1,177,467	\$1,307,619	\$1,345,708	29%	5
6 Classified Salaries	1,262,107	1,238,427	1,311,137	1,418,384	1,498,080	33%	6
7 Employee Benefits	462,189	477,709	479,364	541,239	600,991	13%	7
8 Materials & Supplies	642,053	586,344	442,682	397,774	507,478	11%	8
9 Operating Expenses	380,978	330,515	459,330	338,828	511,827	11%	9
10 Capital Outlay	108,869	21,118	248,910	74,903	140,689	3%	10
11 <b>Total Expenses</b>	<b>\$3,850,069</b>	<b>\$3,805,398</b>	<b>\$4,118,891</b>	<b>\$4,078,747</b>	<b>\$4,604,772</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$103,066	\$153,454	\$110,254	\$126,041	\$125,745	-51%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	(108,379)	0	(72,975)	(10,500)	4%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	(424,890)	(358,461)	(347,299)	(403,611)	(362,864)	147%	16
17 <b>Total Transfers/Other</b>	<b>(\$321,823)</b>	<b>(\$313,386)</b>	<b>(\$237,044)</b>	<b>(\$350,545)</b>	<b>(\$247,619)</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$137,881	\$122,436	\$131,212	(\$6,877)	\$150,382		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$137,881</b>	<b>\$122,436</b>	<b>\$131,212</b>	<b>(\$6,877)</b>	<b>\$150,382</b>		21

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-09 Final Budget**  
***Restricted General Fund (Fund 3) - College of San Mateo***



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$722,041	\$741,861	\$872,836	\$895,288	\$524,713	4%	1
2 State Revenue	3,104,198	4,352,466	4,232,247	3,935,122	3,657,468	31%	2
3 Local Revenue	8,105,012	5,621,088	6,481,781	5,649,873	7,714,611	65%	3
4 <b>Total Revenue</b>	<b>\$11,931,250</b>	<b>\$10,715,415</b>	<b>\$11,586,864</b>	<b>\$10,480,283</b>	<b>\$11,896,792</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$1,212,899	\$1,510,185	\$1,624,791	\$1,592,024	\$1,663,780	14%	5
6 Classified Salaries	3,976,980	3,774,034	4,113,020	4,034,397	3,871,000	33%	6
7 Employee Benefits	1,402,363	1,348,379	1,388,757	1,475,151	1,626,656	14%	7
8 Materials & Supplies	1,770,667	1,711,029	1,503,139	1,196,601	1,465,642	12%	8
9 Operating Expenses	3,051,146	2,918,565	3,698,312	3,089,209	3,033,793	26%	9
10 Capital Outlay	411,214	397,401	102,494	110,722	98,847	1%	10
11 <b>Total Expenses</b>	<b>\$11,825,271</b>	<b>\$11,659,593</b>	<b>\$12,430,512</b>	<b>\$11,498,104</b>	<b>\$11,759,718</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$409,745	\$3,033,239	\$419,785	\$1,820,452	\$446,535	282%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	(291,085)	(45,497)	(376,912)	(62,071)	-39%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	(249,723)	(174,875)	(265,036)	(260,388)	(225,885)	-142%	16
17 <b>Total Transfers/Other</b>	<b>\$160,022</b>	<b>\$2,567,279</b>	<b>\$109,252</b>	<b>\$1,183,152</b>	<b>\$158,579</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$266,001	\$1,623,100	(\$734,395)	\$165,330	\$295,653		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$266,001</b>	<b>\$1,623,100</b>	<b>(\$734,395)</b>	<b>\$165,330</b>	<b>\$295,653</b>		21

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-09 Final Budget**  
**Restricted General Fund (Fund 3) - Skyline College**



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$1,249,471	\$1,351,656	\$1,285,066	\$1,245,759	\$1,369,567	20%	1
2 State Revenue	2,515,861	3,305,970	4,373,924	3,745,962	4,299,987	63%	2
3 Local Revenue	907,172	718,902	956,896	1,120,129	1,129,343	17%	3
<b>4 Total Revenue</b>	<b>\$4,672,504</b>	<b>\$5,376,528</b>	<b>\$6,615,886</b>	<b>\$6,111,850</b>	<b>\$6,798,897</b>	<b>100%</b>	<b>4</b>
<b>Expenses</b>							
5 Certificated Salaries	\$1,247,148	\$1,407,128	\$1,403,680	\$1,776,301	\$1,476,505	22%	5
6 Classified Salaries	1,664,610	1,843,591	2,208,389	2,004,642	2,075,081	31%	6
7 Employee Benefits	731,149	731,434	985,582	861,605	962,532	14%	7
8 Materials & Supplies	540,048	637,522	634,421	502,107	577,400	9%	8
9 Operating Expenses	358,825	404,537	1,021,166	594,232	1,420,957	21%	9
10 Capital Outlay	6,126	120,094	156,751	58,914	148,526	2%	10
<b>11 Total Expenses</b>	<b>\$4,547,907</b>	<b>\$5,144,306</b>	<b>\$6,409,989</b>	<b>\$5,797,802</b>	<b>\$6,661,002</b>	<b>100%</b>	<b>11</b>
<b>Transfers &amp; Other</b>							
12 Transfers In	\$286,930	\$326,967	\$338,984	\$346,772	\$342,142	660%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	(96,686)	(92,872)	(200,510)	(42,168)	-81%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	(247,564)	(273,086)	(266,786)	(296,791)	(248,135)	-479%	16
<b>17 Total Transfers/Other</b>	<b>\$39,366</b>	<b>(\$42,804)</b>	<b>(\$20,673)</b>	<b>(\$150,529)</b>	<b>\$51,839</b>	<b>100%</b>	<b>17</b>
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$163,963	\$189,418	\$185,224	\$163,520	\$189,734		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
<b>21 Net Fund Balance, June 30</b>	<b>\$163,963</b>	<b>\$189,418</b>	<b>\$185,224</b>	<b>\$163,520</b>	<b>\$189,734</b>		<b>21</b>

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-09 Final Budget**  
**Restricted General Fund (Fund 3) - District Office**

	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$7,747	\$7,747	\$8,844	\$8,844	\$14,393	1%	1
2 State Revenue	3,393,129	742,747	198,574	410,440	549,020	56%	2
3 Local Revenue	1,383,295	163,497	371,673	231,555	416,832	43%	3
4 <b>Total Revenue</b>	<b>\$4,784,171</b>	<b>\$913,991</b>	<b>\$579,092</b>	<b>\$650,838</b>	<b>\$980,245</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$473,184	\$25,110	\$25,866	\$25,993	\$3,899	0%	5
6 Classified Salaries	494,378	476,602	562,654	604,166	522,440	32%	6
7 Employee Benefits	217,907	165,382	189,304	217,287	197,726	12%	7
8 Materials & Supplies	1,500,630	149,672	186,071	112,307	351,182	22%	8
9 Operating Expenses	848,344	212,490	193,658	181,257	299,062	19%	9
10 Capital Outlay	1,817,573	0	3,580	0	241,705	15%	10
11 <b>Total Expenses</b>	<b>\$5,352,016</b>	<b>\$1,029,256</b>	<b>\$1,161,133</b>	<b>\$1,141,009</b>	<b>\$1,616,014</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$145,161	\$0	\$187,825	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	(8,387)	0	(15,895)	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$0</b>	<b>\$136,774</b>	<b>\$0</b>	<b>\$171,930</b>	<b>\$0</b>	<b>0%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$567,845)	\$21,509	(\$582,041)	(\$318,242)	(\$635,770)		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>(\$567,845)</b>	<b>\$21,509</b>	<b>(\$582,041)</b>	<b>(\$318,242)</b>	<b>(\$635,770)</b>		21

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-09 Final Budget**  
***Restricted General Fund (Fund 3) - Total District***



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$2,798,162	\$2,897,630	\$3,181,060	\$3,079,907	\$3,161,503	13%	1
2 State Revenue	11,441,845	10,961,745	11,344,489	10,648,900	11,226,925	45%	2
3 Local Revenue	11,457,691	7,387,779	8,743,441	7,936,579	10,290,279	42%	3
4 <b>Total Revenue</b>	<b>\$25,697,698</b>	<b>\$21,247,154</b>	<b>\$23,268,989</b>	<b>\$21,665,386</b>	<b>\$24,678,707</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$3,927,104	\$4,093,708	\$4,231,803	\$4,701,937	\$4,489,892	18%	5
6 Classified Salaries	7,398,076	7,332,654	8,195,200	8,061,589	7,966,601	32%	6
7 Employee Benefits	2,813,609	2,722,904	3,043,007	3,095,282	3,387,906	14%	7
8 Materials & Supplies	4,453,398	3,084,567	2,766,312	2,208,789	2,901,703	12%	8
9 Operating Expenses	4,639,293	3,866,107	5,372,466	4,203,526	5,265,639	21%	9
10 Capital Outlay	2,343,783	538,614	511,735	244,539	629,767	3%	10
11 <b>Total Expenses</b>	<b>\$25,575,262</b>	<b>\$21,638,554</b>	<b>\$24,120,524</b>	<b>\$22,515,662</b>	<b>\$24,641,507</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$799,741	\$3,658,821	\$869,023	\$2,481,089	\$914,423	-2458%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	(504,537)	(138,368)	(666,292)	(114,739)	308%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	(922,177)	(806,421)	(879,120)	(960,790)	(836,884)	2250%	16
17 <b>Total Transfers/Other</b>	<b>(\$122,435)</b>	<b>\$2,347,863</b>	<b>(\$148,465)</b>	<b>\$854,008</b>	<b>(\$37,201)</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$0	\$1,956,463	(\$1,000,000)	\$3,731	(\$0)		18
19 Beginning Balance, July 1	2,016,772	2,016,772	3,973,235	2,973,235	2,976,966		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$2,016,772</b>	<b>\$3,973,235</b>	<b>\$2,973,235</b>	<b>\$2,976,966</b>	<b>\$2,976,966</b>		21

*Includes combined total of District Office, Cañada College, College of San Mateo, and Skyline College, as well as entire beginning balance.*



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

## Capital Projects Fund (Fund 4)

*The District's **Capital Outlay Fund** is used to account for construction and acquisition of major capital improvements. Included are the acquisition or construction of all major fixed assets. In addition, site improvements, buildings, and equipment purchased as part of a large facility project are included.*

*The **Revenue Bond Construction Fund**, which is included as a sub-account of the Capital Projects Fund, has been established for the deposit of proceeds from the sale of revenue bonds. The deposits are used to meet the costs of property acquisition, facilities planning, inspections, surveys, new construction, modernization, and new equipment.*

**2007-08 Capital Projects Financial Summary  
Budget Expenditures as of June 30, 2008**

LOCATION	PROJECT NAME	FUND NUMBER	ORIGINAL BUDGET	2007-08 BUDGET	EXPENDITURE YTD	ENCUMBRANCE	AVAILABLE BALANCE
CAÑADA	Library & Student Resource Ctr (Bldg 9)	41315	700,255.28	700,255.28	644,830.90	35,072.30	20,352.08
CAÑADA	CAN Facilities Maintenance Center	41316	0.00	6,509,000.00	2,211,075.30	4,297,923.46	1.24
CAÑADA	CAN Bldgs 5/6 Academic Facilities Reconstruction	41317	0.00	149,000.00	104,585.89	44,414.11	0.00
CAÑADA	CAN Heating Hot Water	43332	0.00	50,000.00	25,000.00	0.00	25,000.00
CAÑADA	CAN Water Valve Replacement	43333	0.00	43,170.00	0.00	0.00	43,170.00
CAÑADA	Science Lab Upgrade	44329	15,737.20	15,737.20	0.00	0.00	15,737.20
CAÑADA	Arts Project	44343	8,500.00	8,500.00	0.00	0.00	8,500.00
CAÑADA	CAN Bldg 13 Modernization	47301	2,968,471.78	3,951,471.78	0.00	0.00	3,951,471.78
CAÑADA	CAN Bldgs 16/18 Modernization	47302	5,378,000.48	3,677,702.48	1,347,377.85	797,294.76	1,533,029.87
CAÑADA	CAN Bldg 7 FMC	47303	1,556,793.44	2,190,432.77	244,160.30	1,455,888.17	490,384.30
CAÑADA	CAN Bldgs 5 /6 Modernization	47304	6,197,689.06	6,197,689.06	204,987.07	482,462.70	5,510,239.29
CAÑADA	CAN Bldg 1 Modernization	47305	1,962,188.07	2,326,188.07	0.00	0.00	2,326,188.07
CAÑADA	CAN Bldg 8 Admin Renovation	47306	1,420,847.17	2,920,847.17	151,991.46	200,901.07	2,567,954.64
CAÑADA	CAN Valve Replacement Project	47307	0.00	45,491.00	0.00	0.00	45,491.00
CAÑADA	CAN Concession Stand	47308	0.00	482,390.00	249,730.40	145,520.77	87,138.83
CAÑADA	CAN Bldg 3 Modernization	47309	816,459.31	1,048,175.31	243,279.43	0.00	804,895.88
CAÑADA	CAN Gateways, Circulation & Parking	47312	9,437,426.16	9,257,426.16	2,076,997.09	6,875,969.70	304,459.37
CAÑADA	CAN Quad Water Feature	47313	66,259.69	136,259.69	89,916.20	0.00	46,343.49
CAÑADA	CAN Exterior Bldg Signage	47314	0.00	45,000.00	0.00	0.00	45,000.00
CAÑADA	CAN Bldg 9 Heating Water Pump	47315	0.00	55,000.00	0.00	0.00	55,000.00
CAÑADA	CAN Bldgs 20/21 Modernization	47316	0.00	75,000.00	3,000.00	0.00	72,000.00
CAÑADA	CAN Athletic Facilities Upgrade, Phase 2	47322	100,643.00	2,975.00	2,975.00	0.00	0.00
CAÑADA	Bookstore Project	48300	101,124.43	101,124.43	101,124.43	0.00	0.00
CAÑADA	Faculty/Staff Housing-Cañada Site	48310	0.00	3,575,000.00	699,849.52	0.00	2,875,150.48
CAÑADA	CAN Bldg 3 Modernization	49301	0.00	14,174.22	10,174.22	4,000.00	0.00
CAÑADA	CAN Bldg 6	49302	6,180.81	0.00	0.00	0.00	0.00
CAÑADA	CAN Bldg 9	49303	1,518,850.74	582,701.06	499,689.74	39,651.83	43,359.49
CAÑADA	CAN Space Programming	49304	50,743.51	25,318.64	309.80	4,924.89	20,083.95
CAÑADA	CAN Exterior Improvements	49305	9,972.16	0.00	0.00	0.00	0.00
CAÑADA	CAN Swing Space	49306	153,297.40	0.00	0.00	0.00	0.00
CAÑADA	CAN Utility Infrastructure Upgrade	49308	3,935.76	111,888.77	107,153.77	0.00	4,735.00
CAÑADA	CAN Bldg 13	49309	0.00	4,243.86	4,243.86	0.00	0.00
CAÑADA	CAN Fire/Life Safety	49311	1,542.35	0.00	0.00	0.00	0.00
CAÑADA	CAN Bldg 2	49312	423,457.06	41,548.35	39,633.15	0.00	1,915.20
CAÑADA	CAN Bldg 22	49313	148,182.06	19,828.75	19,828.75	0.00	0.00
CAÑADA	CAN Wayfinding Signage	49315	7,991.94	5,770.00	5,770.00	0.00	0.00
CAÑADA	CAN Landscape Upgrades	49317	316,898.19	25,983.21	25,983.21	0.00	0.00
CAÑADA	CAN Bldgs 16/17/18	49320	654,373.76	4,814,623.50	2,164,874.54	40,032.49	2,609,716.47
CAÑADA	CAN Bldg 8	49321	0.00	2,722.01	2,722.01	0.00	0.00
CAÑADA	CAN Emerg. Bldg Repairs Allow.	49324	59,753.67	52,000.11	0.00	0.00	52,000.11
CAÑADA	CAN Access Controls	49326	133,942.64	1,093.00	1,093.00	0.00	0.00
CAÑADA	CAN Classroom Smart	49327	5,188.15	6,544.78	6,544.78	0.00	0.00
CAÑADA	CAN Construction Management	49328	101,821.60	58,316.00	58,316.00	0.00	0.00
CAÑADA	CAN Bldgs 20 and 21	49330	990.00	990.00	990.00	0.00	0.00
CAÑADA	CAN Bldsg 16/17 Modernization	49901	0.00	10,000,000.00	10,000,000.00	0.00	0.00
CSM	COP Investment	40001	250,000.00	444,000.00	0.00	0.00	444,000.00
CSM	CSM Bldg 10 Hazardous Materials	41413	3,328.20	0.00	0.00	0.00	0.00
CSM	CSM Bldg 10 Haz Subs	41414	30,767.81	5,930.00	5,930.00	0.00	0.00
CSM	CSM Bldgs 21-27 Demolition	41415	0.00	345,000.00	195,534.00	149,466.00	0.00
CSM	CSM Dental Hygiene Program	42402	25,000.00	25,000.00	0.00	0.00	25,000.00
CSM	Reroof Admin Bldg	43413	0.00	0.00	0.00	0.00	0.00
CSM	CSM Bldg 9 Exterior Waterproofing	43479	25,487.01	25,487.01	0.00	0.00	25,487.01
CSM	Reading for Success	44427	13,480.44	13,480.44	13,480.44	0.00	0.00
CSM	CSM Regional Public Safety Center	44433	60,332.36	60,332.36	(1,727.89)	0.00	62,060.25
CSM	Ergonomic office furniture (completion)	44435	78,504.57	18,504.57	3,613.71	0.00	14,890.86
CSM	Haz. Mat. clean-up/disposal	44438	1,300.94	14,733.98	4,612.55	0.00	10,121.43
CSM	Window blinds for Bldg. 1 & other depts.	44448	13,433.13	0.09	0.00	0.00	0.09
CSM	Facilities Projects Contingency Fund	44449	377,545.75	0.00	0.00	0.00	0.00
CSM	Technology Improvements	44452	43,925.08	27,186.65	0.00	0.00	27,186.65
CSM	Emergency Preparedness	44453	21,724.04	0.00	0.00	0.00	0.00
CSM	CSM CIP2 Design Build Project	47401	97,409,961.87	194,274,292.87	22,645,744.23	120,650,509.75	50,978,038.89
CSM	CSM Bldg 14 Facelift	47402	13,031,625.95	6,632,849.95	753,666.56	1,935,726.89	3,943,456.50
CSM	CSM Bldg 16 Modernization	47403	4,267,753.85	4,385,108.85	2,010,966.95	1,256,016.30	1,118,125.60
CSM	CSM Bldgs 2/3/4 Fine Arts Complex Modernization	47404	9,905,363.71	8,637,232.71	1,662,946.79	2,870,402.29	4,103,883.63
CSM	CSM Bldg 12 Modernization	47405	1,743,000.00	1,743,000.00	0.00	0.00	1,743,000.00
CSM	CSM CIP2 Programming/Space Planning	47406	200,000.00	200,000.00	0.00	0.00	200,000.00
CSM	CSM Coastside Shoreline Station TI	47407	1,000,000.00	800,000.00	215,867.09	0.00	584,132.91
CSM	CSM North Gateway	47408	14,584,639.33	14,584,639.33	27,477.92	786,764.00	13,770,397.41
CSM	CSM Bldg 8 Modernization	47409	16,662,138.40	3,372,238.40	69,240.70	11,619.72	3,291,377.98
CSM	CSM Bldg 19 Modernization	47410	15,763,388.47	5,966,388.47	0.00	0.00	5,966,388.47
CSM	CSM Bldg 9 Modernization	47411	45,000.00	1,500,000.00	5,000.00	0.00	1,495,000.00
CSM	KCSM Lift	47412	0.00	30,000.00	30,000.00	0.00	0.00
CSM	KCSM Sutro Tower	47413	0.00	1,000,000.00	1,000,000.00	0.00	0.00
CSM	CSM Parking Lights	47414	0.00	60,000.00	49,017.46	0.00	10,982.54

**2007-08 Capital Projects Financial Summary  
Budget Expenditures as of June 30, 2008**

LOCATION	PROJECT NAME	FUND NUMBER	ORIGINAL BUDGET	2007-08 BUDGET	EXPENDITURE YTD	ENCUMBRANCE	AVAILABLE BALANCE
CSM	CSM SE Infrastructure and Yard	47415	0.00	2,600,000.00	58,813.15	178,589.35	2,362,597.50
CSM	CSM Lot Stairs	47416	0.00	50,000.00	5,000.00	29,110.00	15,890.00
CSM	CSM Weather Station Project	47418	0.00	20,000.00	0.00	6,900.00	13,100.00
CSM	CSM Bldg 1 Renovation	47419	0.00	500,000.00	0.00	0.00	500,000.00
CSM	CSM Athletic Facilities Upgrade, Phase 2	47422	2,350,334.95	2,978,833.27	2,756,207.10	13,147.98	209,478.19
CSM	Bookstore Project	48400	1,159,729.20	1,159,729.20	13,295.74	0.00	1,146,433.46
CSM	CSM Bldg 18	49401	17,593.23	4,943.93	4,943.93	0.00	0.00
CSM	CSM Bldg 33	49402	5,608.28	2,041.35	2,041.35	0.00	0.00
CSM	CSM Integrated Science Center	49403	767,937.86	162,094.61	161,974.45	0.00	120.16
CSM	CSM Regional Public Safety Ctr	49404	45,891.04	4,463.00	4,463.00	0.00	0.00
CSM	CSM Swing Space	49405	31,849.96	0.00	0.00	0.00	0.00
CSM	CSM Space Programming	49406	49,085.68	33,370.53	0.00	8,763.10	24,607.43
CSM	CSM Exterior Walkway Lighting	49407	1,252.94	0.00	0.00	0.00	0.00
CSM	CSM Bldgs 25-29	49408	398.00	7,832.00	7,832.00	0.00	0.00
CSM	KCSM Digital Project	49409	1,034,992.68	1,294,992.68	942,216.13	38,784.90	313,991.65
CSM	CSM Bldg 1/5/6	49410	4,238.89	20,502.40	12,180.40	0.00	8,322.00
CSM	CSM Bldg 34	49411	69,889.87	13,252.00	13,252.00	0.00	0.00
CSM	CSM Utility Infrastructure Upgrade	49413	82,605.59	107,319.87	101,594.50	0.00	5,725.37
CSM	CSM Bldg 8	49414	44,130.53	14,000.00	14,000.00	0.00	0.00
CSM	CSM Bldg 14	49415	13,399.13	13,563.51	13,563.51	0.00	0.00
CSM	CSM Bldg 19	49417	375,548.26	310,797.78	310,797.78	0.00	0.00
CSM	CSM Fire/Life Safety	49418	0.00	150.00	150.00	0.00	0.00
CSM	CSM Bldg 10/11/12	49420	0.00	8,434.00	8,434.00	0.00	0.00
CSM	CSM Bldg 9	49421	474,577.87	62,568.53	61,838.53	0.00	730.00
CSM	CSM Landscape Upgrades	49423	13,300.00	12,675.00	7,975.00	0.00	4,700.00
CSM	CSM Bldg 4	49425	0.00	4,887.00	4,887.00	0.00	0.00
CSM	CSM Bldg 3	49426	7,080.02	8,328.55	8,328.55	0.00	0.00
CSM	CSM Bldg 16	49427	224,866.61	0.00	0.00	0.00	0.00
CSM	CSM Emergency Building Repairs	49429	107,714.36	118,991.74	13,362.36	0.00	105,629.38
CSM	CSM Bldgs 21-24	49433	4,837.00	4,837.00	4,837.00	0.00	0.00
CSM	CSM Classroom Technology	49438	568,458.91	166,789.23	131,976.73	20,312.50	14,500.00
CSM	CSM Access Controls	49440	1,148.44	0.00	0.00	0.00	0.00
CSM	CSM Construction Management	49441	154,625.80	88,557.00	88,557.00	0.00	0.00
DISTRICTWIDE	General Capital Projects	40000	11,789,026.24	11,098,811.87	737.00	0.00	11,098,074.87
DISTRICTWIDE	College Housing Project	40003	1,128,500.00	1,158,500.00	0.00	0.00	1,158,500.00
DISTRICTWIDE	Construction Planning Internal Svc Fund	40009	56,293.86	56,293.86	48,998.92	0.00	7,294.94
DISTRICTWIDE	College Art	42003	11,205.00	11,205.00	2,239.00	0.00	8,966.00
DISTRICTWIDE	Redevelopment Program	43001	5,498,238.75	5,951,426.27	1,915.00	0.00	5,949,511.27
DISTRICTWIDE	Property Management Study	44001	2,188,051.19	1,813,051.19	500.00	0.00	1,812,551.19
DISTRICTWIDE	District Facilities Projects	44102	1,210,573.98	1,234,375.39	245,714.25	2,250.00	986,411.14
DISTRICTWIDE	District Funded FCI Contingency	44103	0.00	845,721.52	0.00	0.00	845,721.52
DISTRICTWIDE	District Office Improvements	44106	54,240.71	111,640.71	99,914.43	0.00	11,726.28
DISTRICTWIDE	Energy Efficiency Projects Fund	44108	2,586,044.36	2,610,971.36	35,222.11	0.00	2,575,749.25
DISTRICTWIDE	Ugrd. Tank Mandated Monitor	46106	11,488.20	11,488.20	0.00	0.00	11,488.20
DISTRICTWIDE	Facilities Excellence (Foundation)	46112	0.00	4,268.72	4,268.72	0.00	0.00
DISTRICTWIDE	Chem Hygiene Hazmat/Comm Plan	46213	17,518.89	20,133.89	19,105.89	1,028.00	0.00
DISTRICTWIDE	Bond Construction General	47000	124,412,243.77	43,873,398.68	6,000.00	0.00	43,867,398.68
DISTRICTWIDE	DW CIP2 Planning	47001	6,581,294.54	6,582,294.54	128,420.34	340,240.63	6,113,633.57
DISTRICTWIDE	DW Legal Services	47002	300,000.00	300,000.00	0.00	0.00	300,000.00
DISTRICTWIDE	DW Energy Efficiency Projects	47004	729,356.00	100,000.00	0.00	0.00	100,000.00
DISTRICTWIDE	DW FF&E Showroom	47005	146,566.30	155.00	155.00	0.00	0.00
DISTRICTWIDE	DW Safety and Security Cameras	47006	0.00	1,050,000.00	113,543.73	50,189.58	886,266.69
DISTRICTWIDE	DW Contingency	47007	0.00	264,912.69	0.00	0.00	264,912.69
DISTRICTWIDE	DW Small Projects	47008	169,030.49	380,564.33	286,321.45	6,579.69	87,663.19
DISTRICTWIDE	DW Infrastructure Projects	47009	6,476,322.07	6,384,246.07	746,408.99	5,764.31	5,632,072.77
DISTRICTWIDE	DW Halon Fire Suppression	47010	20,000.00	70,000.00	69,409.93	590.07	0.00
DISTRICTWIDE	C. O. P. Projects	48001	792,277.03	887,075.22	4,150.00	0.00	882,925.22
DISTRICTWIDE	Faculty/Staff Housing-College Vista	48100	609,983.95	9,983.95	7,482.38	0.00	2,501.57
DISTRICTWIDE	DW Athletic Facilities	48101	160,045.87	160,045.87	138.00	0.00	159,907.87
DISTRICTWIDE	Bond Construction General	49000	10,486,381.57	871,001.28	10,400.00	0.00	860,601.28
DISTRICTWIDE	DW Energy Efficiency Projects	49001	783,139.61	198,084.67	198,057.67	0.00	27.00
DISTRICTWIDE	DW Signage	49003	0.39	0.00	0.00	0.00	0.00
DISTRICTWIDE	DW Program and Project Management	49004	943,442.10	1,184,287.99	817,519.68	354,910.60	11,857.71
DISTRICTWIDE	DW Existing Blueprint Conversion	49008	37,967.42	0.00	0.00	0.00	0.00
DISTRICTWIDE	DW Legal Services	49009	131,328.87	131,328.87	21,902.65	0.00	109,426.22
DISTRICTWIDE	DW Teledata Upgrade	49015	796,624.36	895,801.64	162,509.09	0.00	733,292.55
DISTRICTWIDE	DW Comp. Maint. Mgmt. System	49016	220,270.67	220,270.67	180.00	0.00	220,090.67
DISTRICTWIDE	DW CIP Contingency	49017	1,369,247.22	0.00	0.00	0.00	0.00
SKYLINE	Allied Health (Bldg 7)	41221	9,476,000.00	10,355,000.00	7,837,910.15	1,633,953.54	883,136.31
SKYLINE	SKY Facilities Maintenance Center	41222	0.00	4,547,000.00	1,660,800.78	2,886,199.22	0.00
SKYLINE	SKY Bldg 7 Haz Subs	41223	80,885.00	109,051.01	109,051.01	0.00	0.00
SKYLINE	Pacific Heights Project	42202	27,124,670.95	26,924,670.95	21,075.00	0.00	26,903,595.95
SKYLINE	SKY B3, Phase 2	42204	0.00	498,946.92	347,809.89	25,794.03	125,343.00

**2007-08 Capital Projects Financial Summary  
Budget Expenditures as of June 30, 2008**

LOCATION	PROJECT NAME	FUND NUMBER	ORIGINAL BUDGET	2007-08 BUDGET	EXPENDITURE YTD	ENCUMBRANCE	AVAILABLE BALANCE
SKYLINE	SKY Bldg 3 Replace Air Handler	43236	0.00	75,000.00	6,614.00	0.00	68,386.00
SKYLINE	SKY Bldg 3 Elevator Replacement	43237	0.00	195,768.00	0.00	0.00	195,768.00
SKYLINE	SKY Campuswide Exterior Waterproofing	43238	0.00	100,000.00	0.00	0.00	100,000.00
SKYLINE	Avon Damages Repair	44241	65,100.04	65,100.04	0.00	0.00	65,100.04
SKYLINE	SKY Bldg 5 CIRD Office Repairs	46214	6,815.55	6,815.56	6,815.56	0.00	0.00
SKYLINE	SKY Bldg 3 Modernization	47201	277,530.66	285,004.73	8,233.81	0.00	276,770.92
SKYLINE	SKY Bldg 7 Allied Health	47202	2,151,354.06	377,185.06	(86,592.92)	0.00	463,777.98
SKYLINE	SKY Bldg 8 Modernization	47203	445,180.60	11,541.50	11,541.50	0.00	0.00
SKYLINE	SKY Bldg 12 FMC	47204	2,084,310.56	2,884,310.56	475,065.21	2,037,964.64	371,280.71
SKYLINE	SKY Portable Restroom	47205	0.05	0.00	0.00	0.00	0.00
SKYLINE	SKY CIP2 Programming/Space Planning	47206	157,366.22	157,366.22	(250.00)	0.00	157,616.22
SKYLINE	SKY Utility Infrastructure	47207	2,149.00	0.00	0.00	0.00	0.00
SKYLINE	SKY Wayfinding	47208	500,000.00	0.00	0.00	0.00	0.00
SKYLINE	SKY CIP2 Design Build Project	47209	58,222,647.64	84,795,647.64	3,982,166.22	57,696,142.82	23,117,338.60
SKYLINE	SKY Bldg 1 Modernization	47210	8,125,792.16	8,075,792.16	25,045.17	9,068.13	8,041,678.86
SKYLINE	SKY Bldg 2 Modernization, Phase 3	47211	9,194,460.88	2,443,840.88	533,273.41	4,900.00	1,905,667.47
SKYLINE	SKY Bldg 16 Modernization	47212	2,500,000.00	0.00	0.00	0.00	0.00
SKYLINE	SKY Bldg 5 Partial Renovation	47213	600,000.00	600,000.00	38,350.85	391.71	561,257.44
SKYLINE	SKY Loma Chica Project	47215	66,548.66	171,638.66	145,453.62	0.00	26,185.04
SKYLINE	SKY Bldg 9 Auto Shop Project	47216	24,252.70	24,252.70	8,374.70	0.00	15,878.00
SKYLINE	SKY Pacific Heights Facelift	47217	0.00	36,537.75	36,537.75	0.00	0.00
SKYLINE	SKY Corp Yard Project	47218	0.00	60,000.00	21,184.79	5,500.00	33,315.21
SKYLINE	SKY Dance Room Lighting	47219	0.00	40,000.00	1,500.00	2,200.00	36,300.00
SKYLINE	SKY Bldg 5 NW Stairs	47220	0.00	50,000.00	2,625.00	0.00	47,375.00
SKYLINE	SKY Interior Bldg Signage	47221	0.00	25,000.00	0.00	0.00	25,000.00
SKYLINE	SKY Athletic Facilities Upgrade, Phase 2	47222	153,355.32	0.00	0.00	0.00	0.00
SKYLINE	Sky Bldg 3	49202	65,009.53	374,421.99	106,661.78	4,940.00	262,820.21
SKYLINE	Sky Bldg 6/7A	49203	467,696.01	292,346.14	288,276.14	0.00	4,070.00
SKYLINE	Sky Bldgs 7/8	49204	46,406.83	51,110.87	42,158.03	0.00	8,952.84
SKYLINE	Sky Bldg 5	49205	2,959.20	35,571.00	16,071.00	0.00	19,500.00
SKYLINE	SKY Space Programming	49206	15,898.93	23,915.17	0.00	6,417.01	17,498.16
SKYLINE	SKY Swing Space	49207	42,701.57	13,955.39	13,955.39	0.00	0.00
SKYLINE	SKY Bldg 1	49209	474.94	2,555.78	2,555.78	0.00	0.00
SKYLINE	SKY Bldg 2	49210	0.00	10,684.72	7,484.72	3,200.00	0.00
SKYLINE	SKY Utility Infrastructure Upgrade	49211	1,531.71	32,963.75	28,554.75	4,259.00	150.00
SKYLINE	SKY Fire/Life Safety	49212	0.00	2,406.00	2,406.00	0.00	0.00
SKYLINE	SKY Landscape Upgrade	49214	0.05	0.00	0.00	0.00	0.00
SKYLINE	SKY Exterior Painting	49215	9,526.17	0.00	0.00	0.00	0.00
SKYLINE	SKY Bldg 6 Portable CDC	49217	0.00	9,319.13	9,319.13	0.00	0.00
SKYLINE	SKY Roofing/Waterproofing	49218	23,052.42	0.00	0.00	0.00	0.00
SKYLINE	SKY Bldgs 9/10	49219	2.21	0.00	0.00	0.00	0.00
SKYLINE	SKY Access Controls	49223	17,467.01	13,440.39	1,802.38	0.00	11,638.01
SKYLINE	SKY Emerg. Bldg. Repair Allow.	49224	54,564.71	96,843.22	0.00	0.00	96,843.22
SKYLINE	SKY Bldg 7 Allied Health	49225	103,310.94	1,346,339.33	74,546.06	10,393.50	1,261,399.77
SKYLINE	SKY Construction Management	49226	120,685.60	69,116.00	69,116.00	0.00	0.00
<b>TOTAL</b>			<b>519,442,724.37</b>	<b>547,052,740.19</b>	<b>73,678,806.28</b>	<b>207,473,045.51</b>	<b>265,900,888.40</b>



**San Mateo County Community College District**  
**2008-09 Final Budget**  
**Capital Projects Fund (Fund 4) - Cañada College**

	2006-2007 Adoption Budget	2006-2007 Actual	2007-2008 Adoption Budget	2007-2008 Actual	2008-2009 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	10,197,694	0	794,318	2,985,676	7,157,349	100%	2
3 Local Revenue	13,793,870	6,205	6,000	0	0	0%	3
4 <b>Total Revenue</b>	<b>\$23,991,564</b>	<b>\$6,205</b>	<b>\$800,318</b>	<b>\$2,985,676</b>	<b>\$7,157,349</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	0	0	0%	6
7 Employee Benefits	0	0	0	0	0	0%	7
8 Materials & Supplies	2,143,054	0	2,202,982	637,596	597,929	3%	8
9 Operating Expenses	1,929,564	1,814	1,667,092	1,559,386	1,564,612	7%	9
10 Capital Outlay	20,168,946	0	24,744,545	18,789,014	19,815,015	90%	10
11 <b>Total Expenses</b>	<b>\$24,241,564</b>	<b>\$1,814</b>	<b>\$28,614,619</b>	<b>\$20,985,996</b>	<b>\$21,977,556</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$2,300,000	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,300,000</b>	<b>\$0</b>	<b>0%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$250,000)	\$4,391	(\$27,814,301)	(\$15,700,320)	(\$14,820,207)		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>(\$250,000)</b>	<b>\$4,391</b>	<b>(\$27,814,301)</b>	<b>(\$15,700,320)</b>	<b>(\$14,820,207)</b>		21

*Net Fund Balances totals do not include all State and Local revenue, most of which is located in the Central Services budget.*



**San Mateo County Community College District**  
**2008-09 Final Budget**  
**Capital Projects Fund (Fund 4) - College of San Mateo**

	2006-2007 Adoption Budget	2006-2007 Actual	2007-2008 Adoption Budget	2007-2008 Actual	2008-2009 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	192,000	0	32,216	227,750	6,200,000	100%	2
3 Local Revenue	25,017,865	23,976	54,472	13,472	0	0%	3
<b>4 Total Revenue</b>	<b>\$25,209,865</b>	<b>\$23,976</b>	<b>\$86,688</b>	<b>\$241,222</b>	<b>\$6,200,000</b>	<b>100%</b>	<b>4</b>
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$1,450	\$0	0%	5
6 Classified Salaries	0	0	0	7,737	0	0%	6
7 Employee Benefits	0	0	0	466	0	0%	7
8 Materials & Supplies	5,461,310	2,622	1,346,321	1,118,716	1,662,233	4%	8
9 Operating Expenses	6,310,961	2,298	3,474,066	2,979,318	4,616,529	10%	9
10 Capital Outlay	14,320,042	0	27,034,406	26,316,519	39,269,685	86%	10
<b>11 Total Expenses</b>	<b>\$26,092,313</b>	<b>\$4,920</b>	<b>\$31,854,793</b>	<b>\$30,424,207</b>	<b>\$45,548,447</b>	<b>100%</b>	<b>11</b>
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	(476,008)	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
<b>17 Total Transfers/Other</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$476,008)</b>	<b>\$0</b>	<b>0%</b>	<b>17</b>
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$882,448)	\$19,056	(\$31,768,105)	(\$30,658,993)	(\$39,348,447)		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
<b>21 Net Fund Balance, June 30</b>	<b>(\$882,448)</b>	<b>\$19,056</b>	<b>(\$31,768,105)</b>	<b>(\$30,658,993)</b>	<b>(\$39,348,447)</b>		<b>21</b>

*Net Fund Balances totals do not include all State and Local revenue, most of which is located in the Central Services budget.*



**San Mateo County Community College District  
2008-09 Final Budget  
Capital Projects Fund (Fund 4) - Skyline College**

	<b>2006-2007 Adoption Budget</b>	<b>2006-2007 Actual</b>	<b>2007-2008 Adoption Budget</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Adoption Budget</b>	<b>Percent of Total Budget</b>	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	334,997	0	9,556,885	9,560,165	4,727,717	100%	2
3 Local Revenue	22,849,640	8,981	8,000	634,331	0	0%	3
<b>4 Total Revenue</b>	<b>\$23,184,637</b>	<b>\$8,981</b>	<b>\$9,564,885</b>	<b>\$10,194,496</b>	<b>\$4,727,717</b>	<b>100%</b>	<b>4</b>
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	281	0	0%	6
7 Employee Benefits	0	0	0	33	0	0%	7
8 Materials & Supplies	4,871,250	0	1,982,574	228,132	641,775	2%	8
9 Operating Expenses	3,347,847	285	2,254,916	1,391,519	2,388,465	8%	9
10 Capital Outlay	15,182,540	0	26,711,268	13,822,665	26,465,700	90%	10
<b>11 Total Expenses</b>	<b>\$23,401,637</b>	<b>\$285</b>	<b>\$30,948,758</b>	<b>\$15,442,630</b>	<b>\$29,495,940</b>	<b>100%</b>	<b>11</b>
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$2,600	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	(135,384)	0	0%	16
<b>17 Total Transfers/Other</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>(\$132,784)</b>	<b>\$0</b>	<b>0%</b>	<b>17</b>
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$217,000)	\$8,696	(\$21,383,873)	(\$5,380,918)	(\$24,768,223)		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
<b>21 Net Fund Balance, June 30</b>	<b>(\$217,000)</b>	<b>\$8,696</b>	<b>(\$21,383,873)</b>	<b>(\$5,380,918)</b>	<b>(\$24,768,223)</b>		<b>21</b>

*Net Fund Balances totals do not include all State and Local revenue, most of which is located in the Central Services budget.*

**San Mateo County Community College District  
2008-09 Final Budget  
Capital Projects Fund (Fund 4) - District Office**

	2006-2007 Adoption Budget	2006-2007 Actual	2007-2008 Adoption Budget	2007-2008 Actual	2008-2009 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	850,614	12,238,275	19,802	(11,123)	0	0%	2
3 Local Revenue	9,201,228	349,729,830	18,826,000	24,053,014	17,958,800	100%	3
4 <b>Total Revenue</b>	<b>\$10,051,842</b>	<b>\$361,968,105</b>	<b>\$18,845,802</b>	<b>\$24,041,891</b>	<b>\$17,958,800</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$94,944	\$100,000	\$142,283	\$331,200	3%	5
6 Classified Salaries	1,274,291	1,561,417	3,400,000	2,624,864	2,620,394	24%	6
7 Employee Benefits	319,354	462,217	884,000	773,785	931,948	9%	7
8 Materials & Supplies	766,000	7,439,176	410,000	248,520	744,358	7%	8
9 Operating Expenses	2,764,636	4,268,264	440,875	1,907,468	3,726,397	35%	9
10 Capital Outlay	5,825,963	52,442,975	6,717,832	1,129,054	2,427,231	23%	10
11 <b>Total Expenses</b>	<b>\$10,950,244</b>	<b>\$66,268,993</b>	<b>\$11,952,707</b>	<b>\$6,825,974</b>	<b>\$10,781,528</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$10,995,581	\$0	\$1,332,122	\$0	0%	12
13 Other Sources	0	0	0	470,000	0	0%	13
14 Transfers out	0	(6,435,185)	0	(464,924)	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	(20,000)	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$0</b>	<b>\$4,540,396</b>	<b>\$0</b>	<b>\$1,337,198</b>	<b>\$0</b>	<b>0%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$898,402)	\$300,239,508	\$6,893,095	\$18,553,115	\$7,177,272		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>(\$898,402)</b>	<b>\$300,239,508</b>	<b>\$6,893,095</b>	<b>\$18,553,115</b>	<b>\$7,177,272</b>		21

*Net Fund Balances totals do not include all State and Local revenue, most of which is located in the Central Services budget.*



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

**San Mateo County Community College District  
2008-09 Final Budget  
Capital Projects Fund (Fund 4) - Total District**

	<b>2006-2007 Adoption Budget</b>	<b>2006-2007 Actual</b>	<b>2007-2008 Adoption Budget</b>	<b>2007-2008 Actual</b>	<b>2008-2009 Adoption Budget</b>	<b>Percent of Total Budget</b>	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	11,575,305	12,238,275	10,403,221	12,762,469	18,085,066	50%	2
3 Local Revenue	70,862,603	349,768,992	18,894,472	24,700,817	17,958,800	50%	3
<b>4 Total Revenue</b>	<b>\$82,437,908</b>	<b>\$362,007,267</b>	<b>\$29,297,693</b>	<b>\$37,463,285</b>	<b>\$36,043,866</b>	<b>100%</b>	<b>4</b>
<b>Expenses</b>							
5 Certificated Salaries	0	94,944	100,000	143,733	331,200	0%	5
6 Classified Salaries	1,274,291	1,561,417	3,400,000	2,632,882	2,620,394	2%	6
7 Employee Benefits	319,354	462,217	884,000	774,284	931,948	1%	7
8 Materials & Supplies	13,241,614	7,441,798	5,941,877	2,232,965	3,646,295	3%	8
9 Operating Expenses	14,353,008	4,272,661	7,836,949	7,837,691	12,296,003	11%	9
10 Capital Outlay	55,497,491	52,442,975	85,208,051	60,057,252	87,977,631	82%	10
<b>11 Total Expenses</b>	<b>\$84,685,758</b>	<b>\$66,276,012</b>	<b>\$103,370,877</b>	<b>\$73,678,806</b>	<b>\$107,803,471</b>	<b>100%</b>	<b>11</b>
<b>Transfers &amp; Other</b>							
12 Transfers In	0	10,995,581	0	3,634,722	0	0%	12
13 Other Sources	0	0	0	470,000	0	0%	13
14 Transfers out	0	(6,435,185)	0	(940,932)	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	(20,000)	0	(135,384)	0	0%	16
<b>17 Total Transfers/Other</b>	<b>\$0</b>	<b>\$4,540,396</b>	<b>\$0</b>	<b>\$3,028,405</b>	<b>\$0</b>	<b>0%</b>	<b>17</b>
<b>Fund Balance</b>							
18 Net Change in Fund Balance	(\$2,247,850)	\$300,271,651	(\$74,073,184)	(\$33,187,116)	(\$71,759,605)		18
19 Beginning Balance, July 1	213,940,712	213,940,712	514,212,363	514,212,363	481,025,247		19
20 Adjustments to Beginning Balance							20
<b>21 Net Fund Balance, June 30</b>	<b>\$211,692,862</b>	<b>\$514,212,363</b>	<b>\$440,139,179</b>	<b>\$481,025,247</b>	<b>\$409,265,642</b>		<b>21</b>

*Includes combined total of District Office, Cañada College, College of San Mateo, and Skyline College.*

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SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

## **Enterprise Fund Auxiliary Fund (Fund 5)**

*The District maintains two enterprise funds. These funds account for operations that the Board requires to be self-supporting via user charges.*

*The **Bookstore Fund** is used to account for revenues received and expenses made to operate the District's bookstores.*

*The **Cafeteria Fund** is used to account for revenues received and expenses related to the contracted food service and vending operations of the District. Both of these funds are maintained independently of other District funds to facilitate the entrepreneurial nature of the activities involved. This also provides the necessary flexibility to report the retail and operational requirements of these self-supporting services.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
**Enterprise Fund - Bookstore (Fund 5)**



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Income</b>							
1 Federal Income	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Income	0	0	0	0	0	0%	2
3 Local Income	8,018,655	8,289,893	8,179,563	9,086,674	9,000,000	100%	3
4 <b>Total Income</b>	<b>\$8,018,655</b>	<b>\$8,289,893</b>	<b>\$8,179,563</b>	<b>\$9,086,674</b>	<b>\$9,000,000</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Cost of Sales	\$5,306,957	\$5,775,826	\$5,433,777	\$6,222,221	\$6,220,000	71%	5
6 Certificated Salaries	0	0	0	0	0	0%	6
7 Classified Salaries	1,343,221	1,372,350	1,420,450	1,361,412	1,403,918	16%	7
8 Employee Benefits	351,723	384,294	339,638	378,901	382,035	4%	8
9 Materials & Supplies	25,880	45,709	0	43,010	0	0%	9
10 Operating Expenses	690,935	638,059	787,385	730,414	742,700	8%	10
11 Capital Outlay	0	0	0	0	0	0%	11
12 <b>Total Expenses</b>	<b>\$7,718,716</b>	<b>\$8,216,238</b>	<b>\$7,981,250</b>	<b>\$8,735,958</b>	<b>\$8,748,653</b>	<b>100%</b>	12
<b>Transfers &amp; Other</b>							
13 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	13
14 Other Sources	0	60,140	0	0	0	0%	14
15 Transfers out	0	0	0	0	0	0%	15
16 Contingency	0	0	0	0	0	0%	16
17 Other Out Go	0	0	0	0	0	0%	17
18 <b>Total Transfers/Other</b>	<b>\$0</b>	<b>\$60,140</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	18
<b>Fund Balance</b>							
19 Net Change in Fund Balance	\$299,939	\$133,795	\$198,313	\$350,716	\$251,347		19
20 Beginning Balance, July 1	5,697,412	5,697,412	5,831,207	5,831,207	6,181,923		20
21 Adjustments to Beginning Balance	0	0	0	0	0		21
22 <b>Net Fund Balance, June 30</b>	<b>\$5,997,351</b>	<b>\$5,831,207</b>	<b>\$6,029,520</b>	<b>\$6,181,923</b>	<b>\$6,433,270</b>		22

Note: Beginning 2005-06 Bookstore fiscal year ends 6/30. In prior years, the fiscal year ended 5/31.



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

**DISTRICT BOOKSTORES**  
**Balance Sheet**  
**June 30, 2008**

	<u>June 30, 2008</u>	<u>June 30, 2007</u>
<b>ASSETS</b>		
Cash for Operations and Investments	\$4,464,559	<b>\$4,444,175</b>
Accounts Receivable	285,163	431,480
Inventory	1,807,787	1,747,363
Furniture, Fixtures & Equipment (Net)	380,327	472,106
<b>TOTAL ASSETS</b>	<b><u>\$6,937,836</u></b>	<b><u>\$7,095,124</u></b>
<b>LIABILITIES AND CAPITAL</b>		
Liabilities	755,912	1,263,917
Capital-Reserved	6,181,924	5,831,207
<b>TOTAL LIABILITIES AND CAPITAL</b>	<b><u>\$6,937,836</u></b>	<b><u>\$7,095,124</u></b>



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

**DISTRICT BOOKSTORES**  
**Income Statement**  
**For the Year Ending June 30, 2008**

	<u>Year to Date Actual</u>	<u>2007-2008 Budget</u>
<b>INCOME</b>		
Merchandise Sales	\$8,569,211	\$7,811,385
Commission	88,858	\$132,300
Interest	188,925	179,000
Other Income	239,680	117,520
In-kind Donation	-	-
<b>TOTAL INCOME</b>	<b><u>\$9,086,674</u></b>	<b><u>\$8,240,205</u></b>
<b>EXPENSES</b>		
Salaries	\$1,299,704	\$1,336,976
Benefits	361,380	339,636
Merchandise Purchases	6,222,221	5,433,777
Store and Office	43,010	25,880
Travel, Conference, Membership	20,952	34,110
Utilities	39,340	40,314
Contracted Services	79,009	94,691
Depreciation Expense	91,779	94,344
Outgoing Freight	261,056	210,500
Other	238,278	224,767
Administrative Salary and Benefits	79,229	91,464
<b>TOTAL EXPENSES</b>	<b><u>\$8,735,958</u></b>	<b><u>\$7,926,459</u></b>
<b>NET INCOME FROM OPERATIONS</b>	<b><u>\$350,716</u></b>	<b><u>\$313,746</u></b>
Capital, July 1, 2007	5,831,207	
<b>Capital, June 30, 2008</b>	<b><u>\$6,181,923</u></b>	

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
**Enterprise Fund - Cafeteria (Fund 5)**



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	0	0	0	0	0	0%	2
3 Local Revenue	150,000	179,718	173,063	229,707	246,720	100%	3
4 <b>Total Revenue</b>	<b>\$150,000</b>	<b>\$179,718</b>	<b>\$173,063</b>	<b>\$229,707</b>	<b>\$246,720</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	11,163	17,226	19,758	20,000	10%	6
7 Employee Benefits	0	2,097	4,337	4,476	4,500	2%	7
8 Materials & Supplies	0	69,807	59,383	86,175	69,373	33%	8
9 Operating Expenses	183,000	98,135	94,500	340,604	115,500	55%	9
10 Capital Outlay	0	0	0	0	0	0%	10
11 <b>Total Expenses</b>	<b>\$183,000</b>	<b>\$181,202</b>	<b>\$175,446</b>	<b>\$451,013</b>	<b>\$209,373</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$17,000	(\$1,484)	(\$2,383)	(\$221,306)	\$37,348		18
19 Beginning Balance, July 1	630,858	630,858	629,374	629,374	408,068		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$647,858</b>	<b>\$629,374</b>	<b>\$626,991</b>	<b>\$408,068</b>	<b>\$445,415</b>		21



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

**DISTRICT CAFETERIAS**  
**Balance Sheet**  
**June 30, 2008**

	<u>June 30, 2008</u>	<u>June 30, 2007</u>
<b>ASSETS</b>		
Cash for Operations and Investments	\$20,319	\$116,758
Cash Reserve for Equipment	330,000	330,000
Accounts Receivable & Prepayment	171,242	9,250
Furniture, Fixtures & Equipment (Net)	51,793	311,621
<b>TOTAL ASSETS</b>	<b><u>\$573,354</u></b>	<b><u>\$767,629</u></b>
<b>LIABILITIES AND CAPITAL</b>		
Liabilities	\$165,286	\$138,255
Capital, July 1, 2007	\$629,374	\$630,858
Adjustment to Capital	(221,306)	(1,484)
Capital, June 30, 2008	<u>\$408,068</u>	<u>\$629,374</u>
<b>TOTAL LIABILITIES AND CAPITAL</b>	<b><u>\$573,354</u></b>	<b><u>\$767,629</u></b>



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

**DISTRICT CAFETERIAS**  
**Income Statement**  
**For the Year Ending June 30, 2008**

	<u>Year to Date Actual</u>	<u>2007-2008 Budget</u>
<b>INCOME</b>		
Special Service Income	\$31,844	\$20,000
Vending Income	54,421	59,383
Food Service Income	120,691	81,680
Interest	21,834	11,000
Other Income	917	1,000
<b>TOTAL INCOME</b>	<u>\$229,707</u>	<u>\$173,063</u>
<b>EXPENSES</b>		
Salary and Benefits	\$24,233	21,563
Depreciation Expense	64,120	50,000
Service Contracts & Repairs	83,429	44,500
College Support	86,175	59,383
Other	140	-
<b>TOTAL EXPENSES</b>	<u>\$258,097</u>	<u>\$175,446</u>
<b>NET INCOME FROM OPERATIONS</b>	<b><u>(\$28,390)</u></b>	<b><u>(\$2,383)</u></b>
Loss on Disposal of Fixed Assets	(\$192,916)	\$0
<b>NET INCOME</b>	<b><u>(\$221,306)</u></b>	<b><u>(\$2,383)</u></b>
Capital, July 1, 2007	\$629,374	
<b>Capital, June 30, 2008</b>	<b><u>\$408,068</u></b>	

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SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

## Special Revenue Fund (Fund 6)

*This fund is used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.*

*Special Revenue Funds encompass activities not directly related to the educational program of the College but that provide a service to students—and which may provide non-classroom instructional or laboratory experience for students and incidentally produce revenue and non-instructional expense.*

*The District maintains one such fund, the **Child Development Fund**, which is used to account for the activities of the child development centers at the Colleges.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
**Child Development Fund (Fund 6) - Cañada College**



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	120,107	37,302	100,000	97,409	100,000	100%	2
3 Local Revenue	0	11	0	17	0	0%	3
4 <b>Total Revenue</b>	<b>\$120,107</b>	<b>\$37,313</b>	<b>\$100,000</b>	<b>\$97,426</b>	<b>\$100,000</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	0	0	0%	6
7 Employee Benefits	0	0	0	0	0	0%	7
8 Materials & Supplies	0	0	0	0	0	0%	8
9 Operating Expenses	110,498	35,465	92,000	90,028	92,000	100%	9
10 Capital Outlay	0	0	0	0	0	0%	10
11 <b>Total Expenses</b>	<b>\$110,498</b>	<b>\$35,465</b>	<b>\$92,000</b>	<b>\$90,028</b>	<b>\$92,000</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$9,609	\$1,848	\$8,000	\$7,398	\$8,000		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$9,609</b>	<b>\$1,848</b>	<b>\$8,000</b>	<b>\$7,398</b>	<b>\$8,000</b>		21

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
***Child Development Fund (Fund 6) - College of San Mateo***



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$17,182	\$15,586	\$14,000	\$14,196	\$13,000	4%	1
2 State Revenue	135,221	140,328	148,202	126,755	126,800	39%	2
3 Local Revenue	138,937	147,848	170,000	184,717	186,912	57%	3
4 <b>Total Revenue</b>	<b>\$291,340</b>	<b>\$303,761</b>	<b>\$332,202</b>	<b>\$325,668</b>	<b>\$326,712</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$95,574	\$92,901	\$96,069	\$98,209	\$98,895	18%	5
6 Classified Salaries	196,920	237,324	244,891	265,628	268,680	50%	6
7 Employee Benefits	89,546	97,215	120,589	115,210	132,396	24%	7
8 Materials & Supplies	35,000	35,317	40,500	39,373	41,900	8%	8
9 Operating Expenses	1,000	647	1,000	627	650	0%	9
10 Capital Outlay	0	0	0	0	0	0%	10
11 <b>Total Expenses</b>	<b>\$418,041</b>	<b>\$463,405</b>	<b>\$503,048</b>	<b>\$519,047</b>	<b>\$542,521</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$154,917	\$166,486	\$203,028	\$196,714	\$216,038	100%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$154,917</b>	<b>\$166,486</b>	<b>\$203,028</b>	<b>\$196,714</b>	<b>\$216,038</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$28,217	\$6,843	\$32,182	\$3,336	\$230		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$28,217</b>	<b>\$6,843</b>	<b>\$32,182</b>	<b>\$3,336</b>	<b>\$230</b>		21

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
**Child Development Fund (Fund 6) - Skyline College**



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$25,063	\$20,309	\$17,000	\$22,411	\$20,000	5%	1
2 State Revenue	276,843	276,589	292,068	330,079	331,300	87%	2
3 Local Revenue	21,336	28,830	30,000	31,082	31,000	8%	3
4 <b>Total Revenue</b>	<b>\$323,242</b>	<b>\$325,727</b>	<b>\$339,068</b>	<b>\$383,572</b>	<b>\$382,300</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$75,134	\$76,472	\$80,139	\$80,553	\$81,932	15%	5
6 Classified Salaries	223,108	254,081	232,550	262,209	259,054	48%	6
7 Employee Benefits	139,456	137,881	143,645	157,008	165,357	30%	7
8 Materials & Supplies	25,000	27,534	25,000	27,315	35,400	7%	8
9 Operating Expenses	0	2,505	1,379	2,611	2,500	0%	9
10 Capital Outlay	0	0	0	0	0	0%	10
11 <b>Total Expenses</b>	<b>\$462,698</b>	<b>\$498,474</b>	<b>\$482,713</b>	<b>\$529,696</b>	<b>\$544,243</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$139,456	\$172,747	\$143,645	\$157,008	\$165,357	100%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$139,456</b>	<b>\$172,747</b>	<b>\$143,645</b>	<b>\$157,008</b>	<b>\$165,357</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$0	\$0	\$0	\$10,884	\$3,414		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$10,884</b>	<b>\$3,414</b>		21

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District  
2008-2009 Final Budget  
Child Development Fund (Fund 6) - District Office**

	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	0	0	0	0	0	0%	2
3 Local Revenue	0	0	0	0	0	0%	3
4 <b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	0	0	0%	6
7 Employee Benefits	0	0	0	0	0	0%	7
8 Materials & Supplies	0	0	0	0	0	0%	8
9 Operating Expenses	0	0	0	0	0	0%	9
10 Capital Outlay	0	0	0	0	0	0%	10
11 <b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	(\$125,000)	\$0	\$0	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$0</b>	<b>(\$125,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$0	(\$125,000)	\$0	\$0	\$0		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$0</b>	<b>(\$125,000)</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		21

*Note: 2004-05 activity relates to an accounting adjustment relating to Unrealized Loss in Fund 6.  
Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
***Child Development Fund (Fund 6) - Total District***



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$42,245	\$35,894	\$31,000	\$36,607	\$33,000	4%	1
2 State Revenue	\$532,171	454,218	\$540,270	554,243	\$558,100	69%	2
3 Local Revenue	\$160,272	176,689	\$200,000	215,816	\$217,912	27%	3
4 <b>Total Revenue</b>	<b>\$734,689</b>	<b>\$666,801</b>	<b>\$771,270</b>	<b>\$806,666</b>	<b>\$809,012</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$170,709	\$169,373	\$176,208	\$178,762	\$180,827	15%	5
6 Classified Salaries	420,028	491,405	477,441	527,837	527,734	45%	6
7 Employee Benefits	229,003	235,097	264,233	272,218	297,753	25%	7
8 Materials & Supplies	60,000	62,851	65,500	66,688	77,300	7%	8
9 Operating Expenses	111,498	38,617	94,379	93,266	95,150	8%	9
10 Capital Outlay	0	0	0	0	0	0%	10
11 <b>Total Expenses</b>	<b>\$991,237</b>	<b>\$997,343</b>	<b>\$1,077,761</b>	<b>\$1,138,771</b>	<b>\$1,178,764</b>	<b>100%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$294,374	\$214,233	\$346,673	\$353,722	\$381,396	100%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency/Reserve	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$294,374</b>	<b>\$214,233</b>	<b>\$346,673</b>	<b>\$353,722</b>	<b>\$381,396</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$37,826	(\$116,309)	\$40,182	\$21,618	\$11,644		18
19 Beginning Balance, July 1	272,565	272,565	156,256	156,256	177,874		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$310,391</b>	<b>\$156,256</b>	<b>\$196,438</b>	<b>\$177,874</b>	<b>\$189,518</b>		21

*Includes combined total of District Office, Cañada College, College of San Mateo, and Skyline College, as well as the entire beginning balance.*



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

# **Expendable Trust Fund**

**Financial Aid**

**(Fund 7)**

*Funds of this type account for assets held by the District as trustee. Funds in this category include financial aid such as Federal Student Aid PELL/SEOG, Federal Academic Competitiveness Grants, Cal Grants, and EOP&S Direct Aid to Students.*



**San Mateo County Community College District  
2008-2009 Final Budget  
Student Aid Fund (Fund 7) - Cañada College**

	<b>2006-07 Adoption Budget</b>	<b>2006-07 Actual</b>	<b>2007-08 Adoption Budget</b>	<b>2007-08 Actual</b>	<b>2008-09 Adoption Budget</b>	<b>Percent of Total Budget</b>	
<b>Revenue</b>							
1 Federal Revenue	\$1,181,799	\$1,149,725	\$1,148,162	\$1,374,925	\$1,499,427	94%	1
2 State Revenue	94,196	88,880	88,880	97,028	97,028	6%	2
3 Local Revenue	0	26	0	12	0	0%	3
<b>4 Total Revenue</b>	<b>\$1,275,995</b>	<b>\$1,238,631</b>	<b>\$1,237,042</b>	<b>\$1,471,965</b>	<b>\$1,596,455</b>	<b>100%</b>	<b>4</b>
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	0	0	0%	6
7 Employee Benefits	0	0	0	0	0	0%	7
8 Materials & Supplies	0	0	0	0	0	0%	8
9 Operating Expenses	0	0	0	0	0	0%	9
10 Capital Outlay	0	0	0	0	0	0%	10
<b>11 Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>11</b>
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$56,483	\$0	\$29,397	\$10,500	-1%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	(178)	0	(1,203)	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	(1,275,995)	(1,293,347)	(1,237,042)	(1,500,147)	(1,606,955)	101%	16
<b>17 Total Transfers/Other</b>	<b>(\$1,275,995)</b>	<b>(\$1,237,042)</b>	<b>(\$1,237,042)</b>	<b>(\$1,471,953)</b>	<b>(\$1,596,455)</b>	<b>100%</b>	<b>17</b>
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$0	\$1,589	\$0	\$12	\$0		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
<b>21 Net Fund Balance, June 30</b>	<b>\$0</b>	<b>\$1,589</b>	<b>\$0</b>	<b>\$12</b>	<b>\$0</b>		<b>21</b>

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
***Student Aid Fund (Fund 7) - College of San Mateo***



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$2,194,248	\$2,017,720	\$1,999,628	\$2,325,113	\$2,535,342	93%	1
2 State Revenue	198,809	185,074	185,074	194,323	194,323	7%	2
3 Local Revenue	0	131	0	68	0	0%	3
4 <b>Total Revenue</b>	<b>\$2,393,057</b>	<b>\$2,202,925</b>	<b>\$2,184,702</b>	<b>\$2,519,504</b>	<b>\$2,729,665</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	0	0	0%	6
7 Employee Benefits	0	0	0	0	0	0%	7
8 Materials & Supplies	0	0	0	0	0	0%	8
9 Operating Expenses	0	0	0	0	0	0%	9
10 Capital Outlay	0	0	0	0	0	0%	10
11 <b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$63,725	\$0	\$67,127	\$62,071	-2%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	(2,393,057)	(2,266,519)	(2,184,702)	(2,586,563)	(2,791,736)	102%	16
17 <b>Total Transfers/Other</b>	<b>(\$2,393,057)</b>	<b>(\$2,202,794)</b>	<b>(\$2,184,702)</b>	<b>(\$2,519,436)</b>	<b>(\$2,729,665)</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$0	\$131	\$0	\$68	\$0		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$0</b>	<b>\$131</b>	<b>\$0</b>	<b>\$68</b>	<b>\$0</b>		21

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
**Student Aid Fund (Fund 7) - Skyline College**



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$2,575,551	\$2,322,781	\$2,322,881	\$2,710,373	\$2,965,660	94%	1
2 State Revenue	252,016	238,885	238,885	194,577	194,577	6%	2
3 Local Revenue	0	0	0	0	0	0%	3
4 <b>Total Revenue</b>	<b>\$2,827,567</b>	<b>\$2,561,666</b>	<b>\$2,561,766</b>	<b>\$2,904,950</b>	<b>\$3,160,237</b>	<b>100%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	0	0	0%	6
7 Employee Benefits	0	0	0	0	0	0%	7
8 Materials & Supplies	0	0	0	0	0	0%	8
9 Operating Expenses	0	0	0	0	0	0%	9
10 Capital Outlay	0	0	0	0	0	0%	10
11 <b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$33,850	\$0	\$105,977	\$42,168	-1%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	(63)	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	(2,827,567)	(2,595,516)	(2,561,766)	(2,947,364)	(3,265,905)	101%	16
17 <b>Total Transfers/Other</b>	<b>(\$2,827,567)</b>	<b>(\$2,561,666)</b>	<b>(\$2,561,766)</b>	<b>(\$2,841,450)</b>	<b>(\$3,223,737)</b>	<b>100%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$0	\$0	\$0	\$63,500	(\$63,500)		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$63,500</b>	<b>(\$63,500)</b>		21

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
**Student Aid Fund (Fund 7) - District Office**

	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	0	0	0	0	0	0%	2
3 Local Revenue	0	0	0	0	0	0%	3
4 <b>Total Revenue</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	4
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	0	0	0%	6
7 Employee Benefits	0	0	0	0	0	0%	7
8 Materials & Supplies	0	0	0	0	0	0%	8
9 Operating Expenses	0	0	0	0	0	0%	9
10 Capital Outlay	0	0	0	0	0	0%	10
11 <b>Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	11
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$0	\$0	\$0	\$0	0%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
17 <b>Total Transfers/Other</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	17
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$0	\$0	\$0	\$0	\$0		18
19 Beginning Balance, July 1	0	0	0	0	0		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
21 <b>Net Fund Balance, June 30</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>		21

*Net Fund Balance totals do not include all Federal, State, and Local revenue or beginning balance.  
See Districtwide page for complete fund totals.*

**San Mateo County Community College District**  
**2008-2009 Final Budget**  
**Student Aid Fund (Fund 7) - Total District**



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$5,951,598	\$5,490,226	\$5,470,671	\$6,410,411	\$7,000,429	94%	1
2 State Revenue	545,021	512,839	512,839	485,928	485,928	6%	2
3 Local Revenue	0	157	0	80	0	0%	3
<b>4 Total Revenue</b>	<b>\$6,496,619</b>	<b>\$6,003,222</b>	<b>\$5,983,510</b>	<b>\$6,896,419</b>	<b>\$7,486,357</b>	<b>100%</b>	<b>4</b>
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	0	0	0%	6
7 Employee Benefits	0	0	0	0	0	0%	7
8 Materials & Supplies	0	0	0	0	0	0%	8
9 Operating Expenses	0	0	0	0	0	0%	9
10 Capital Outlay	0	0	0	0	0	0%	10
<b>11 Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0%</b>	<b>11</b>
<b>Transfers &amp; Other</b>							
12 Transfers In	\$0	\$154,058	\$0	\$202,501	\$114,739	-2%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	(178)	0	(1,266)	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	(6,496,619)	(6,155,382)	(5,983,510)	(7,034,074)	(7,664,596)	102%	16
<b>17 Total Transfers/Other</b>	<b>(\$6,496,619)</b>	<b>(\$6,001,502)</b>	<b>(\$5,983,510)</b>	<b>(\$6,832,839)</b>	<b>(\$7,549,857)</b>	<b>100%</b>	<b>17</b>
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$0	\$1,720	\$0	\$63,580	(\$63,500)		18
19 Beginning Balance, July 1	126,701	126,701	128,421	128,421	192,001		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
<b>21 Net Fund Balance, June 30</b>	<b>\$126,701</b>	<b>\$128,421</b>	<b>\$128,421</b>	<b>\$192,001</b>	<b>\$128,501</b>		<b>21</b>

*Includes combined total of District Office, Cañada College, College of San Mateo, and Skyline College, as well as the entire beginning balance.*



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

## **Retirement Reserve Fund Expendable Trust (Fund 8)**

*Also an Expendable Trust, the **Reserve for Post-Retirement Benefits** was established to reflect the District liability that has already incurred and continues to incur as employees earn the right to health benefits at retirement.*

*This Fund will increase with transfers made from the Unrestricted General Fund and other sources and decrease when benefits are paid out. Because this reserve is relatively new and is small compared to the total liability already incurred, current retiree benefits continue to be paid from the General Fund on a “pay as you go” basis. Eventually, however, an increasing portion of retiree benefits will be paid directly from the Reserve Fund.*

**San Mateo County Community College District  
2008-2009 Final Budget**

***Reserve Fund for Post-Retirement Benefits (Fund 8) - Central Services***



	2006-07 Adoption Budget	2006-07 Actual	2007-08 Adoption Budget	2007-08 Actual	2008-09 Adoption Budget	Percent of Total Budget	
<b>Revenue</b>							
1 Federal Revenue	\$0	\$0	\$0	\$0	\$0	0%	1
2 State Revenue	0	0	0	0	0	0%	2
3 Local Revenue	1,020,000	1,396,350	1,020,000	1,224,571	1,094,000	100%	3
<b>4 Total Revenue</b>	<b>\$1,020,000</b>	<b>\$1,396,350</b>	<b>\$1,020,000</b>	<b>\$1,224,571</b>	<b>\$1,094,000</b>	<b>100%</b>	<b>4</b>
<b>Expenses</b>							
5 Certificated Salaries	\$0	\$0	\$0	\$0	\$0	0%	5
6 Classified Salaries	0	0	0	0	0	0%	6
7 Employee Benefits	0	0	0	0	0	0%	7
8 Materials & Supplies	0	0	0	0	0	0%	8
9 Operating Expenses	0	0	0	3,833	2,250	59%	9
10 Capital Outlay	0	0	0	0	0	0%	10
<b>11 Total Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,833</b>	<b>\$2,250</b>	<b>59%</b>	<b>11</b>
<b>Transfers &amp; Other</b>							
12 Transfers In	\$1,500,000	\$4,500,000	\$1,500,000	\$1,500,000	\$1,500,000	100%	12
13 Other Sources	0	0	0	0	0	0%	13
14 Transfers out	0	0	0	0	0	0%	14
15 Contingency	0	0	0	0	0	0%	15
16 Other Out Go	0	0	0	0	0	0%	16
<b>17 Total Transfers/Other</b>	<b>\$1,500,000</b>	<b>\$4,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>\$1,500,000</b>	<b>100%</b>	<b>17</b>
<b>Fund Balance</b>							
18 Net Change in Fund Balance	\$2,520,000	\$5,896,350	\$2,520,000	\$2,720,739	\$2,591,750		18
19 Beginning Balance, July 1	24,219,353	24,219,353	30,115,703	30,115,703	32,836,442		19
20 Adjustments to Beginning Balance	0	0	0	0	0		20
<b>21 Net Fund Balance, June 30</b>	<b>\$26,739,353</b>	<b>\$30,115,703</b>	<b>\$32,635,703</b>	<b>\$32,836,442</b>	<b>\$35,428,192</b>		<b>21</b>



SAN MATEO COUNTY  
COMMUNITY COLLEGE DISTRICT

# Supplemental Information

- Page 84 - **Resource Allocation Model**
- Page 86 - **2008-09 Board Goals**
- Page 89 - **Enrollment Fee History**
- Page 90 - **Historical FTES Analysis**
- Page 92 - **Utility Usage Graphs**
- Page 95 - **Associated Student Body Reports**
- Page 107 - **Debt Services Payment Schedule**
- Page 108 - **Cash Flow Summary (6/30/08)**
- Page 109 - **County Investment Pool Rates**
- Page 110 - **CCFS-311Q Report (6/30/08)**
- Page 112 - **Glossary**

Resource Allocation: 08/09 Budget Scenario

Worksheet A

1. Review Base Allocation and FTES Allocation (should be 80%/20% of funding). If a college should receive additional funding based on the review, allocate that.

Current Allocations are:

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
07/08 Site Allocations	\$ 19,177,122	\$ 12,113,309	\$ 26,002,483	\$ 7,217,830	\$ 4,898,811	\$ 38,917,556	\$ 108,327,111	(A), (B)
07/08 FTES	7,329	4,452	9,058				20,839	
06/07 FTES	6,801	4,254	8,791				19,846	
05/06 FTES	6,887	4,193	8,670				19,750	
3 yr average	7,006	4,300	8,840				20,145	(C)
Percent of total	35%	21%	44%					

Allocate 80% of the existing funding to each college's base

Base Allocation	\$ 15,341,698	\$ 9,690,647	\$ 20,801,987				\$ 45,834,331
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Allocate 20% of the existing funding to each college based on the 3 yr average of FTES

FTES Allocation	\$ 3,984,851	\$ 2,445,713	\$ 5,028,019				\$ 11,458,583
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Add the two amounts together and compare to 07/08 Site Allocations

Total	\$ 19,326,548	\$ 12,136,360	\$ 25,830,005				\$ 57,292,914
Change from Site Alloc	\$ 149,426	\$ 23,052	\$ (172,478)				\$ 0

Adjustment #1 is the increases from the Site Allocations. No college gets a decrease.

Adjustment #1	\$ 149,426	\$ 23,052	\$ -				\$ 172,478
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2. Allocate any increase in Central Services costs.

Based on 08/09 Budget

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
Increased Costs						\$ 1,604,383	\$ 1,604,383	(B)

3. Allocate \$1.78 per square foot increase (decrease) over previous year.

Change from Fall 07 to Fall 08 Space Inventory Report

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
					\$ (3,755)		\$ (3,755)	

Based on Feb 08 estimates less what was budgeted for 07/08

4. Allocate growth based on increase (or decrease) in 3-year FTES average.

Based on FTES Goals for 07/08

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
08/09 FTES	7,834	4,624	9,278			-	21,736	
New 3 yr average	7,322	4,443	9,042			0	20,807	
Change in 3 yr average	316	143	203			0	662	

Add 4.53% COLA to 07/08 per FTES allocation of \$3600 to get \$3763 per FTES.

Growth allocation	\$ 1,188,966	\$ 539,765	\$ 762,191			\$ -	\$ 2,490,922	
							\$ 3,763	(D)

5. District Office & Facilities gets 12% and 4% respectively of college growth allocations.

Calculate 12% and 4% of allocations in #4.

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
Growth allocation				\$ 313,809	\$ 106,493		\$ 420,302	(E)

6. Allocate any special amounts agreed upon.

Allocate 08/09 projected step and column increases. Allocate compensation where settled and reserve where not settled.

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total	
Step & Column Compensation	230,748	160,118	295,782	156,102	48,336	\$ 1,235	\$ 892,321	(A)
Special Need	522,702	302,706	683,247	470,417	197,359	\$ 286,764	\$ 2,463,195	
				79,836	\$ 383,242	\$ 329,169	\$ 792,247	
	753,450	462,824	979,029	706,355	628,937	617,168	4,147,763	

Needs 08/09 compensation increases distributed.

7. Allocate any remaining funds across the board (plus or minus).

**Assume the district receives 0% growth and loses budget stability. Hold aside unallocated resources. Calculate new base revenue and what is left after allocations 1 through 6.**

Prior Year Alloc	\$ 108,327,111	07/08 FTES	20,839	(Funded, includes NR & Appren)
COLA	\$ 2,264,891	08/09 FTES	21,736	(Estimated actual)
Growth/Restoration	\$ 13,852,482	Funded Growth	897	
Other Revenue	\$ (7,694,283)	Deficit budget	-	
08/09 Revenue	\$ 116,750,201	Reserve for futu	0	
Increase	\$ 8,423,090			
Plus deficit less reserve	\$ 8,423,089			
Less allocations:				
1. Adjustment #1	\$ 172,478			
2. Central Svcs	\$ 1,604,383			
3. Square Footage	\$ (3,755)			
4. Growth	\$ 2,490,922			
5. DO & Facilities	\$ 420,302			
6. Special Allocations	\$ 4,147,763			
	\$ 8,832,093			
Available for allocation	\$ (409,004)			

(B)

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total
07/08 Site Allocations	\$ 19,177,122	\$ 12,113,309	\$ 26,002,483	\$ 7,217,830	\$ 4,898,811	N/A	\$ 69,409,555
% of Total	28%	17%	37%	10%	7%		
Adjustment #7	\$ (113,003)	\$ (71,379)	\$ (153,223)	\$ (42,532)	\$ (28,867)	\$ -	\$ (409,004)

8. Final allocations

**Sum the 07/08 Site Allocations with all of the adjustments.**

	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total
07/08 Site Allocations	\$ 19,177,122	\$ 12,113,309	\$ 26,002,483	\$ 7,217,830	\$ 4,898,811	\$ 38,917,556	\$ 108,327,111
1. Adjustment #1	\$ 149,426	\$ 23,052	\$ -	\$ -	\$ -	\$ -	\$ 172,478
2. Fixed Costs	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,604,383	\$ 1,604,383
3. Square Footage	\$ -	\$ -	\$ -	\$ -	\$ (3,755)	\$ -	\$ (3,755)
4. Growth	\$ 1,188,966	\$ 539,765	\$ 762,191	\$ -	\$ -	\$ -	\$ 2,490,922
5. DO & Facilities	\$ -	\$ -	\$ -	\$ 313,809	\$ 106,493	\$ -	\$ 420,302
6. Special Allocations	\$ 753,450	\$ 462,824	\$ 979,029	\$ 706,355	\$ 628,937	\$ 617,168	\$ 4,147,763
7. Adjustment #7	\$ (113,003)	\$ (71,379)	\$ (153,223)	\$ (42,532)	\$ (28,867)	\$ -	\$ (409,004)
Total Increase	\$ 1,978,839	\$ 954,262	\$ 1,587,997	\$ 977,632	\$ 702,809	\$ 2,221,551	\$ 8,423,089
	Skyline	Cañada	CSM	District Office	Facilities	Central Svcs	Total
08/09 Site Allocations	\$ 21,155,961	\$ 13,067,570	\$ 27,590,481	\$ 8,195,462	\$ 5,601,620	\$ 41,139,106	\$ 116,750,200

Tentative Budget	\$ 21,400,949	\$ 13,172,175	\$ 27,772,909	\$ 8,030,822	\$ 5,643,982	\$ 38,335,377	\$ 114,356,216
Change	\$ (244,988)	\$ (104,605)	\$ (182,428)	\$ 164,640	\$ (42,362)	\$ 2,803,729	\$ 2,393,985

Facilities Square Footage	1,373,660
50% of funds per sq. foot	\$ 1.84
50% of funds for growth	4.3%
District Office percentage	12.6%

(C), (D)

List of References:

- (A) 2006-07 Site Allocation
- (B) 2007-08 SMCCCD Revenue and Expenditure Assumptions
- (C) SMCCCD FTES Analysis
- (D) SMCCCD Exhibit C, 2004-05 Second Principal Apportionment
- (E) Historical Comparisons of Site Allocations & FTES

# SAN MATEO COUNTY COMMUNITY COLLEGE DISTRICT

## 2008 GOALS

**Integration of Planning, Budget and Resource Allocation:** In order to develop a shared vision of the future that faculty, staff, students and community understand and support, the District, through its shared governance processes, has been working to develop an integrated strategic planning model. This model incorporates and builds upon five elements: the College Educational Master Plans; the Facilities Master Plan; a coordinated institutional research component; a comprehensive program review process; and an annual budget that is based upon the other four elements.

Many elements required for the integrated strategic planning system are already in place; however, they are not completely standardized within the District nor appropriately linked. The Vice Chancellor for Educational Services and Planning has taken responsibility for developing an organizational infrastructure that will produce the integrated strategic planning system for the District.

Specific goals for 2008 include:

### *Education and Planning Goals*

1. Immediately address recommendations of the Accreditation Commission for Cañada College and College of San Mateo; present a progress report to the Board in May, 2008; and prepare final response for submittal in late August/early September, 2008.
2. The Strategic Planning process was discussed by the Board in April, 2007. The 2008 goal is to complete the District's Strategic Plan in the spring and begin implementation in the fall, with careful attention to integration of this plan with current College planning efforts, in order to assure concurrence with a Districtwide vision.
3. Analyze the results of the community needs assessment and the survey of high school students. Using these results, the Colleges will undertake an analysis of current course and program offerings and modify these offerings and delivery methods as deemed appropriate.
4. Continue efforts to improve high school to college transition and success (e.g., CalPASS, Summer Bridge Academy, Jump Start, Hermanos, concurrent enrollment, etc.) and expand the number of concurrent enrollment classes on high school campuses. The District and the Colleges will develop a comprehensive plan for concurrent enrollment with clearly defined targets and measurable performance outcomes.
5. Upon completion and adoption of the District's distance education plan (scheduled for the spring), the District will begin implementation of the plan with annual review of goals and targets established by the Colleges in response to the plan.
6. Expand the Skilled Trades Prep program by offering the program at Peninsula High School as a concurrent enrollment opportunity no later than fall 2008. Develop an articulation agreement with the San Mateo Adult School to foster the movement of students from the San Mateo Adult School program to the CSM program no later than May 2008. Develop and execute a marketing plan and related recruiting strategies for San Mateo County high schools immediately, with the goal of developing a thirty student cohort for fall 2008 semester. Expand course offerings to include the CSM campus in the fall 2008 semester.
7. Complete the implementation of the automated degree audit system to improve student access to information and provide tools, in addition to counseling services, that will allow students to be informed of progress made on their chosen program and able to plan the next steps towards their final goal.

8. Complete the agreed-upon research agenda and further refine the structure of research support in order to assure that both District and College research goals are coordinated and adequately address the needs of the Board, administration and faculty.
9. Implement the action plan which responds to Board directives received at 2007 study sessions concerning counseling. The goal is to identify and implement strategies to ensure efficiency, consistency and relevance in student counseling.
10. Work with the District Academic Senate to effect the remaining standardization of graduation requirements across the District.
11. Develop an equivalence matrix of all courses offered at all three Colleges to be effective in spring 2009 and included in the 2009-10 catalogs.
12. Continue work to ensure the ongoing viability of the University Center at Cañada College, including pursuing opportunities for alternative funding sources and adding at least one new bachelor's degree program that can be offered through the University Center.
13. Open and begin offering classes at the Half Moon Bay satellite center; ensure that all facilities and support services are fully functional ( e.g., computer lab, testing center, counseling and general lecture classrooms).
14. Reexamine District and College marketing strategies and practices and develop an integrated and targeted marketing program that utilizes multiple media to reach prospective students, current students and opinion leaders in the County.
15. Examine the potential for a Districtwide compressed calendar, including review of prior research and investigation of both opportunities and logistical requirements as identified by colleges which currently utilize the compressed calendar.

#### ***Human Resources/Recruitment/Retention Goals***

16. Implement two-year employment contracts for administrators.
17. Conduct train-the-trainer sessions in spring 2008 and beyond. The goal is to have all permanent employees experience diversity training as a supplement to our twice yearly Museum of Tolerance trainings.
18. Implement the human resources recommendations from the Accreditation Team that call for the District to 1) incorporate effectiveness in producing student outcomes into the evaluation of faculty and others responsible for student progress; and 2) develop rules and regulations regarding the evaluation of College presidents.
19. Begin construction of Cañada Vista to provide safe, affordable upscale housing close to work for District faculty and staff.

#### ***Facilities Goals***

20. Complete negotiations with the successful Design/Build teams for the Skyline and CSM projects; begin construction on those projects. Regarding Cañada College, complete the RFP process and initiate construction on the gateways/landscaping project at the College.
21. Focus the Capital Improvement effort to ensure that all existing buildings that have not been addressed as part of the first phase of construction, and not slated for demolition, are modernized to meet the needs of the instructional and support missions of the Colleges.
22. The District has been successful in securing more than \$87.5 million dollars through the CCCC State Capital outlay to date. Work to ensure that the \$60 million dollars (currently approved for projects in FY 2007/08 and 2008/09 by the Board of Governors and slated for the November 2008 General Election) is secured through a vigorous awareness campaign with the local community and business partners.
23. The current campus security operation is autonomous; has different operating procedures, policies, staffing models, levels of trainings, hours of operations; different equipment; and is not coordinated cohesively. The District will revise and re-organize the current campus security,

parking and public safety operations and procedures as well as incorporate electronic access controls and video monitoring technology in order to provide a cohesive, secure and safe campus environment.

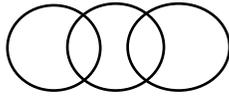
24. Revamp the Districtwide emergency preparedness readiness plan by ensuring that all administrators, supervisors and key staff are compliant with Office of Emergency Service (OES), National Incident Management System (NIMS) and Standard Emergency Management (SEMS) standards. Work with the Colleges to ensure that Emergency Preparedness training and emergency drills are conducted with local Law Enforcement, Fire and Emergency Medical Teams at the Colleges.
25. Revise the District's Hazardous and Chemical Action plans and procedures as well as conduct training in order to ensure that all staff, faculty and students who come in contact with chemicals are OSHA compliant.
26. Develop a comprehensive plan to provide the increased maintenance staff needed as new buildings are brought on line.
27. Evaluate and refine the Capital Improvement Program's revenue "sources and uses" document to assure that there is adequate funding available from all sources (bond,, State, private donations and other local revenues) to complete all projects.

### ***Finance Goals***

28. Maintain fiscal stability; develop strategies and actions to manage the effects of the State's budget deficit on our District.
29. Improve and expand on efforts to sustain and increase student enrollment.
30. In order to enhance the value of bond funds and post retirement benefit funds on deposit, the District will direct investments to earn the maximum amount permitted under federal arbitrage limits while maintaining appropriate levels of safety and liquidity.

## Chronology of the Enrollment Fees in the Community Colleges 1984 – Present

<b>Year</b>	<b>Fee History</b>
Prior to 1984	No Enrollment Fee
1984-85	ABXX, 1984 established a mandatory enrollment fee of \$50 per semester (\$100 per year for community college students taking 6 or more credit units and \$5 per unit for students taking less than 6 units). Students taking noncredit classes do not pay the fee. The fee was to sunset January 1, 1988.
1985-86	No change from prior year
1986-87	No change from prior year
1987-88	Assembly Bill 2336 extends enrollment fee through January 1, 1992.
1988-89	No change from prior year
1990-91	No change from prior year
1991-92	Senate Bill 381 extends the community college enrollment fee through January 1, 1995. In addition, the bill directs the community colleges to charge a one-year surcharge of an additional \$1 per unit up to a maximum of \$10 per semester for students enrolled during the 1991-92 academic year. For 1991-92, community college students were charged \$6 per unit up to a maximum of \$60 per semester.
1992-93	Effective January 1, 1993, a separate fee of \$50 per unit, with no cap, was set for students with bachelors' degrees. In addition, the enrollment fee was increased to \$10 per unit with no cap for students not having a bachelor's degree.
1993-94	The 1993-94 Budget Act raised the enrollment fee to \$13 per unit with no cap.
1994-95	No change from prior year
1995-96	No change from prior year The separate \$50 fee for students with bachelors' degrees sunset on January 1, 1996.
1996-97	No change from prior year
1997-98	No change from prior year
1998-99	The enrollment fee was reduced to \$12 per unit with no cap on the total.
1999-00	The enrollment fee was reduced to \$11 per unit with no cap on the total.
2000-01	No change from prior year
2001-02	No change from prior year
2002-03	No change from prior year
2003-04	The enrollment fee was increased to \$18 per unit with no cap on the total.
2004-05	The enrollment fee was increased to \$26 per unit with no cap on the total.
2005-06	No change from prior year
2006-07	Effective January 1, 2007, the enrollment fee was reduced to \$20 per unit with no cap on the total.
2007-08	No change from prior year
2008-09	No change from prior year



**San Mateo County Community College District**

**FTES Analysis**

	<u>Actual 1998-99</u>	<u>Actual 1999-2000</u>	<u>Actual 2000-2001</u>	<u>Actual 2001-2002</u>	<u>Actual 2002-2003</u>	<u>Actual 2003-2004</u>	<u>Actual 2004-2005</u>	<u>Actual 2005-2006</u>	<u>Actual 2006-2007</u>	<u>Actual 2007-2008</u>
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***College of San Mateo***

Resident										
Fall & Spring	7,756	7,611	7,263	7,336	8,041	8,059	7,561	7,311	7,423	7,686
Summer	<u>822</u>	<u>925</u>	<u>883</u>	<u>911</u>	<u>1,026</u>	<u>1,122</u>	<u>989</u>	<u>945</u>	<u>956</u>	<u>992</u>
Total, Resident	8,578	8,536	8,146	8,247	9,067	9,181	8,550	8,256	8,379	8,678
Total, Apprenticeship	209	171	173	171	165	131	140	146	156	164
Flex-time	14	15	14	10	9	14	9	12	10	11
Non-Resident										
Fall & Spring	335	360	315	327	288	245	223	234	226	217
Summer	<u>25</u>	<u>31</u>	<u>32</u>	<u>28</u>	<u>33</u>	<u>26</u>	<u>19</u>	<u>21</u>	<u>20</u>	<u>15</u>
Total, Non-Resident	360	391	347	355	321	271	242	255	246	232

**College of San Mateo Total**                    **9,161**    **9,113**    **8,680**    **8,783**    **9,562**    **9,597**    **8,941**    **8,669**    **8,791**    **9,085**

***Canada College***

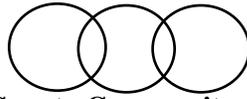
Resident										
Fall & Spring	2,773	2,816	2,988	3,358	3,489	3,606	3,631	3,707	3,770	3,938
Fall & Spring (N/C)	5	6	6	25	8	43	50	43	27	35
Summer (N/C)	-	-	-	-	1	-	2	4	4	5
Summer	<u>347</u>	<u>359</u>	<u>381</u>	<u>392</u>	<u>466</u>	<u>18</u>	<u>298</u>	<u>359</u>	<u>380</u>	<u>402</u>
Total, Resident	3,125	3,181	3,375	3,775	3,964	3,667	3,981	4,113	4,181	4,380
Flex-time	11	11	7	4	3	6	3	3	3	4
Non-Resident										
Fall & Spring	157	152	155	152	116	76	73	71	62	60
Fall & Spring (N/C)	1	1	1	4	2	3	2	1	1	1
Summer (N/C)	-	-	-	-	-	-	-	-	-	-
Summer	<u>13</u>	<u>11</u>	<u>8</u>	<u>12</u>	<u>10</u>	<u>1</u>	<u>2</u>	<u>7</u>	<u>8</u>	<u>7</u>
Total, Non-Resident	171	164	164	169	128	80	77	79	71	68

**Canada College Total**                    **3,307**    **3,356**    **3,546**    **3,948**    **4,095**    **3,753**    **4,061**    **4,195**    **4,255**    **4,452**

***Skyline College***

Resident										
Fall & Spring	5,541	5,470	5,222	5,780	6,375	6,107	6,014	5,912	5,840	6,345
Fall & Spring (N/C)	14	-	-	-	-	-	-	-	-	-
Summer (N/C)	-	-	-	-	-	-	-	-	-	-
Summer	<u>749</u>	<u>828</u>	<u>1,021</u>	<u>897</u>	<u>1,010</u>	<u>865</u>	<u>826</u>	<u>853</u>	<u>844</u>	<u>868</u>
Total, Resident	6,304	6,298	6,243	6,677	7,385	6,972	6,840	6,765	6,684	7,213
Total, Apprenticeship	45	43	43	42	31	9	4	4	3	3
Flex-time	10	16	10	4	4	5	4	9	3	5
Non-Resident										
Fall & Spring	121	166	203	159	154	124	109	97	101	97
Summer	<u>16</u>	<u>18</u>	<u>23</u>	<u>26</u>	<u>22</u>	<u>18</u>	<u>13</u>	<u>12</u>	<u>10</u>	<u>12</u>
Total, Non-Resident	137	184	226	185	176	142	122	109	111	109

**Skyline College Total**                    **6,496**    **6,541**    **6,522**    **6,908**    **7,596**    **7,128**    **6,970**    **6,887**    **6,801**    **7,330**



**San Mateo County Community College District  
FTES Analysis**

	<u>Actual 1998-99</u>	<u>Actual 1999-2000</u>	<u>Actual 2000-2001</u>	<u>Actual 2001-2002</u>	<u>Actual 2002-2003</u>	<u>Actual 2003-2004</u>	<u>Actual 2004-2005</u>	<u>Actual 2005-2006</u>	<u>Actual 2006-2007</u>	<u>Actual 2007-2008</u>
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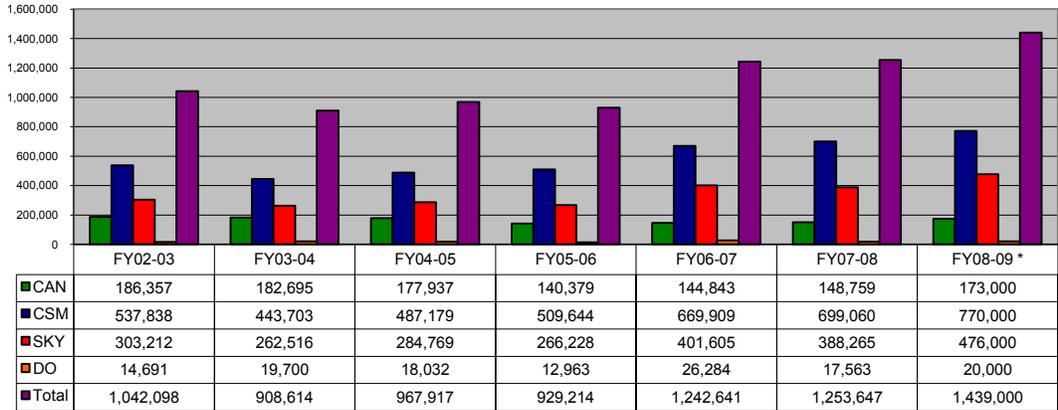
***District***

Resident										
Fall & Spring	16,070	15,897	15,473	16,474	17,905	17,772	17,206	16,930	17,033	17,969
Fall & Spring (N/C)	19	6	6	25	8	43	50	43	27	35
Summer (N/C)	0	0	0	0	1	0	2	4	4	5
Summer	<u>1,918</u>	<u>2,112</u>	<u>2,285</u>	<u>2,200</u>	<u>2,502</u>	<u>2,005</u>	<u>2,113</u>	<u>2,157</u>	<u>2,180</u>	<u>2,262</u>
Total, Resident	18,007	18,015	17,764	18,699	20,416	19,820	19,371	19,134	19,244	20,271
Total, Apprenticeship	254	214	216	213	196	140	144	150	159	167
Flex-time	35	42	31	18	16	25	16	24	16	20
Non-Resident										
Fall & Spring	613	678	673	638	558	445	405	402	389	374
Fall & Spring (N/C)	1	1	1	4	2	3	2	1	1	1
Summer (N/C)	0	0	0	0	0	0	0	0	0	0
Summer	<u>54</u>	<u>60</u>	<u>63</u>	<u>66</u>	<u>65</u>	<u>45</u>	<u>34</u>	<u>40</u>	<u>38</u>	<u>34</u>
Total, Non-Resident	668	739	737	709	625	493	441	443	428	409
<b>District Total</b>	<b>18,964</b>	<b>19,010</b>	<b>18,748</b>	<b>19,639</b>	<b>21,253</b>	<b>20,478</b>	<b>19,972</b>	<b>19,751</b>	<b>19,847</b>	<b>20,867</b>

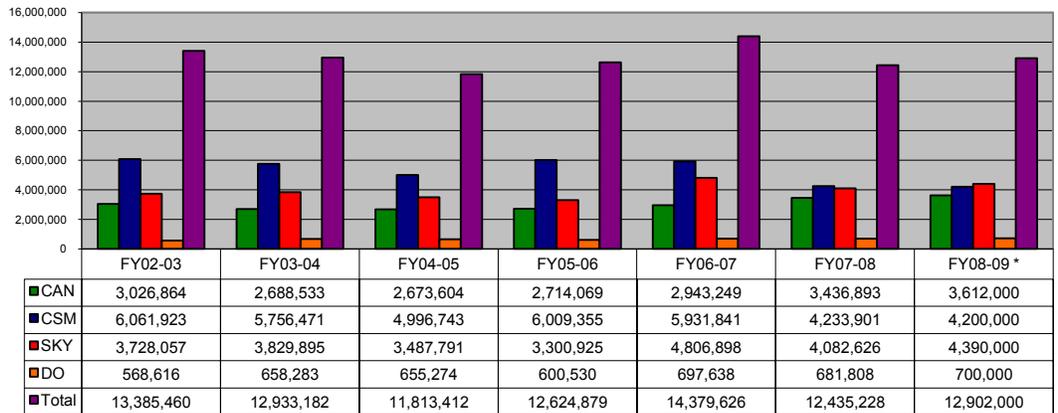


San Mateo County Community College District

Natural Gas Usage by Site (in therms)

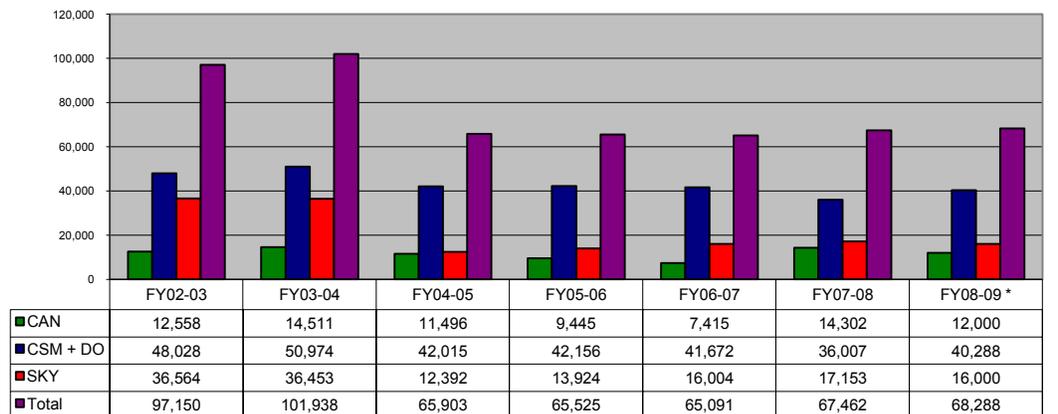


Electricity Usage by Site (in kWh)



Note: Electricity usage does not include KCSM transmission usage at Sutro Tower.

Water Usage by Site (in ccf)

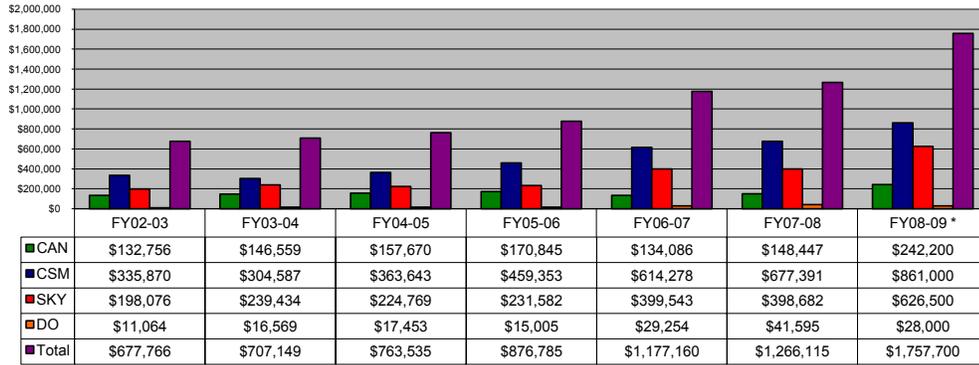


\* figures provided for FY08-09 are projections.

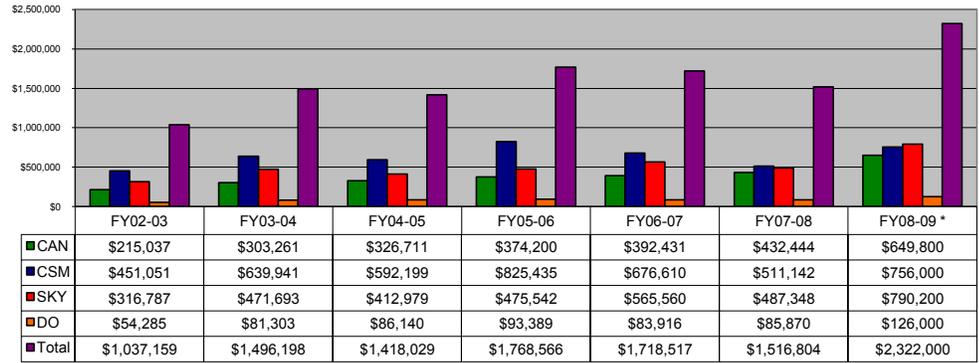


San Mateo County Community College District

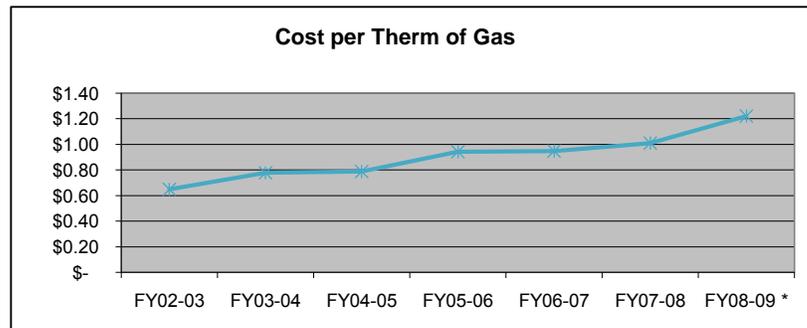
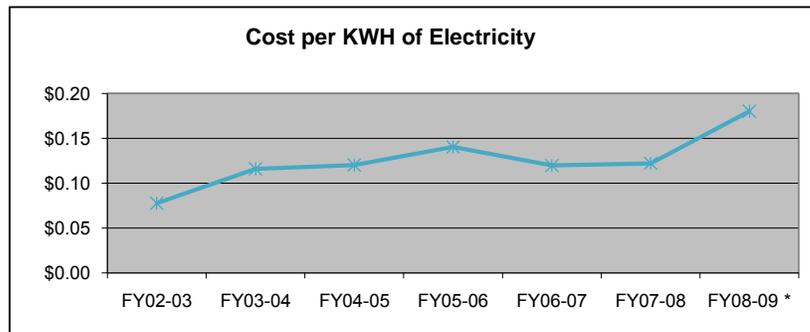
Natural Gas Expense by Site



Electricity Expense by Site



Note: Electricity expense does not include KCSM Sutro Tower usage.

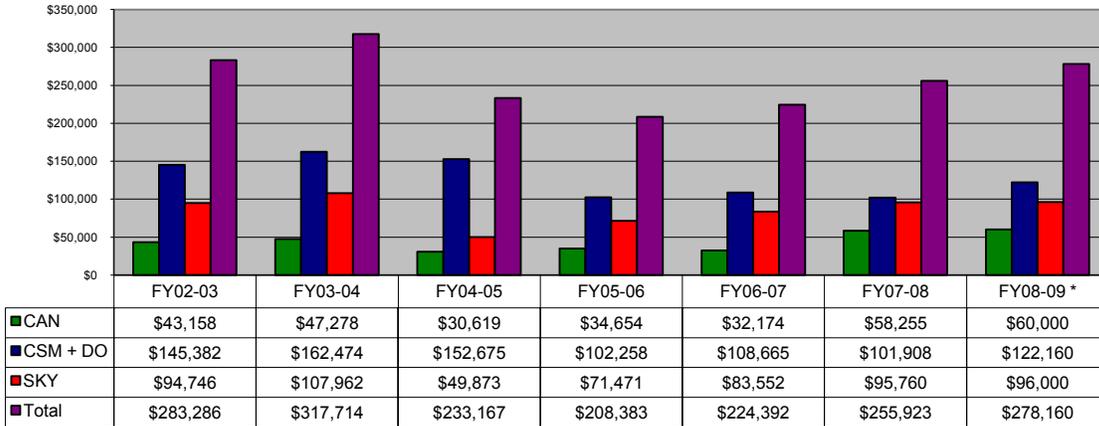


\* figures provided for FY08-09 are projections.

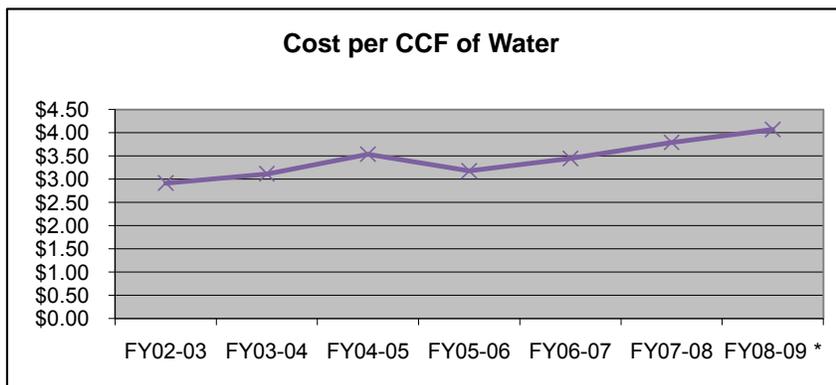
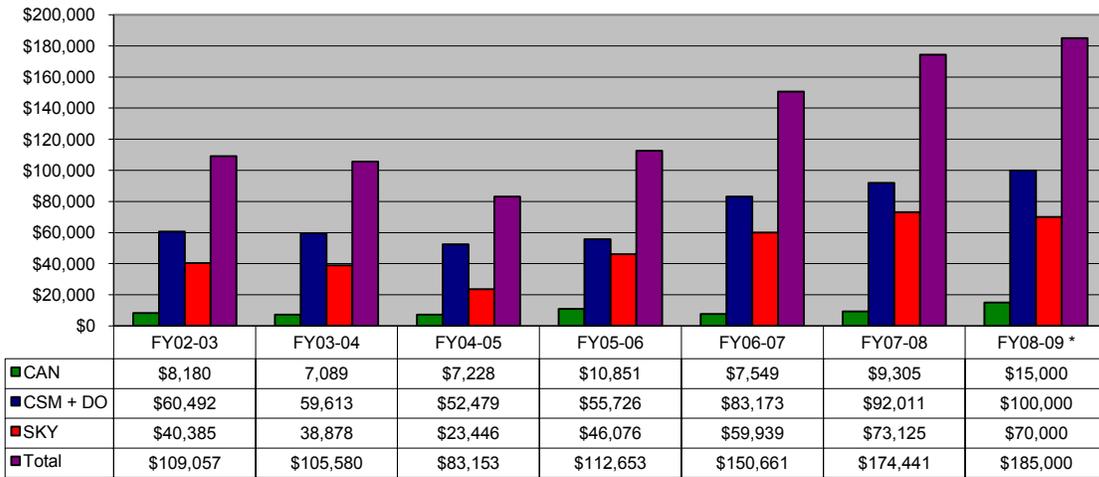


San Mateo County Community College District

Water Expense by Site



Garbage Expense by Site



\* figures provided for FY08-09 are projections.

**Associated Students of Cañada College  
4<sup>th</sup> Quarter Report (April-June) 2008**

*Prepared by: Aja Butler  
Coordinator of Student Activities  
Cañada College*

In **April** the students also hosted their annual Spring Fling event. The event was attended by more than 200 students, staff, and faculty. The students provided free BBQ, games, music and prizes.

For the month of **May** members of the ASCC attended the Spring General Assembly in Los Angeles, CA. The students participated in various workshops on writing resolutions, financial aid, diversity, etc. And participated in the elections and voting on resolutions.



**CANADA COLLEGE ASSOCIATED STUDENTS**  
**Balance Sheet**  
**June 30, 2008**

<b>ASSETS</b>	<u><b>June 30, 2008</b></u>	<u><b>June 30, 2007</b></u>
<b>Cash</b>		
Bank Commercial	225,051	205,771
Bank Time Deposits	30,000	30,000
<b>Total Cash</b>	<b>\$255,051</b>	<b>\$235,771</b>
<b>Receivables</b>		
Miscellaneous Receivable	\$49,571	\$48,172
Loans Receivable	11,052	8,767
<b>Total Receivables</b>	<b>\$60,623</b>	<b>\$56,938</b>
<b>Furniture, Fixtures &amp; Equipment</b>		
Less Accumulated Depreciation	\$40,052	\$40,052
<b>Total Furniture, Fixt., &amp; Eqpt.</b>	<b>(37,437)</b>	<b>(35,926)</b>
	\$2,614	\$4,126
<b>TOTAL ASSETS</b>	<b>\$318,288</b>	<b>\$296,835</b>
 <b>LIABILITIES AND CAPITAL</b>  		
<b>Liabilities</b>		
Student Representation Fee	\$14,651	\$3,865
Accounts Payable	72	72
Club Funds	21,898	27,321
Trust Funds	121,868	124,258
Loan Funds	18,045	17,745
<b>Total Liabilities</b>	<b>\$176,534</b>	<b>\$173,261</b>
<b>Capital</b>		
Capital, July 1	\$123,574	\$90,119
Net Income (Loss)	19,306	34,682
Vending Capital	(1,126)	(1,227)
<b>Total Capital, June 30</b>	<b>\$141,754</b>	<b>\$123,574</b>
<b>TOTAL LIABILITIES AND CAPITAL</b>	<b>\$318,288</b>	<b>\$296,835</b>



**CANADA COLLEGE ASSOCIATED STUDENTS**  
**Income Statement--Operations**  
**For the Year Ending June 30, 2008**

	<u>YTD</u> <u>June 30, 2008</u>	<u>YTD</u> <u>June 30, 2007</u>
<b>INCOME</b>		
Activity Card Sales	\$84,921	\$80,377
ATM Income	837	1,312
Interest	1,345	1,157
Space Rental	0	435
Student General	400	726
Miscellaneous Income	20	40
<b>TOTAL INCOME</b>	<b>\$87,523</b>	<b>\$84,047</b>
<b>EXPENSES</b>		
Activity Card Expense	2,622	3,795
Administrative Expense	4,820	751
Awards and Scholarships	\$2,678	\$0
Conference	12,120	4,894
Office Supplies	4,494	3,606
Program Expense	33,478	29,330
Publicity	3,054	1,238
Other Expenditures	4,666	3,830
<b>TOTAL EXPENSES</b>	<b>\$67,933</b>	<b>\$47,445</b>
<b>NET INCOME FROM ASB GOVERNMENT</b>	<b>\$19,590</b>	<b>\$36,602</b>
Less Depreciation Expense	(1,511)	(1,920)
<b>NET INCOME (LOSS)</b>	<b>\$18,079</b>	<b>\$34,682</b>
<b><u>VENDING</u></b>		
Vending Income (Loss)	\$10,266	\$11,682
Less Expense and Transfer	(10,165)	(11,682)
Net Vending Income (Loss)	\$101	\$0
Vending Capital, July 1	(\$1,227)	(\$1,227)
<b>Vending Capital, June 30</b>	<b>(\$1,126)</b>	<b>(\$1,227)</b>

## **Associated Students of College of San Mateo 4th Quarter Report, April 2008 – June 2008**

The Associated Students of College of San Mateo (ASCSM) had a productive first half of the spring 2008 semester. Although this is a time of transition in Student Activities and at CSM, the ASCSM has been able to successfully continue to participate in college governance and has been able to create a lively and entertaining campus atmosphere for CSM students, faculty, staff, and administrators. Some of the highlights for the second half of the spring 2008 semester are:

### **Ongoing Activities**

In addition to participating in their weekly Student Senate meetings, the members of the ASCSM have also been actively involved with each of their standing committees, including the Academic Enhancement Committee, the Finance & Administration Committee, the Programs & Services Committee, the Public Relations Committee, the Inter Club Council, and the Legislative & Governmental Affairs Committee.

Members of the ASCSM Student Senate continued to participate in College and District governance committees. At the College level, student leaders are attending numerous committee meetings, including the College Council, Faculty Academic Senate, Committee on Instruction, Enrollment Management Committee, Diversity in Action Group, College Auxiliary Services Advisory Committee and the College Assessment Committee. At the District level, students are also involved in the District Shared Governance Council, the District Committee on Budget & Finance, the District Auxiliary Services Advisory Committee and the District Student Council. Additionally, representatives of the Student Senate have been involved with the college's planning process for new construction.

The ASCSM, in cooperation with the Student Activities Office, continued to issue credit card style Student and Staff ID Cards to the College community. To date, the AS has issued thousands of ID Cards to Students, Faculty, Staff and Administrators.

To further increase the value of the CSM ID Card, the ASCSM has continued to expand and sponsor the Merchant Discount Program. This program provides a list of discount opportunities available to students, faculty, staff and administrators at on-campus AS-sponsored events, club events, local merchants, national chains and on the Internet, and includes movie theaters, restaurants, museums, art galleries, travel agencies and cultural centers.

The AS has continued to support the CSM Ambassadors Program, which coordinates and provides tours of the campus for individuals and groups interested in attending College of San Mateo.

## **Events and Activities:**

*April 2008:* During this month the ASCSM held two major events. On April 17<sup>th</sup> they sponsored a showing of *Invisible Children* a full-length documentary on child soldiers in Uganda. After the showing the director of the Invisible Children Foundation was on hand to answer student, faculty, and staff questions about the movie and the Invisible Children movement. This event was very well attended; several faculty members brought their classes. On April 22, the students held an Earth Day event in which they handed out 400 small plants to promote environmental awareness.

*May 2008:* To begin the month, several Student Senate members attended the California Community College Student Senate General Assembly meeting in Los Angeles, CA. During this two-day event, the students had the opportunity to network with other community college student leaders, attend workshops on pressing state and federal issues facing community college students, and attend the Student Senate General Assembly meeting to vote on important statewide resolutions. During the week of May 5<sup>th</sup> through May 8<sup>th</sup>, ASCSM held their annual "Spring Fling" event. During this week, the students had a variety of activities including different inflatable activities and games. They also had music and magician performances. Lastly, they had different free food items for students each day including: hot dogs, sodas, nachos, Its-Its ice cream, pizza, and snow cones. Also during that week, ASCSM held their annual elections for new officers. Lastly, the students capped off a successful semester with a very well attended "Talent Show Night" that highlighted the diversity of student talent at CSM.

*June 2008:* As always this is a slower month for ASCSM. During this month the students concentrated on moving into their new temporary home in Building T-1 (due to the demolition of Building 5). The new 2008/2009 ASCSM Senate also held its first two meetings for the year. Lastly, the Unity Among Brothers club held their annual Basketball Tournament June 14<sup>th</sup> and 15<sup>th</sup> to benefit the "Twilight Foundation".

**COLLEGE OF SAN MATEO ASSOCIATED STUDENTS**

**Balance Sheet**

**June 30, 2008**



<b>ASSETS</b>	<b><u>June 30, 2008</u></b>	<b><u>June 30, 2007</u></b>
Cash		
Petty Cash	\$25	\$25
Bank Commercial	8,367	196,345
District Investment Pool	598,190	365,289
Total Cash	<u>\$606,582</u>	<u>\$561,659</u>
Receivables		
Miscellaneous Receivable	\$93,392	\$89,126
Loans Receivable	2,380	2,180
Total Receivables	<u>\$95,772</u>	<u>\$91,306</u>
Furniture, Fixtures & Equipment	\$ 72,485	\$144,055
Less Accumulated Depreciation	<u>(63,692)</u>	<u>(144,011)</u>
Total Furniture, Fixt., & Eqpt.	\$8,793	\$44
<b>TOTAL ASSETS</b>	<b><u><u>\$711,146</u></u></b>	<b><u><u>\$653,008</u></u></b>
 <b>LIABILITIES AND CAPITAL</b>		
Liabilities		
Student Representation Fee	\$57,951	\$52,607
Accounts Payable	15,990	34,996
Club Funds	111,245	100,291
Trust Funds	193,072	179,057
Loan Funds	20,602	20,125
Total Liabilities	<u>\$398,860</u>	<u>\$387,076</u>
Capital		
Capital, July 1	\$265,932	\$221,258
Adjustment to Capital	(7,471)	(3,057)
Net Income (Loss)	52,346	46,252
Vending Capital	1,479	1,479
Total Capital, June 30	<u>\$312,286</u>	<u>\$265,932</u>
<b>TOTAL LIABILITIES AND CAPITAL</b>	<b><u><u>\$711,146</u></u></b>	<b><u><u>\$653,008</u></u></b>



**COLLEGE OF SAN MATEO ASSOCIATED STUDENTS**  
**Income Statement--Operations**  
**For the Year Ending June 30, 2008**

	<u>YTD</u> <u>June 30, 2008</u>	<u>YTD</u> <u>June 30, 2007</u>
<b>INCOME</b>		
Activity Card Sales	\$143,593	\$118,065
ATM Income	2,475	3,993
Programs Income	992	0
Interest	16,410	11,846
Rec/Game Room	3,663	1,335
Miscellaneous Income	890	2,156
<b>TOTAL INCOME</b>	<b>\$168,022</b>	<b>\$137,395</b>
<b>EXPENSES</b>		
Awards and Scholarships	\$5,088	\$1,104
Activity Card Expense	2,073	2,689
Office Supplies	6,167	1,974
Operating Expense	690	1,400
Programs	39,588	10,809
Student Assistants	62,973	63,284
Other Expenditures		11,047
Unrealized Loss on Investments	(1,250)	(3,021)
<b>TOTAL EXPENSES</b>	<b>\$115,329</b>	<b>\$89,286</b>
<b>NET INCOME FROM ASB GOVERNMENT</b>	<b>\$52,693</b>	<b>\$48,109</b>
Less Depreciation Expense	(347)	(1,857)
<b>NET INCOME (LOSS)</b>	<b>\$52,346</b>	<b>\$46,252</b>
<b><u>VENDING</u></b>		
Vending Income (Loss)	\$37,214	\$34,854
Less Expense and Transfer	(37,214)	(34,854)
Net Vending Income (Loss)	\$0	\$0
Vending Capital, July 1	\$1,479	\$1,479
<b>Vending Capital, June 30</b>	<b>\$1,479</b>	<b>\$1,479</b>

**Associated Students of Skyline College  
Budget Report for the 4th Quarter of 2007-2008  
Summary of Programs and Activities  
July 23, 2008**

The following is a summary highlighting the events and activities of this quarter.

***Shared Governance:*** The students continue to serve on the following committees at Skyline College and the District:

Campus Auxiliary Services Advisory Committee  
College Council  
Curriculum Committee  
District Auxiliary Services Advisory Committee  
District Associated Students Governing Board  
District Committee on Budget and Finance  
District Shared Governance Council  
Educational and Facilities Master Plan Committee  
Ed Policy  
Health and Safety Committee  
Planning and Budget Committee  
Web Redesign Committee

***Student Handbook and Academic Planners:*** The ASSC continues to work with the Student Activities Office to distribute the Student Handbooks. The Student Activities Office is currently collecting updated material and editing for the 2008-2009 Student Handbook.

***Recruitment of Students:*** The ASSC continues to encourage student participation in activities, events and student government, using handouts, flyers and giveaways to increase participation and attendance.

***Student Identification Cards:*** The Student Activities Office continues to produce Student ID Cards for the student body.

***Skyline Organizations and Club SOCC:*** The ASSC members always encourage other students to become active on campus by their work through SOCC. They also encourage students who do not find a club that interests them to start their own. The Organizational and Club Manual is currently being updated and will be posted on the ASSC webpage upon completion.

***Program and Events:***

**May 1 & 3, 2008**

**Pilipino Cultural Night**

Co-sponsored the event with Kababayan Program and Filipino Student Union

**May 7, 2008**

**Food for Life Event for Asian American Month**

ASSC sponsored this event; \$300 was donated to the Save the Children Campaign

**May 12, 2008**

**Student Recognition Award Ceremony**

Donated \$5,000 for scholarships

**May 22, 2008**

**Talisman Magazine**

Awarded a\$1,500 to this Student Publication and also paid for advertising in the magazine

**May 30, 2008**

**Commencement**

Donated \$3,000 for reception and flowers for graduates

**Campus Marquees**

The ASSC purchased 5 electronic LED displays that will replace the old outdoor marquee. The displays will be distributed to key indoor locations, total cost \$10,000.

If you need additional information or have any questions about the Budget Report summary please contact me.

Amory Nan Cariadus  
Coordinator of Student Activities  
Skyline College  
Phone: (650) 738-4334  
Email: cariadusa@smccd.net



**SKYLINE COLLEGE ASSOCIATED STUDENTS**  
**Balance Sheet**  
**June 30, 2008**

<b>ASSETS</b>	<b><u>June 30, 2008</u></b>	<b><u>June 30, 2007</u></b>
Cash		
Petty Cash	\$25	\$25
Bank Commercial	151,331	111,869
District Investment Pool	455,202	439,447
Total Cash	\$606,558	\$551,341
Receivables		
Miscellaneous Receivable	\$589,537	\$492,679
Loans Receivable	1,347	1,347
Total Receivables	\$590,884	\$494,026
Furniture, Fixtures & Equipment	\$82,245	\$82,245
Less Accumulated Depreciation	(78,748)	(77,155)
Total Furniture, Fixt., & Eqpt.	\$3,497	\$5,090
<b>TOTAL ASSETS</b>	<b>\$1,200,939</b>	<b>\$1,050,458</b>
<b>LIABILITIES AND CAPITAL</b>		
Liabilities		
Student Representation Fee	\$74,971	\$63,694
Accounts Payable	1,099	1,099
Club Funds	111,596	105,302
Trust Funds	670,373	587,266
Loan Funds	3,183	3,183
Total Liabilities	\$861,222	\$760,543
Capital		
Capital, July 1	\$158,257	\$141,045
Net Income (Loss)	49,802	21,145
Vending Capital	131,658	127,725
Total Capital, June 30	\$339,717	\$289,915
<b>TOTAL LIABILITIES AND CAPITAL</b>	<b>\$1,200,939</b>	<b>\$1,050,458</b>



**SKYLINE COLLEGE ASSOCIATED STUDENTS**  
**Income Statement--Operations**  
**For the Year Ending June 30, 2008**

	<b>YTD June 30, 2008</b>	<b>YTD June 30, 2007</b>
<b>INCOME</b>		
Activity Card Sales	\$122,879	\$107,436
Interest	19,154	13,481
Miscellaneous Income	180	92
<b>TOTAL INCOME</b>	<b>\$142,213</b>	<b>\$121,009</b>
<b>EXPENSES</b>		
Awards and Scholarships	\$13,925	\$6,716
Activity Card Expense	0	581
General Fund	13,049	10,978
Office Supplies	6,786	11,244
Publicity	3,008	90
Salaries and Benefits	2,544	8,042
Unrealized Loss on Investments	(181)	(5,175)
Other Expenditures	55,620	64,803
<b>TOTAL EXPENSES</b>	<b>\$94,751</b>	<b>\$97,279</b>
<b>NET INCOME FROM ASB GOVERNMENT</b>	\$47,462	\$23,731
Less Depreciation Expense	(1,593)	(2,586)
<b>NET INCOME (LOSS)</b>	<b>\$45,869</b>	<b>\$21,145</b>
<b><u>VENDING</u></b>		
Vending Income (Loss)	\$3,933	\$1,641
Vending Capital, July 1	\$127,725	\$126,084
<b>Vending Capital, June 30</b>	<b>\$131,658</b>	<b>\$127,725</b>

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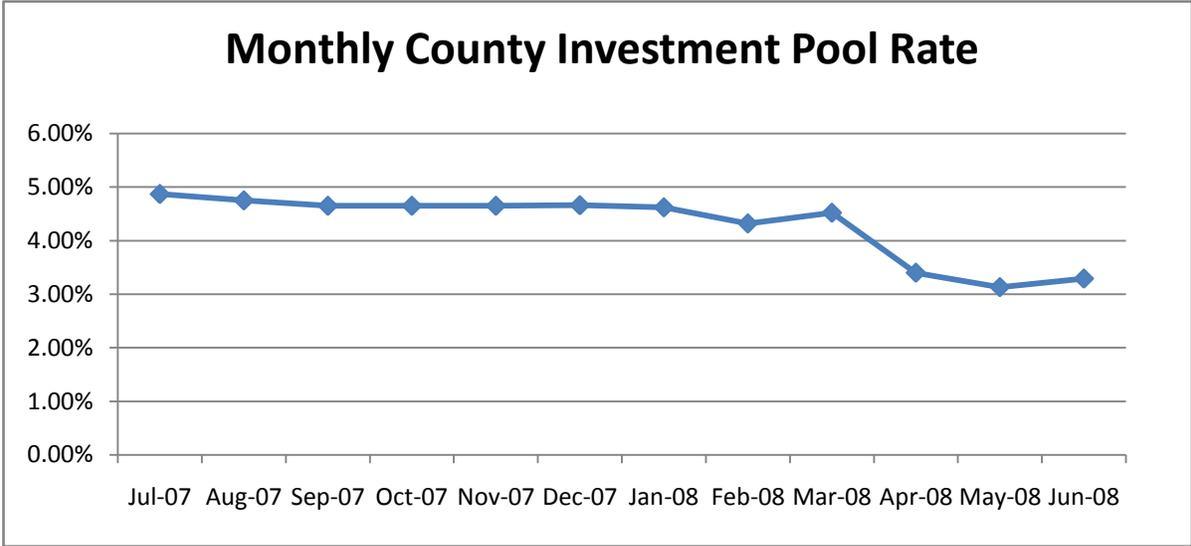
**San Mateo County Community College District  
Debt Service Payment Schedules**

	<u>2001 GO BONDS</u>	<u>2001 GO BONDS</u>	<u>2001 GO BONDS</u>	<u>2005 GO BONDS</u>	<u>2005 GO BONDS</u>	<u>2004 C.O.P.</u>	
	<u>SERIES A</u>	<u>SERIES B</u>	<u>SERIES C</u>	<u>SERIES A</u>	<u>SERIES B</u>		<u>Total Payment</u>
2003	\$ 6,645,013						\$ 6,645,013
2004	6,976,627					\$ 515,790	7,492,417
2005	7,322,977	\$ 1,061,410				1,497,456	9,881,843
2006	4,695,827	3,072,487				748,729	8,517,043
2007	4,818,977	2,441,287	\$ 1,299,762	\$ 13,347,693	\$ 5,773,125	(Defeasances	27,680,844
2008	5,067,177	2,788,087	1,203,864	15,066,137	8,313,300	on April 2006)	32,438,565
2009	5,325,963	2,944,087	1,239,615	7,506,737	8,313,300		25,329,702
2010	5,597,119	3,089,687	1,298,138	7,824,138	8,783,300		26,592,382
2011	5,880,869	3,240,037	1,363,306	8,159,538	9,276,850		27,920,600
2012	6,183,469	3,394,837	1,430,213	6,666,563	11,637,550		29,312,632
2013	6,499,269	3,563,787	1,497,588	7,475,000	11,747,550		30,783,194
2014	6,827,069	3,738,787	1,575,000	7,749,000	12,432,750		32,322,606
2015	7,172,819	3,923,987	1,650,750	7,540,000	13,649,750		33,937,306
2016	7,537,400	4,110,987	1,735,000	7,860,000	14,388,250		35,631,637
2017	7,923,450	4,312,987	1,815,000	8,195,000	15,167,500		37,413,937
2018	8,324,288	4,523,488	1,905,000	8,550,000	15,981,750		39,284,526
2019	8,744,106	4,746,238	2,005,000	8,925,000	16,835,000		41,255,344
2020	9,187,100	4,979,738	2,100,000	9,310,000	17,735,250		43,312,088
2021	9,653,000	5,227,488	2,200,000	9,720,000	18,680,250		45,480,738
2022	10,142,500	5,482,488	2,310,000	10,155,000	19,661,250		47,751,238
2023	10,654,250	5,752,488	2,425,000	10,605,000	20,701,250		50,137,988
2024	11,195,000	6,037,488	2,540,000	11,080,000	21,792,750		52,645,238
2025	11,762,000	6,332,488	2,670,000	11,575,000	22,940,750		55,280,238
2026	12,354,000	6,647,488	2,800,000	12,100,000	24,145,500		58,046,988
2027		16,297,488	6,595,000	12,645,000	25,412,250		60,949,738
2028		17,112,488	6,925,000	13,220,000	26,736,000		63,993,488
2029		17,967,488	7,270,000	13,830,000	28,127,000		67,194,488
2030			26,500,000	14,465,000	29,590,750		70,555,750
2031			13,502,500		46,237,000		59,739,500
2032					48,550,750		48,550,750
2033					50,979,000		50,979,000
2034					53,526,500		53,526,500
2035					56,203,750		56,203,750
2036					59,010,750		59,010,750
2037					61,963,000		61,963,000
2038					65,061,000		65,061,000
<b>Total</b>	<b>186,490,269</b>	<b>142,789,310</b>	<b>97,855,736</b>	<b>243,569,806</b>	<b>849,354,725</b>	<b>2,761,975</b>	<b>1,522,821,821</b>



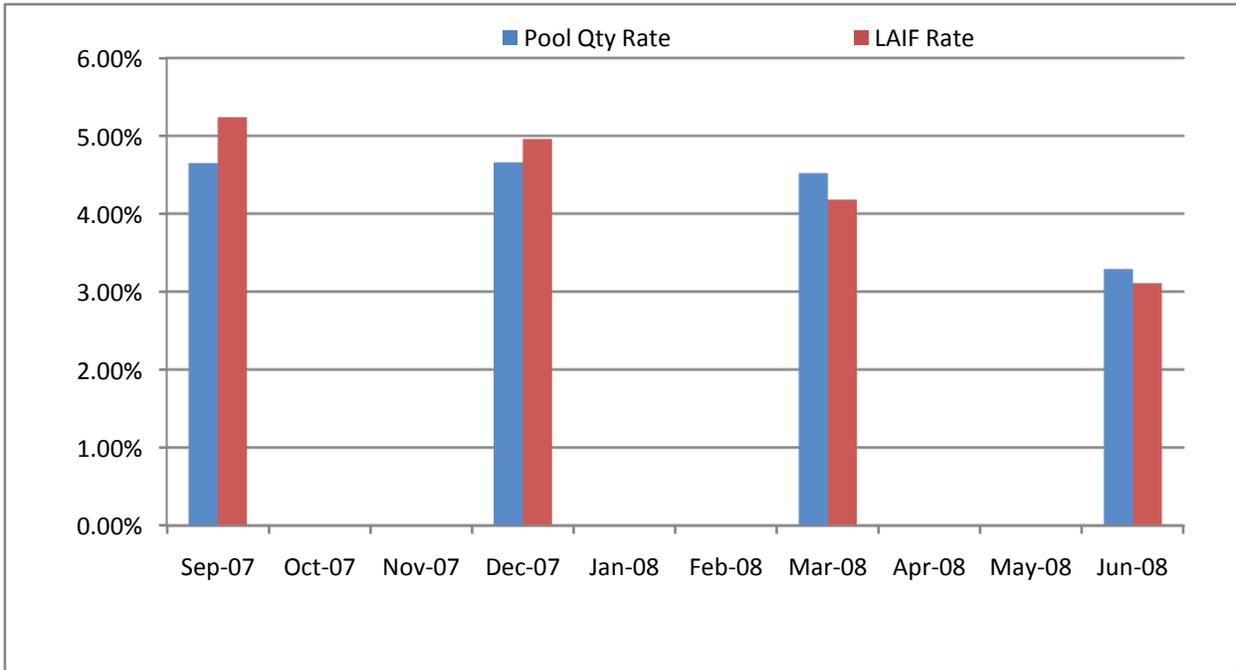
**San Mateo County Community College District  
DISTRICT CASH FLOW SUMMARY  
FOR THE QUARTER ENDING JUNE 30, 2008**

	<u>GENERAL FUND</u>	<u>GENERAL RESTRICTED FUND</u>	<u>INSURANCE &amp; Debt Services FUND</u>	<u>CAPITAL OUTLAY FUND</u>	<u>CHILD CARE FUND</u>	<u>STUDENT AID FUND</u>	<u>POST-RETIREMENT RESERVES</u>
<b>Beg. Cash Balance in County Treasury</b>	<b>15,791,327.20</b>	<b>5,725,610.88</b>	<b>35,781,613.27</b>	<b>511,819,628.57</b>	<b>91,308.78</b>	<b>292,848.63</b>	<b>-</b>
<b>Cash inflow from operations:</b>							
Year-to-date Income	114,063,420.23	24,146,475.30	27,183,288.11	41,568,007.31	1,160,388.67	7,098,920.00	2,724,571.15
Accounts Receivable	680,282.65	1,349,073.41	288,736.62	(2,870,369.16)	(48,471.04)	(97,518.38)	2,725,868.75
Deferred Income	312,684.42	(151,109.99)		131,951.88	6,640.05	(5,438.12)	
Cash awaiting for deposit	(154,610.13)						
<b>Total Income</b>	<b>130,693,104.37</b>	<b>31,070,049.60</b>	<b>63,253,638.00</b>	<b>550,649,218.60</b>	<b>1,209,866.46</b>	<b>7,288,812.13</b>	<b>5,450,439.90</b>
<b>Cash outflow for operations:</b>							
Year to date expenditure	114,323,519.41	24,142,744.26	29,835,760.64	74,755,122.43	1,138,770.79	7,035,340.00	3,832.65
Advances / Prepaid	(11,395.84)	1,103.31	-	9,331,334.58	-	-	
Account Payable	5,809,149.24	(417,043.69)	(59,584.56)	(10,007,526.43)	8,827.63	(59,194.33)	(6,393.29)
<b>Cash Balance From Operations</b>	<b>10,571,831.56</b>	<b>7,343,245.72</b>	<b>33,477,461.92</b>	<b>476,570,288.02</b>	<b>62,268.04</b>	<b>312,666.46</b>	<b>5,453,000.54</b>
<b>Other Cash inflow</b>							
Medical Flex Plan / Revolv. Fund TRANS	500.00		-				
<b>Beg. Investment Balance</b>							
LAIIF Balance	5,331,426.28						20,676,385.12
County Pool Balance	1,364,236.81						3,713,787.94
Special Bond			87,594.65	5,000.00			2,298,711.07
C.O.P.	-						
<b>Total Beg. Balance</b>	<b>6,695,663.09</b>		<b>87,594.65</b>	<b>5,000.00</b>			<b>26,688,884.13</b>
<b>Y.T.D. Investment Balance</b>							
LAIIF Balance	5,583,374.80						21,653,494.16
County Pool Balance	1,427,410.62						8,204,517.16
Special Bond			155,838.71	5,000.00			2,298,704.08
C.O.P.	-						
<b>Y.T.D. Balance</b>	<b>7,010,785.42</b>		<b>155,838.71</b>	<b>5,000.00</b>			<b>32,156,715.40</b>
Net Cash changes from Investment	(315,122.33)		(68,244.06)	-			(5,467,831.27)
Net changes from unrealized gain / (loss)	(107,678.65)		(36,406.42)	(1,124,268.97)			14,830.73
Cash Balance in County Treasury	10,149,530.58	7,343,245.72	33,372,811.44	475,446,019.05	62,268.04	312,666.46	0.00
<b>Total Cash included investment accounts</b>	<b>17,160,316.00</b>	<b>7,343,245.72</b>	<b>33,528,650.15</b>	<b>475,451,019.05</b>	<b>62,268.04</b>	<b>312,666.46</b>	<b>32,156,715.40</b>



**Quarterly Interest Rate for County Pool Vs Sacramento LAIF**

	<b>Pool Qty Rate</b>	<b>LAIF Rate</b>
Sep-07	4.65%	5.24%
Dec-07	4.66%	4.96%
Mar-08	4.52%	4.18%
Jun-08	3.29%	3.11%



**CALIFORNIA COMMUNITY COLLEGES  
CHANCELLOR'S OFFICE**

**Quarterly Financial Status Report, CCFS-311Q**

**Fiscal Year: 2007-2008 Quarter Ended: (Q4) June 30, 2008  
District:(370) SAN MATEO**

Line	Description	As of June 30 for the fiscal year specified			
		Actual 2004-05	Actual 2005-06	Actual 2006-07	Projected 2007-2008

**I. Unrestricted General Fund Revenue, Expenditure and Fund Balance:**

A.	<b>Revenues:</b>				
A.1	Unrestricted General Fund Revenues (Objects 8100, 8600, 8800)	90,654,782	106,151,800	113,931,358	113,080,953
A.2	Other Financing Sources (Object 8900)	121,817	78,404	202,657	982,466
A.3	<b>Total Unrestricted Revenue (A.1 + A.2)</b>	90,776,599	106,230,204	114,134,015	114,063,419
B.	<b>Expenditures:</b>				
B.1	Unrestricted General Fund Expenditures (Objects 1000-6000)	87,847,388	92,651,889	100,452,457	106,800,903
B.2	Other Outgo (Objects 7100, 7200, 7300, 7400, 7500, 7600)	2,949,516	13,625,995	12,989,611	7,522,616
B.3	<b>Total Unrestricted Expenditures (B.1 + B.2)</b>	90,796,904	106,277,884	113,442,068	114,323,519
C.	<b>Revenues Over(Under) Expenditures (A.3 - B.3)</b>	-20,305	-47,680	691,947	-260,100
D.	<b>Fund Balance, Beginning</b>	9,947,691	9,927,386	9,879,706	10,571,653
D.1	Prior Year Adjustments + (-)	0	0	0	0
D.2	<b>Adjusted Fund Balance, Beginning (D + D.1)</b>	9,947,691	9,927,386	9,879,706	10,571,653
E.	<b>Fund Balance, Ending (C. + D.2)</b>	9,927,386	9,879,706	10,571,653	10,311,553
F.1	Percentage of GF Fund Balance to GF Expenditures (E. / B.3)	10.9%	9.3%	9.3%	9%

**II. Annualized Attendance FTES:**

G.1	<b>Annualized FTES (excluding apprentice and non-resident)</b>	20,287	17,440	21,827	18,768
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**Total General Fund Cash Balance (Unrestricted and Restricted)**

	Description	As of the specified quarter ended for each fiscal year			
		2004-05	2005-06	2006-07	2007-2008
H.1	Cash, excluding borrowed funds				24,503,562
H.2	Cash, borrowed funds only				0
H.3	<b>Total Cash (H.1+ H.2)</b>	17,273,387	21,973,165	21,516,938	24,503,562

**IV Unrestricted General Fund Revenue, Expenditure and Fund Balance:**

Line	Description	Adopted Budget (Col. 1)	Annual Current Budget (Col. 2)	Year-to-Date Actuals (Col. 3)	Percentage (Col. 3/Col. 2)
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I.	<b>Revenues:</b>				
I.1	Unrestricted General Fund Revenues (Objects 8100, 8600, 8800)	112,552,607	113,322,552	113,080,953	99.8%
I.2	Other Financing Sources (Object 8900)	0	982,466	982,466	100%
I.3	<b>Total Unrestricted Revenue (I.1 + I.2)</b>	112,552,607	114,305,018	114,063,419	99.8%
J.	<b>Expenditures:</b>				
J.1	Unrestricted General Fund Expenditures (Objects 1000-6000)	112,577,828	111,476,531	106,800,903	95.8%
J.2	Other Outgo (Objects 7100, 7200, 7300, 7400, 7500, 7600)	4,918,801	7,772,508	7,522,616	96.8%
J.3	<b>Total Unrestricted Expenditures (J.1 + J.2)</b>	117,496,629	119,249,039	114,323,519	95.9%
K.	<b>Revenues Over(Under) Expenditures (I.3 - J.3)</b>	-4,944,022	-4,944,021	-260,100	
L.	Adjusted Fund Balance, Beginning	10,571,653	10,571,653	10,571,653	
L.1	<b>Fund Balance, Ending (C. + L.2)</b>	5,627,631	5,627,632	10,311,553	
M.	Percentage of GF Fund Balance to GF Expenditures (L.1 / J.3)	4.8%	4.7%		

Has the district settled any employee contracts during this V. quarter? **NO**

If yes, complete the following: (If multi-year settlement, provide information for all years covered.)

Contract Period Settled (Specify) YYYY-YY	Management		Academic			Classified	
			Permanent		Temporary		
	Total Cost Increase	% *	Total Cost Increase	% *	Total Cost Increase	% *	Total Cost Increase
<b>a. SALARIES:</b>							
Year 1:							
Year 2:							
Year 3:							
<b>b. BENEFITS:</b>							
Year 1:							
Year 2:							
Year 3:							

\* As specified in Collective Bargaining Agreement or other Employment Contract

c. Provide an explanation on how the district intends to fund the salary and benefit increases, and also identify the revenue source/object code.

VI Did the district have significant events for the quarter (include incurrence of long-term debt, settlement of audit findings or legal suits, significant differences in budgeted revenues or expenditures, borrowing of funds (TRANS), issuance of COPs, etc.)? **NO**

If yes, list events and their financial ramifications. (Enter explanation below, include additional pages if needed.)

VI Does the district have significant fiscal problems that must be I. addressed? **This year? NO**  
**Next year? NO**

## BUDGET GLOSSARY

(Updated Sept 2008)

**Abatement** - The return of part or all of an item of income or expenditure to its source.

**Academic employee** - A district employee who is required to meet minimum academic standards as a condition of employment.

**Account code** - A sequence of numbers and/or letters assigned to ledger accounts for ease of reference.

**Accounting** - (a) The special field concerned with the design and implementation of procedures for the accumulation and reporting of financial data. (b) The process of identifying, measuring, and communicating financial information to permit informed judgments and decisions by users of the information.

**Accounting period** - Any period of time at the end of which a district determines its financial position and results of operations.

**Accounting procedures** - All processes that identify, record, classify, and summarize financial information to produce reports and to provide internal control.

**Accounting system** - The total structure of records and procedures which identify, record, classify, and report information on the financial operations of an agency through its funds, balanced account groups, and organizational components.

**Accounts payable** - A short-term liability account reflecting amounts due to others for goods and services received prior to the end of an accounting period (includes amounts billed but not paid).

**Accounts receivable** - An asset account reflecting amounts due from others for goods and services provided prior to the end of an accounting period (includes amounts advanced but not repaid).

**Accrual basis** - The method of accounting which calls for recognizing revenue/gains and expenses/losses in the accounting period in which the transactions occur regardless of the timing of the related cash flow. Contrast with Cash Basis.

**Activity** - A set of institutional functions or

operations related to an academic discipline or a grouping of services.

**Actuarial basis** - A basis used in computing the amount of contributions to be made periodically to a fund or account so that the total contributions plus the compounded earnings thereon will equal the required payments to be made out of the fund. The factors taken into account in arriving at the amount of these contributions include the length of time over which each contribution is to be held and the rate of return compounded on such contribution over its life.

**Agency Fund** - A fund used to account for assets held by a governmental unit as agent for individuals, private organizations, other governments, and/or other funds; for example, taxes collected and held by the county for a college district.

**Allocation** - Division or distribution of resources according to a predetermined plan.

**Amortization** - (1) The portion of the cost of a limited-life or intangible asset charged as an expense during a particular period. (2) The reduction of debt by regular payments of principal and interest sufficient to retire the debt by maturity.

**Annual Appropriation Limit** - (Gann Limit) In California all governmental jurisdictions, including community college districts, must compute an annual appropriation limit based on the amount in prior years adjusted for changes in population, cost-of-living, and other factors, if applicable (Article XIII-B of the State Constitution).

**Apportionment** - Allocation of State or Federal aid, district taxes, or other monies to community college districts or other governmental units.

**Appropriation** - A legal authorization granted by a legislative or governing body to make expenditures and incur obligations for a specified time and purpose.

**Appropriation for contingencies (formerly termed Undistributed Reserve)** - That portion of the current fiscal year's budget not appropriated for any specific purpose and held subject to intrabudget transfer, i.e.,

transfer to other specific appropriations as needed during the fiscal year. In 1988, the District established guidelines for the maintenance of this account: between 3.5% and 5% but not less than \$1,500,000. In 2007, the District's appropriation for contingency was set at 5% of estimated annual income.

**Appropriation ledger** - A set of accounts for amounts allocated or budgeted. Such accounts usually show the amount originally appropriated, transfers to or from other accounts, amounts charged against the appropriation, the encumbrances, the unencumbered balance, and other related information.

**Arbitrage** – Classically, the simultaneous purchase and sale of the same or an equivalent security in order to profit from price discrepancies. In government finance, the most common occurrence of arbitrage involves the investment of the proceeds from the sale of tax-exempt securities in a taxable money market instrument that yields a higher rate, resulting in interest revenue in excess of interest costs.

**Assessed valuation** - Value placed upon personal and real property by a governmental unit as a basis for levying taxes.

**Assessment** - (1) The process of making the official valuation of property for purposes of taxation. (2) The valuation placed upon property as a result of this process.

**Assessment roll** - In the case of real property, the official list containing the legal description of each parcel of property and its assessed valuation. The name and address of the last known owner are also usually shown. In the case of personal property, the assessment roll is the official list containing the name and address of the owner, a description of the personal property, and its assessed value.

**Assets** - A probable future economic benefit obtained or controlled by an entity as a result of past transactions or events.

**Associated Students Fund** - The fund designated to account for monies held in trust by the district for student body associations. The governing board must provide for the supervision of all monies raised

by any student body or student organization using the name of the college (ECS 76065).

**Audit** - An examination of financial statements and related documents, records, and accounts for the purpose of determining the propriety of transactions, whether transactions are recorded properly and whether statements drawn from accounts reflect an accurate picture of financial operations and financial status. Audits may also include reviews of compliance with applicable laws and regulations, economy and efficiency of operations and effectiveness in achieving program results. The general focus of the annual audit conducted on the District is usually a financial statement examination and compliance review.

**Average Daily Attendance (ADA)** - The student workload unit formerly used as the basis for computation of State support for California community colleges. One ADA represents 525 class (contact) hours of student instruction/activity. The term ADA has been replaced by Full-time Equivalent Students (FTES).

**Backfill** - Funds allocated to make up for revenues that were projected but not received in a fiscal year.

**Balance sheet** - A basic financial statement that shows assets, liabilities, and fund balance by fund of an entity as of a specific date.

**Banner** - The name of educational software licensed through SunGard (formerly SCT) Corporation. It is the District's administrative software which maintains financial, student, payroll, position control, financial aid, human resources, purchasing and procurement records.

**Basic Skills** - This program provides funding for pre-collegiate courses to correct skills deficiency. Once available as additional funding for Basic Skills enrollment when the total District enrollment exceeds its regular funded enrollment "cap," it is now a separate categorical funding for this purpose.

**Block Grant** - A fixed sum of money not linked to enrollment measures provided to a college district by the State.

**Board Financial Assistance Program (BFAP)** – The purpose of BFAP is to offset the impact of the mandatory community college enrollment fee on low-income students who cannot afford to pay.

**Bond** - Most often, a written promise to pay a specified sum of money, called the face value, at a specified date or dates in the future, called the maturity date(s), together with periodic interest at a specified rate.

**Bookstore Fund** - The fund designated to account for operation of the college store.

**Budget** - A plan of financial operation for a given period or specified purposes consisting of an estimate of expenditures and the proposed means of financing them.

**Budget Act** - The legislative vehicle for the State's appropriations. The Constitution requires that it be passed by a two-thirds vote of each house and sent to the Governor by June 15 each year. The governor may reduce or delete, but not increase individual items.

**Budget and Accounting Manual (BAM)** - A document produced by the California Community Colleges Chancellor's Office that defines, establishes, and maintains the budgeting and accounting structure and procedures for the California Community Colleges. Periodically revised, the most current edition is effective July 1, 2000.

**Budget document** - The instrument used by the budget-making authority to present a comprehensive financial program (for California Community Colleges, this is Form CCFS-311). Included is a balanced statement of revenues and expenditures (both actual and budgeted), as well as other exhibits.

**Budgetary control** - The management of business affairs in accordance with an approved plan of estimated income and expenditures.

**Budgeting** - The process of allocating available resources among potential activities to achieve the objectives of an organization.

**Budget Transfers** – At SMCCCD, this refers to the movement of monies from accounts with available balances (positive) to those that are in deficit (negative).

**Cafeteria Fund** - The fund designated to account for food services.

**Cal Grants** - state funded monetary grants given to students to help pay for college expenses.

**CalWORKs** – California Work Opportunities. The *CalWORKs* program provides temporary financial assistance and employment focused services to families with minor children who have income and property below State maximum limits for their family size.

**Capital outlay** - The acquisition of fixed assets or additions to fixed assets, including land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or equipment.

**Capital Outlay Projects Fund** - The fund designated to account for the accumulation of receipts and disbursements for the acquisition or construction of capital outlay items. A fund established under Capital Projects Funds as authorized under Education code 85441.

**Capital Projects Funds** - Category of funds in the Governmental Funds Group used to account for the acquisition or construction of capital outlay items.

**CARE** – Cooperative Agencies Resources for Education, established in 1982 to provide education support services to Extended Opportunity Programs and Services (EOPS) students who are welfare-dependent single parents with preschool-aged children. CARE provides academically high-risk students with educational support services, including supplemental counseling and advisement, peer support and networking with other single parents, and special classes and activities designed to enhance their personal development, self-esteem, parenting skills and employability.

**Cash** - An asset account reflecting currency, checks, money orders, bank deposits, and banker's drafts

either on hand or on deposit with an official or agent designated as custodian of cash. Any restrictions or limitations as to the use of cash must be indicated.

**Cash basis** - Method of accounting in which income and expenditures are recorded only when cash is actually received or disbursed (contrast with accrual basis).

**Categorical Funds** - Also called restricted funds, these are monies that can only be spent for the designated purpose. Examples include: funding to serve students with disabilities (DSPS) or the economically disadvantaged, low-income students (EOPS), matriculation, scheduled maintenance and instructional equipment.

**Census and Census Week** - The number of students enrolled in a full semester course on the Monday of census week, which is the third week of a full semester or 20% of the course.

**Certificates of Participation (COP)** – Certificates of Participation are used to finance the lease/purchase of capital projects. Essentially, they are the issuance of shares in the lease for a specified term.

**Chart of Accounts** - A systematic list of accounts applicable to a specific entity.

**Child Development Fund** - The fund designated to account for child development services.

**Classification** - Assignment of things into a system of categories.

**Classification by activity** - Categorization of district activities according to the unique function or purpose served.

**Clearing accounts** - Accounts used to accumulate total receipts or expenditures for later distribution among the accounts to which such receipts or expenditures are properly allocable or for recording the net differences under the proper account (see also revolving cash account, prepaid expenses, and petty cash).

**Code** - (1) A distinguishing reference number or symbol. (2) A statement of the laws of a specific

field; e.g., Educational Code (EC), Penal Code (PC), Civil Code (CC), Labor Code (LC), etc.

**Coding** - A system of numbering or otherwise designating accounts, entries, invoices, vouchers, etc., in such a manner that the symbol used reveals quickly certain required information. An example is the numbering of monthly recurring journal entries to indicate the month and the nature of the entry and the numbering of invoices or vouchers so that the number reveals the date of entry.

**Community services** - Educational, cultural, and recreational services which an educational institution may provide for its community in addition to regularly scheduled classes. Community college districts receive no direct State apportionment for community services.

**Compensated absences** - Absences, such as vacation, illness and holidays, for which it is expected employees will be paid. The term does not encompass severance or termination pay, post-retirement benefits, deferred compensation or other long-term fringe benefits, such as group insurance and long-term disability pay.

**Consumer Price Index (CPI)** - A measure of the cost of living compiled by the US Bureau of Labor Statistics. These indices of inflation are calculated regularly for the United States, California, some regions within California, and selected cities. The CPI is one of several measures of economic stability or change.

**Contingent liabilities** - Items which may become liabilities as a result of conditions undetermined at a given date, such as guarantees, pending law suits, judgments under appeal, unsettled disputed claims, unfilled purchase orders, and uncompleted contracts. All contingent liabilities should be disclosed within the basic financial statements, including the notes thereto, when there is a reasonable possibility a loss may occur.

**Contracted services** - Services rendered by organizations or personnel who are not on the payroll of the college district, including all related expenses covered by the contract.

**Controlling account** - A summary account, usually maintained in the general ledger, in which is entered the aggregate of the debit and the credit postings to a number of identical, similar, or related accounts called subsidiary accounts. Its balance equals the sum of the balances of the subsidiary accounts.

**Cost** - The amount of money or other consideration exchanged for property or services. Cost may be incurred even before money is paid; that is, as soon as liability is incurred.

**Cost accounting** - That method of accounting which provides for assembling and recording of all the elements of cost incurred to accomplish a purpose, to carry on an activity or operation, or to complete a unit of work or a specific job.

**Cost of Goods Sold** - The dollar amount incurred for materials, labor, etc., used in producing a good sold during the period. For example, amount paid for lumber, labor, or utilities used to manufacture a chair would be the cost of that item.

**Cost of living adjustment (COLA)** - A reflection of the percentage change of the Implicit Price Deflator for State and Local Government Purchases of Goods and Services for the United States, as published by the United States Department of Commerce, from the fourth calendar quarter of the prior year to the fourth calendar quarter of the latest available year rounded up to the next hundredth. Depending upon State funds, this index is used to compute a cost of living adjustment augmentation to community college districts. Most commonly used to refer to percentage adjustments on salary schedules, i.e., a 2.41% COLA.

**Current assets** - Assets that are available or can be made readily available to pay for the cost of operations or to pay current liabilities.

**Current Expense of Education (CEE)** - EC §84362, CCR §59200 et seq. The Unrestricted General Fund expenditures of a community college district in objects of expenditure 1000 through 5000 and 6480 (equipment replacement sub object) for activity codes 0100 through 6700. Excluded from the current expense of education are expenditures for student transportation, food services, community services, lease agreements for plant and equipment, and other

costs specified in law and regulations. Amounts expended from State Lottery proceeds are also excluded. (See 50 Percent Law.)

**Current liabilities** - Amounts due and payable for goods and services received prior to the end of the fiscal year. Current liabilities are paid within a relatively short period of time, usually within a year.

**Debt limit** - The maximum amount of bonded debt for which an entity may legally obligate itself.

**Debt service** - Expenditures for the retirement of principal and interest on long-term debt.

**Deferred charges** - Expenditures which are paid for prior to their occurrence. Examples include discounted bonds sold and prepaid expenses, such as insurance.

**Deferred income** - Revenue received prior to being earned such as bonds sold at a premium, advances received on Federal or State program grants, or registration fees received for a term in a subsequent fiscal year.

**Deficit** - (1) Excess of liabilities over assets. (2) The excess of expenditures or expenses over revenues during an accounting period.

**Depreciation** - Expiration of the service life of fixed assets, other than wasting assets, attributable to wear and tear, deterioration, action of the physical elements, inadequacy and obsolescence. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.

**Designated income** - Income received for a specific purpose.

**Direct activity charges** - Charges for goods or services that exclusively benefit the activity.

**Direct expenses or costs** - Expenses specifically traceable to specific goods, services, activities, programs, functions, units, or departments. Direct

expenses or costs differ from indirect expenses or costs in that the latter cannot be specifically traced and so must be allocated on some systematic and rational basis.

**Disabled Student Programs and Services (DSPS)** –

The purpose of these special programs and services is to integrate the disabled student into the general college program; to provide educational intervention leading to vocational preparation, transfer or general education; and to increase independence or to refer student to the community resources most appropriate to their needs.

**Drug-free Workplace** – All institutions receiving grants from any federal agency must certify that they will provide a drug-free workplace.

**Education Code** - The body of law that regulates education in California. Other laws that affect colleges are found in the Government Code, Public Contracts Code, Penal Code and others.

**Employee benefits** - Amounts paid by an employer on behalf of employees. These amounts are not included in the gross salary, but are over and above. While not paid directly to employees, they are nevertheless a part of the cost of salaries and benefits. Examples are (1) group health or life insurance payments; (2) contributions to employee retirement plans; (3) district share of O.A.S.D.I. (Social Security) taxes; (4) worker's compensation payments.

**Encumbrances** - Commitments related to unperformed (executory) contracts for goods and services. Used in budgeting, encumbrances are not GAAP expenditures or liabilities but represent the estimated amount of expenditures ultimately to result if unperformed contracts in process are completed.

**Ending Balance** - A sum of money available in the district's account at year end after subtracting accounts payable from accounts receivable or the difference between assets and liabilities at the end of the year.

**Enrollment Cap** - A limit on the number of students (FTES) for which the State will provide funding.

**Enrollment fees** - Imposed for the first time in 1984,

a per-credit unit fee assessed all students enrolled in community college classes. Originally established at \$50 per semester for 6 or more credit units and \$5 per unit for less than 6 credit units, this required student fee is set by the State. The current rate of \$20 per semester credit was effective Spring, 2007.

**Enterprise Funds** - A subgroup of the Proprietary Funds Group used to account for operations when the governing board has decided either that the total cost of providing goods and services on a continuing basis (expenses including depreciation) be financed or recovered primarily through user charges; or that the periodic determination of revenues earned, expenses incurred, and/or net income is appropriate for capital maintenance, public policy, management control, accountability, or other purposes.

**Entitlement** - An amount of money to which an entity has a right as determined by the granting or awarding party.

**Entry** - (1) The record of a financial transaction in its appropriate book of account. (2) The act of recording a transaction in the financial books.

**Extended Opportunity Programs and Services (EOPS)** – Amounts apportioned for the purpose of providing allowable supplemental services through EOPS to encourage enrollment of students handicapped by language, social and/or economic disadvantages.

**Equalization** - State funding effort to provide funds to districts in an effort to minimize the revenue per FTES differences between districts based upon funds available for this purpose.

**ERAF (Educational Revenue Augmentation Fund)**

- Implemented in 1992-93, ERAF legislation allows a portion of local property tax going to counties, cities and other local agencies to be redirected to educational agencies within that county.

**Estimated income** - Expected receipt or accruals of monies from revenue or nonrevenue sources during a given period.

**Expenditures** - Amounts disbursed for all purposes. Accounts kept on an accrual basis include all charges

whether or not cash has been paid out. Accounts kept on a cash basis include only actual cash disbursements.

**Expendable Trust Fund** - A Trust Fund whose resources, including both principal and earnings, may be expended. Expendable Trust Funds are accounted for in essentially the same manner as governmental funds.

**Expense of Education** – See Current Expense of Education.

**Expenses** - Outflow or other use of assets or incurrence of liabilities (or a combination of both) from delivering or producing goods, rendering services or carrying out other activities that constitute the entity's ongoing major or central operation.

**Fees** - Amounts collected from or paid to individuals or groups for services or for use of facilities.

**Fiduciary Funds Group** - A group of funds used to account for assets held by the district in a trustee or agent capacity on behalf of individuals, private organizations, student organizations, other governmental units, and/or other funds.

**Fifty (50) percent law** - A law (Education Code 84362) requiring districts to spend at least 50% of its current expense of education on the salaries and benefits of classroom instructors and instructional aides. The intent of the statute is to limit class size and contain the relative growth of administrative and non-instructional costs.

**Final Budget** - The district budget that is approved by the Board in September, after the state allocation is determined.

**Financial Aid** - Funds designated for grants and loans to students which includes federal Pell grants, college work study, state funded EOPS grants and fee waiver programs. See more detail under Student Financial Aid.

**Fiscal Crisis and Management Assistance Team (FCMAT)** - A non-profit organization that provides fiscal advice, management assistance, training and other related educational business services.

**Fiscal year** - For governmental entities in the State of California, the period beginning July 1 and ending June 30. Otherwise, it is usually a period of one year, which can by agreement begin at any time and end one year later.

**Fiscally Independent/Fiscally Dependent** - A government agency is fiscally independent if it can (1) determine its budget without another government having the substantial authority to approve and modify that budget, (2) levy taxes or set rates or charges without substantive approval by another agency and (3) issue bonded debt without substantive approval by another agency. A government agency is fiscally dependent if it is unable to complete one or more of these procedures without the substantive approval of another government agency.

**Fixed assets** - Assets of a permanent character which have continuing value such as land, buildings, machinery, furniture, and equipment.

**Fixed costs** - Those costs that remain relatively constant regardless of enrollment or volume of business. Examples include interest, insurance, and contributions to retirement systems.

**FOAP or FOAPAL** - Banner software system's acronym for the account distribution which stands for Fund-Organization-Account-Program-Activity-Location.

**Foundation** - A separate entity created by districts as an auxiliary organization or 501(c)3 to receive, raise and manage funds from private sources.

**Full-time Equivalent (FTE) Employees** - Ratio of the hours worked based upon the standard work hours of one full-time employee. For example, classified employees may have a standard workload of 37.5 hours per week; if several classified employees worked 450 hours in one week, the FTE conversion would be 450/37.5 or 12 FTE.

**Full-time Equivalent Students (FTES)** - One FTES represents 525 class (contact) hours of student instruction/activity in credit and noncredit courses. Full-time equivalent student (FTES) is one of the workload measures used in the computation of State support for California community colleges. Replaces

ADA. (See form CCFS-320, "Apportionment Attendance Report.")

**Functional accounting** - A system of accounting in which records are maintained to accumulate income and expenditure data by purpose and usually are further classified within generalized functional areas such as instruction, administration, or operations.

**Fund** - An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein.

**Fund balance** - (1) The fund equity of Governmental Funds and Trust Funds; (2) the difference between assets and liabilities within a fund.

**Fund group** - Compilation of two or more individual funds used to report sources and uses of resources in providing some major service or group of services.

**Gann Limit** - See Annual Appropriation Limit.

**Garnishment** - a means of collecting a monetary judgment against a defendant by ordering a third party (the **garnishee**) to pay money, otherwise owed to the defendant, directly to the plaintiff.

**General Fixed Asset Accounting Group (GFAAG)** - A self-balancing group of accounts set up to account for fixed assets used in operations accounted for in governmental funds. General fixed assets include all fixed assets not accounted for in Proprietary Funds or in Trust and Agency Funds.

**General Fund** - The fund used to account for the ordinary operations of the district. It is available for any legally authorized purpose not specified for payment by other funds.

**General ledger** - A book, file, or other device in which accounts are kept to the degree of detail necessary to summarize the financial transactions of the community college system. General ledger accounts may be kept for any group of items of receipts or expenditures.

**General Long-Term Debt Account Group (GLTDAG)** - A self-balancing group of accounts set up to account for the unmatured general long-term debt of a community college district that is expected to be repaid from governmental funds.

**General Obligation (GO)Bond** - A governmental debt instrument voted in by a minimum 2/3 vote (or 55% for a Prop 39 bond) and paid through an increase in property taxes.

**General Reserve** - An account to record the reserve budgeted to provide operating cash in the succeeding fiscal year until taxes and State funds become available.

**General Revenue** - An amount determined by the statewide allocation formula for each community college district to be its base revenue, the major source of revenue for general unrestricted purposes. Components consist of property taxes, ERAF, 98% of enrollment fees, and State apportionment.

**Generally Accepted Accounting Principles (GAAP)** - Uniform minimum standards and guidelines for financial accounting and reporting.

**Gift** - Anything of value received from any source for which no repayment or service to the contributor is expected.

**Governmental accounting** - The composite activity of analyzing, recording, summarizing, reporting, and interpreting the financial transactions of a governmental entity.

**Governmental Accounting Standards Board (GASB)** - The authoritative accounting and financial reporting standard-setting body for governmental entities.

**Governmental Accounting Standards Board Statement No. 35 (GASB 35)** - An amendment of GASB Statement No. 34 that incorporates colleges and universities into the new financial reporting model for state and local governments mandated by GASB 34. The new requirements are intended to make annual reports more comprehensive and easier to understand and use.

**Governmental Accounting Standards Board Statement No. 45 (GASB 45)** - An accounting and financial reporting provision requiring government employers to measure and report the liabilities associated with other (than pension) postemployment benefits (or OPEB).

**Governmental funds** - Grouping of funds used to account for activities directly related to an institution's educational objectives.

**Grants** - Contributions or gifts of cash or other assets from another government or private organization to be used or expended for a specified purpose, activity, or facility.

**Headcount** - Represents an unduplicated count of students enrolled in at least one credit course.

**Imprest account** - An account into which a fixed amount of money is placed for the purpose of minor disbursements. As disbursements are made, a voucher is completed to record their date, amount, nature, and purpose. At periodic intervals, or when the money is completely expended, a report with substantiating vouchers is prepared and the account is replenished for the exact amount of the disbursements, and appropriate general ledger accounts are charged. The total of cash plus substantiating vouchers must at all times equal the total fixed amount of money set aside in the imprest account. (See petty cash and revolving cash account.)

**Income** - A term used in proprietary fund-type accounting to represent (1) revenues, (2) the excess of revenues over expenditures.

**Indirect expense or costs** - Those elements of cost necessary in the production of a good or service which are not directly traceable to the product or service. Usually these costs relate to objects of expenditure that do not become an integral part of the finished product or service, such as rent, heat, light, supplies, management and supervision.

**Interfund accounts** - Accounts in which transactions between funds are reflected.

**Interfund transfers** - Money that is taken from one fund and added to another fund without an

expectation of repayment.

**Internal Control** - A plan in which employees' duties are arranged and records and procedures are designed to provide a self-checking system, thereby enhancing accounting control over assets, liabilities, income and expenditures. Under such system, the employees' work is subdivided so that no one employee performs a complete cycle of operations.

**Internal Service Funds** - A subgroup of the Proprietary Funds Group used to account for the financing of goods or services provided on a cost reimbursement basis by one department to other departments within or outside the community college district.

**Intrabudget transfers** - Amounts transferred from one appropriation account to another within the same fund.

**Intrafund transfer** - The transfer of monies within a fund of the district.

**Inventory** - A detailed list showing quantities and description of property on hand at a given time. It may also include units of measure, unit prices, and values.

**Investments** - Securities, real estate, etc., held for the production of revenues in the form of interest, dividends, rentals, or lease payments. The term excludes fixed assets used in governmental operations.

**Invoice** - An itemized statement of charges from the vendor to the purchaser for merchandise sold or services rendered.

**Journal** - Any accounting record in which financial transactions of an entity are formally recorded for the first time, e.g., the cash receipts book, check register, and journal voucher.

**LAIF - Local Agency Investment Fund**. It is a voluntary program created by statute; began in 1977 as an investment alternative for California's local governments and special districts.

**LEA** - Local Educational Agency.

**Ledger** - A group of accounts in which are recorded the financial transactions of a governmental unit or other organization. (See also General ledger and Appropriation ledger.)

**Liabilities** - Debt or other legal obligations (exclusive of encumbrances) arising out of transactions in the past that must be liquidated, renewed, or refunded at some future date.

**Loan-to-Own Program** - Begun in 1997, the Loan-to-Own program provides a means of financing a computer purchase by employees of the District. Based upon the premise that personally accessible computer use will enhance the technological abilities of our employees and thus have a direct benefit to the District, repayment of these loans are through payroll deduction. The program was the result of a recommendation from the District Instructional Technology Council (DITC) in cooperation with the District Bookstores.

**Lottery** - Funds derived from State lottery sales that began in 1985. Approximately 34% must be distributed to public schools and colleges that must be used for "education of pupils". Allocation is based upon prior year resident and non-resident attendance.

**Mandated Costs**

School district expenses which occur because of federal or state laws, decisions of state or federal courts, federal or state administrative regulations, or initiative measures. (See SB 90, 1977.) Mandated costs are reimbursable by the state when funded by the legislature.

**Modified accrual basis** - (modified cash basis). Any method of accounting that combines the concepts of cash basis accounting with those of accrual accounting. Under the modified accrual basis those items of revenue for which a valid receivable can be recorded in advance of their due date, such as property taxes, should be recognized on the accrual basis; all other revenue items are recognized on the cash basis because the time of collection generally coincides with the determination of the amounts.

**Noncredit** - Courses that are taught for which no college credit is given. The state reimbursement is less than for credit courses.

**Nonexpendable Trust Fund** - A Trust Fund, the principal of which may not be expended. Nonexpendable Trust Funds are accounted for in essentially the same manner as Proprietary Funds.

**Nonresident Tuition** - A student who is not a resident of California is required, under the uniform student residency requirements, to pay tuition. The fee shall not be less than the average statewide cost per student, and is set by the local board of trustees.

**Nonrevenue receipts** - Amounts received that either incur an obligation that must be met at some future date or change the form of an asset from property to cash and therefore decrease the amount and value of property. Money received from loans, sale of bonds, sale of property purchased from capital funds, and proceeds from insurance adjustments constitute most nonrevenue receipts.

**Object** - Expenditure classification category of an item or a service purchased.

**Obligations** - Amounts that an entity may be legally required to pay out of its resources. Included are not only actual liabilities but also unliquidated encumbrances. (See Liabilities.)

**Office Hours** (as applied to Teaching Faculty) - those times of the week that instructional teachers are expected to be in the office and available to confer with their students. For payroll purposes for *part time instructional* faculty, this is calculated at one (1) Office Hour paid per 3 units (pro-rated for less than three units taught per semester).

**Operating Expenses** - Expenses related directly to the fund's primary activities.

**Operating Income** - Income related directly to the fund's primary activities.

**Other Post Employment Benefits (OPEB)** - primarily refers to retiree healthcare benefits.

**Partnership for Excellence (PFE)**- (Section 84754 of the Education Code) State program in support of community colleges approved as part of the 1998-99 State Budget within SB 1564, the major education trailer bill. This was a mutual commitment by the

State and the community college system to significantly expand the contribution of the community colleges to the social and economic success of California. Partnership for Excellence funding was folded into the base apportionment in 2004-05.

**PERB** - **Public Employment Relations Board**, established to regulate collective bargaining between school districts and employees. Formerly called EERB.

**PERS** - The **Public Employee Retirement System**, a State program utilized primarily for non-academic employees. State law requires district classified employees, districts and the State to contribute to the fund for full time classified employees.

**Petty cash** - A sum of money set aside for the purpose of immediate payments of small accounts for which the issuance of a formal voucher and check would be too expensive and time-consuming. (See also imprest account and revolving cash account).

**Position control** - A concept that connotes a position's impact as determined by actual expenditure from the beginning of a fiscal year plus amount set aside to cover appointments for the same, for the remainder of the fiscal year. It provides tracking and maintenance of human resource information including employees, salaries, benefits, salary budgets, etc.

**Posting** - The act of recording in an account in a ledger the data, either detailed or summarized, contained in a book or document of original entry.

**Prepaid expenses** - Goods or services for which payment has been made, but for which benefits have not been realized as of a certain date; e.g., prepaid rent, prepaid interest, and premiums on unexpired insurance. Benefits and corresponding charges to expenses will be borne in future accounting periods.

**Prior Years' Taxes** - Taxes received in the current fiscal year for delinquencies or impounds in previous fiscal years.

**Procurement card** - Begun by the District in 1995, the use of procurement cards has provided an

alternative method for purchasing and paying for small dollar transactions within prescribed limitations. This is an alternative to the use of petty cash or purchase orders.

**Productivity** - A workload measure that looks at the ratio between Weekly Student Contact Hours and Full-time Equivalent Faculty. A general benchmark for productivity is an average class size of 35.

**Program** - Category of activities with common outputs and objectives. A program may cut across existing departments and agencies.

**Program accounting** - A system of accounting in which records are maintained to accumulate income and expenditure data by program rather than by organization or by fund.

**Program-based funding** - Implemented in 1991 as a result of AB 1725 (enacted in 1988), a State method of calculating base revenue for community college districts on multiple workload measures, incorporating economy of scale factor for small districts and small colleges, and establishing standards and corresponding funding specified levels to achieve standards. This is not a spending formula. This formula was superseded by SB361.

**Program costs** - Costs incurred and allocated by program rather than by organization or by fund.

**Property tax rate** - See Tax rate.

**Proposition 20** - Provides one-half of any increase beyond the current amount allocated to public education from state lottery revenues be allocated for purchase of instructional materials.

**Proposition 98** - A voter-approved amendment in 1988 to California's Constitution that protects education from cuts that have struck some of the other services supported through the state's budget. It also ensures that schools enjoy a large share of any increase in state revenues. The allocation depends on changes in enrollment, per capita personal income, and projections of state tax revenues.

**Proprietary Funds Group** - A group of funds used to account for those ongoing government activities which, because of their income-producing character, are similar to those found in the private sector.

**Proration** - Allocation of expenditures or income from a single source to two or more accounts to show the correct distribution of charges or income.

**Protested (impounded) taxes** - Tax money paid under protest and held by the county auditor pending settlement of the protest.

**Purchase order** - A document issued to a vendor to authorize the delivery of specified merchandise or the performance of certain services and the cost of same.

**Real property** - Property consisting of land, buildings, minerals, timber, landscaping, and related improvements.

**Rebate** - Abatement or refund which represents the return of all or part of a payment.

**Reclassification** - Redesignation of current year's income or expenditure items previously posted to one account and later determined to be more properly charged to a different account.

**Requisition** - A document submitted initiating a purchase order to secure specified articles or services.

**Reserve** - An amount set aside to provide for estimated future expenditures or losses, for working capital, or for other specified purposes.

**Reserve for Encumbrances** - The segregation of a portion of a fund balance to provide for unliquidated encumbrances. Separate accounts may be maintained for current and prior year encumbrances.

**Resources** - All assets owned including land, buildings, cash, estimated income not realized and, in certain funds, bonds authorized but unissued.

**Restricted accounts** - Cash and/or other assets which are limited as to use or disposition by their source. Their identity is therefore maintained and their expenditure or use is also recorded separately.

**Restricted Funds** - Money that must be spent for a

specific purpose either by law or by local board action. Revenue and expenditures are recorded in separate funds. Funds restricted by board action may be called "designated" or "committed" to differentiate them from those restricted by external agencies.

**Revenue** - Increase in net assets from other than expense or expenditure refunds or other financing sources.

**Revolving cash account** - A stated amount of money authorized by the district governing board to be used primarily for emergency or small sundry disbursements. The fund is reimbursed periodically through properly documented expenditures which are summarized and charged to proper account classifications.

**SB 361** - Funding formula for community colleges passed in 2006. Calculates base revenue to include: a foundation grant based on number and size of colleges and centers within a district, and an amount per FTES that is the same statewide.

**Sales and use tax** - A tax imposed upon the sale of goods and services. The use tax is paid in lieu of the sales tax on goods purchased outside the State, but intended for use in the State.

**Scheduled Maintenance** - A defined schedule for major repairs of buildings and equipment. Some matching state funds may be available to districts for a scheduled maintenance program.

**Schedules** - Explanatory or supplementary statements that accompany the balance sheet or other financial statements.

**Scholarship and Loan Fund** - The fund designated to account for monies received and disbursed for scholarships, grants-in-aid, and loans to students.

**Secured roll** - Assessed value of real property, such as land, buildings, secured personal property, or anything permanently attached to land as determined by each county assessor plus the value of the property of public utilities as determined by the State Board of Equalization.

**Self-insurance Fund** - An Internal Service Fund designated to account for income and expenditures of self-insurance programs.

**Shared revenue** - Revenue collected by one governmental unit but shared (usually in proportion to the amount collected) with another unit of government or class of governments.

**Shortfall** – An insufficient allocation of money which will require additional appropriation, reduction in expenditures, and/or will result in deficits.

**Site** - Land which has been acquired or is in the process of being acquired. In this report, it may also refer to the college campuses.

**Special Populations** - Used to identify individuals with the same or similar characteristics. Commonly used in connection with categorical funding sources to identify eligible recipients. More specific information about certain categories of special populations may be obtained with the assistance of college staff working in those program areas.

**Special Revenue Funds** - A category of funds used to account for proceeds of specific legally restricted revenue for and generated from activities not directly related to the educational program of the college.

**Stability** - Funds provided by the State Chancellor's Office to districts affected by a decline in the number of students to spread out the resulting loss of base revenue. These funds used to be available over a three-year period but are now only available for the year in which the decline occurs.

**Statements** - Formal written presentations that provide financial information. The term includes exhibits, schedules, and written reports.

**State Apportionment** - An allocation of state money paid to a district on a regular basis once the state budget is enacted.

**State School Fund-Section B** - Monies appropriated by the Legislature for distribution to Community College districts.

**Stores** - (1) A system that enables supplies to be

purchased in large quantities and charged to an asset account. The supplies are charged to the department when distributed. (2) The stockpiling of large amounts of supplies usually in a warehouse for future uses. (3) Large quantities of supplies in storage. The long-standing District Stores program was eliminated in 1996 with the incorporation of the purchase and distribution of stores items through the District bookstores as well as several arrangements with local suppliers.

**STRS** or CalSTRS- State Teachers Retirement System, a State program for academic employees.

**Student Body Fund** - A fund to control the receipts and disbursements for student association activities.

**Student Financial Aid Fund** - The fund designated to account for the deposit and payment of student financial aid including grants and loans or other monies intended for similar purposes and excluding administrative costs.

Federal Aid:

Pell Grants

SEOG – Supplemental Educational Opportunity Grant

Perkins

State Aid:

EOPS

Cal Grant

**Subsidiary account** - A related account that supports in detail the debit and credit summaries recorded in a controlling account.

**Subsidiary ledger** - A group of subsidiary accounts, the sum of the balances of which equal the balance of the related controlling account.

**Subvention** - A grant or provision of assistance or financial support, usually from a one government unit to a subordinate jurisdiction.

**Summary** - Consolidation of like items for accounting purposes.

**Supplanting** - Use of one type of funds to provide goods or services previously paid for with another type of funds. Generally, this practice is prohibited when State or Federal funds are used to replace local funds.

**Supply** - A material item of an expendable nature that is consumed, wears out, or deteriorates in use; or one that loses its identity through fabrication or incorporation into a different but more complex unit or substance.

**Tax liens** - Claims by governmental units upon properties for which taxes levied remain unpaid.

**Tax rate** - The amount of tax stated in terms of a unit of the tax base; for example, 25 mills per dollar of assessed valuation of taxable property.

**Tax rate limit** - The maximum rate of tax that a governmental unit may levy.

**Tax redemption** - Proceeds from the sale of tax-delinquent property.

**Tax relief subventions** - Amounts received to compensate community colleges for revenues lost due to tax exemptions, such as that for business inventory or owner-occupied property.

**Tax Revenue Anticipation Notes (TRAN)** - Instruments issued to secure short-term monies borrowed in expectation of collection of taxes. The District participates in the TRAN program to alleviate cash flow problems caused by the non-receipt of State apportionment funding which is provided on a monthly formula basis. San Mateo's general revenue consists of local property taxes, ERAF, student enrollment fees, and State apportionment. The major source of District revenue is through taxes which are credited to the District's account twice a year. TRAN assists with necessary cash flow during delays in apportionment.

**Tax roll** - A list showing the amount of taxes levied against each taxpayer or property.

**Taxes** - Compulsory charges levied within its boundaries by a governmental unit against the income or property of persons, natural or corporate, to support its activities for the common benefit.

**Taxes Receivable** - An asset account representing the collected portion of taxes not yet apportioned to an entity at the close of the fiscal year.

**Tentative Budget** - Budget approved by the board in June, prior to when state allocations have been finalized.

**TOPS** - Taxonomy of Programs and Services. Districts are required for State purposes to report the expenditures by categories identified in the CCFS 311. The major categories are:

- Instructional
- Instructional Administration
- Instructional Support Services
- Admissions and Records
- Counseling and Guidance
- Other Student Services
- Operation and Maintenance
- Planning and Policy Making
- General Institutional Support
- Community Services
- Ancillary Services
- Property Acquisitions
- Long-term Debt
- Transfers
- Appropriations for Contingencies

**Title 5, California Code of Regulations** - The section of the California Administrative Code that regulates community colleges. The Board of Governors adopts Title 5 regulations.

**Transfers** - Monies that are transferred to and from reserve accounts.

**Trial Balance** - A list of the balances of the accounts in a ledger kept by double entry with the debit and credit balances shown in separate columns. If the total of the debit and credit columns are equal or if their net balance agrees with a controlling account, the ledgers from which the figures are taken are said to be "in balance."

**Trust Fund** - A fund consisting of resources received and held by an entity as trustee to be expended or invested in accordance with the conditions of the trust.

**TTIP - The Telecommunications and Technology Infrastructure Program** which is a program of the Systems Office to augment and support college expenditures for technology and telecommunications.

**Tuition** - An amount charged for instructional services provided to a student. The current 2008-09 rate charged by the District for resident students is \$20 per unit and for non-resident students an additional \$191 per unit.

**Unencumbered balance** - That portion of an appropriation or allotment not yet expended or obligated.

**Unfunded FTES** - FTES that are generated in excess of the enrollment/FTES cap.

**Unrealized gains and losses**

Some short-term investments in securities are actively managed; frequent purchases and sales generally are made with the objective of generating profits on short-term differences in price. Based upon the change in fair market value of these investments, an adjusting entry is made to the income statement recognizing the change (gain/loss) in order to report the current fair market value. For the District, this entry is made at year-end based upon the investment portfolio as of June 30.

**Unrealized income** - (1) Estimated income less income received to date; (2) the estimated income for the remainder of the fiscal year.

**Unrestricted Funds** - Generally those monies of the General Fund that are not designated by law or a donor agency for a specific purpose. They are legally regarded as unrestricted since their use is at the Board's discretion.

**Unsecured roll** - Assessed value of personal property other than secured property.

**Variable costs** - Costs that fluctuate directly with enrollment or volume of business, as opposed to fixed costs.

**Vocational and Applied Technology Education Act of 1990 (VTEA or VATEA)** - Federal act which provides funds for special studies, demonstration projects, and supplemental services to special populations. Refer to the following publications for more specific information:

1. California State Plan for Carl D. Perkins Vocational and Applied Technology Education Act

Funds, 1991-1994

2. Guidelines for Application/Plan, Request/Claim for Funds and Program Evaluation, Carl D. Perkins Vocational and Applied Technology Education Act of 1990

3. Federal Register, Volume 57, Number 58, August 14, 1992

**Voucher** - Any document that supports or verifies a certain financial transaction, usually indicating the account in which it is to be recorded.

**Warrant** - A written order drawn by the governing board or its authorized officer(s) or employee(s) and allowed by the county auditor, directing the county treasurer to pay a specified amount to a designated payee. A warrant may or may not be payable on demand and may or may not be negotiable.

**Webtime Entry** - Time Entry and Payroll Processing that collects time sheet data for hours worked, calculates and generates reports to process paychecks, and maintains pay history data. This feature is currently available to a limited population of SMCCCD part time employees and students and will be expanded as necessary.

**Weekly Student Contact Hours (WSCH)** - The number of weekly hours that a student spends in classes for a full-census course (17 weeks). For example, three WSCH for a three unit course. It is part of the formula used to determine faculty workload.

**Withhold** - Money deducted from an amount payable to an employee or a business (e.g., Federal and State income taxes withheld from employee payroll checks and, by contract agreement, the amount retained until final inspection and acceptance on construction projects).

**Work Order or Work Request** - A written authorization for the performance of a particular job containing a description of the nature and location of the jobs and specifications for the work to be performed. At SMCCCD, the online forms are available on the district portal page for Facilities and ITS (Information Technology Services).