



Chancellor's Chat

June 18, 2015

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BUDGET UPDATE FROM THE CCC CHANCELLOR'S OFFICE

Over the past several months, Colleges, District Office, District Budget Committee and others have exceptionally worked together to formulate a strategic budget for the upcoming years. The District Budget Committee (DBC) collegially has recommended to the Chancellor a number of assumptions for the upcoming fiscal year. The recommendations include the COLA, funded growth, and most importantly the allocation of FTES to our Colleges. The DBC recommended that our Districts moves away from our current Resource Allocation Model. This recommendation is based upon the October 2014 Collaborative Brain Trust Report on SBCCD Enrollment Management and the Enrollment Management Task Force 1 proposals. We believe that this new model provides clear goals and expectations from both colleges, allows Valley College to continue growing, allows Crafton Hills College to grow and move toward a sustainable budget, provides funding from the district, and places the district in a position to recapture additional FTES that other districts cannot.

The State Chancellor's Office has proposed a new Funding Growth Formula, which might be implemented over the next several months. Based on preliminary results, our District should be serving 2.12% of the State's entire community college population. Currently, however, it only receives funding to serve 1.28%. With the new State formula, SBCCD can expect a significant increase in growth finding – approximately 6.74%. This is expected to be a one-time adjustment to align the allocation of FTES among all districts based on the needs calculation. Beginning in 2016-17, it is anticipated that growth will be equally distributed among all districts.

Over the next several weeks, DBC will work on incorporating and recommending to the Chancellor the allocation of FTES to our Colleges based on the new proposed growth formula, the

expected increase in base allocation, expected increase in full-time faculty funding, and one-time funds into this new Resource Allocation Model. For a full list of DBC agendas, minutes, recommendations and presentations, please visit the DBC's website at:

http://www.sbccd.org/District_Faculty_-_a-Staff_Information-Forms/District_Committee_Minutes/District_Budget_Committee

Below is a list of milestones for the upcoming 3 months:

Date	Task
June 18	Begin discussion on additional growth based on the proposed growth formula
July 16	Make final recommendations to Chancellor (to include FTES allocation, base funding allocation, full-time faculty funding and one-time funds)
August 20	DBC to review Final Budget
September 8	Board Study Session
September 10	Board Approval

ACCJC TASK FORCE UPDATE

We continue to move forward with the progress we have made with the ACCJC Task Force. We have a first draft of the District's response to the ACCJC District recommendations. Our plan is to share this with our constituents during the fall. We will also schedule at least 2-3 "Town Hall" type meetings for each site (CHC, SBVC, District) as well as anticipate a presentation to the Board in January. The draft

is currently being reviewed by Chancellor's Cabinet. Many thanks go to Dr. Glen Kuck for his excellent facilitation of the process.

STATE CHANCELLOR'S OFFICE BOARD OF GOVERNORS ADOPTS NEW GOAL FRAMEWORK

In an effort to identify and scale-up effective practices, provide technical assistance and training, and support colleges facing operational challenges, the Institutional Effectiveness Division of the California Community Colleges' State Chancellor's Office has implemented a new goal framework which was adopted by the Board of Governors. Ultimately, this framework is designed to measure the ongoing condition of a community college's operational environment. The program overlays academic affairs, student services, workforce and economic development, research and fiscal services. The framework focuses on four primary operational areas: (1) student performance, (2) accreditation, (3) fiscal health, and (4) compliance with state and federal guidelines. The specific indicators can be found as attached. [\(see page 7\)](#)

DISTRICT DEPARTMENT UPDATES: HUMAN RESOURCES

On a regular rotating basis, I will share updates on different departments within the District. This information will be shared with our constituent groups at District Assembly and will also be distributed via email to all users on our global list so that everyone is kept up to date

on what is happening at the District. Last month you received updates from Technology and Educational Support Services and Fiscal Services. Please find attached an update on the following (see page 8):

- Vacancy and Recruitment Tracking
- Staffing Plan
- Legislation Updates

ENTERPRISE RESOURCES PLANNING (ERP) STATUS

The District has begun the process of developing the best approach to meet our system needs for business, finance, human resources and payroll. As the initial step, we will be issuing an RFP to evaluate various ERP systems that can potentially meet our needs and desire to improve our business processes. Furthermore, as part of this process, we will be evaluating the feasibility to become fiscally independent from the San Bernardino County Superintendent of Schools, which would improve the timeliness of fiscal and business transactions.

We have created various user groups in order to evaluate the various ERP systems. These groups are formed by College and District staff, end users, expert users, deans and managers. These evaluation groups have met a number of times which included educational demos from five different vendors over a period of two days. Our next step is to release the Request for Proposals (RFP) on June 22, 2015.

The steps of our proposal will be as follows:

Step One:

Vendors will be invited to submit proposals in response to the RFP. No cost information is desired from vendors in Step One of the procurement process.

Step Two:

The District selection committee will evaluate vendors' written responses with respect to the District's needs and important criteria, as presented in the RFP. Qualified vendors will be invited to continue in the procurement process.

Step Three:

Qualified vendors will be asked to perform in-depth product demonstrations. Such demonstrations will be based upon the District's specific functional needs and requirements.

Step Four:

After a thorough evaluation of vendors' proposals and on-site demonstrations, the District will solicit proposed pricing from qualified vendors. Furthermore, the District may ask qualified vendors to refine their proposals for various products and services. At the conclusion of such a process, the District will make a final recommendation to the District's Governing Board to authorize a contract.

Estimated Dates and Timeframes:

Event	Date/Timeframe
Release of RFP	June 22, 2015
Deadline for vendors' questions to the District	June 30, 2015
Deadline for the District to respond	July 8, 2015

to vendor questions	
Deadline for vendors' submission of proposals	July 16, 2015
Selection of vendors who will be invited to give on-site demonstrations	July 23, 2015
Onsite vendor demonstrations and presentations	August 24–27, 2015 September 8–11, 2015 September 22–25, 2015
Request for Pricing Proposals issued	Week of Sept 28, 2015
Pricing Proposals Due	Week of Oct 19, 2015
Finalization of contract terms and pricing	Nov 2015
Approval of contract award by the District's Board	Dec 2015

- Chancellor's Column: SBCCD helps students become 'college ready' and 'career-ready'
- CPR certification gives students a head start
- SBVC Alum launches #operationsnacksack to feed homeless in San Bernardino
- SBCCD assisting CSUSB with STEM camp for middle school students
- SBCCD hires new director for facilities planning and construction
- SBCCD Honored With Fourth Distinguished Budget Presentation Award
- SBVC Auditorium renovation project wins honors
- SBVC Sports Roundup
- Where are they now?

SBCCD IN THE NEWS

The SBCCD in the News for 06.18.2015 can be viewed at:

http://www.sbccd.org/District_News_and_Events/Press_Room_and_Publications/SBCCD_in_the_News?folder=2015%2fJune+2015%2fWeek+of+06.18.2015

The following stories were included:

- After Student Complains About Novels, a Fiction Course Will Get a Disclaimer
- An Evening of Classical Ballet set at CHC
- Art Students from CHC Exhibit in Bosnia

More news on the District can be viewed [here](#)



MY VISION

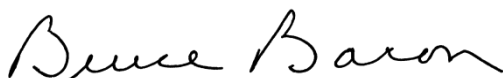
As I continue to reflect on my vision for the San Bernardino Community College District, I feel, stronger than ever, the importance of maintaining my commitment to these ideals. We have been successful in many areas of this vision. In other areas, the progress toward the vision will take time, but I remain faithful in the desire to achieve these ideals.

We Will:

- Be considered the "best" community college in the State.
- Build a culture of trust with open and respectful communication.
- Increase all partnerships with business and industry, other academic institutions, non-profit agencies so that we can be stronger through combining resources and working together.
- Improve student success as measured by the State Chancellor's Office and any additional indicators that we determine are appropriate.
- Increase our resource development and bring new grants and fundraising dollars to the colleges.
- Continue to develop and implement new academic programs that Meet the needs of our community.
- Use technology to work smarter and to improve opportunities for student success.
- Provide service to students that reflects quality and excellence.
- Enhance our safety programs and be responsive to staff concerns about environmental health and safety.
- Hold professional development, including wellness, to be an integral part of our commitment to faculty and staff.
- Be good stewards of the environment and continue to develop and implement the SBCCD Sustainability Plan and alternative energy programs.

Please let me know how I can help you in the performance of your important work on behalf of our great District.

Sincerely,



Bruce Baron
Chancellor



Q&A – Do you have a question you would like answered?

The Chancellor invites questions about the information we have shared.

MISSION STATEMENT

The mission of the San Bernardino Community College District (SBCCD) is to promote the discovery and application of knowledge, the acquisition of skills, and the development of intellect and character in a manner that prepares students to contribute effectively and ethically as citizens of a rapidly changing and increasingly technological world.

This mission is achieved through the District's two colleges, San Bernardino Valley College (SBVC) and Crafton Hills College (CHC); the Economic Development and Corporate Training Center (EDCT); and public broadcast system (KVCR TV-FM) by providing to the students and communities we serve; high quality, effective and accountable instructional programs and services.

BOARD OF TRUSTEES

The Board of Trustees of the San Bernardino Community College District is the governing body of the District. The Board is established by, and derives its power and duties from, the Constitution of the State of California and the Statutes of California as adopted by the Legislature and issued in the California Education Code, and the directives of the Board of Governors, California Community Colleges, listed in Title V, California Code of Regulations.

Seven trustees, elected from your communities, and two student representatives elected by their respective campuses govern the San Bernardino Community College District. Trustees serve a four-year term, while the non-voting student trustees serve a one-year term.

All regular and special meetings of the Board, except as otherwise required or permitted by law, are open to the public so that citizens may have the benefit of Board deliberations concerning items under consideration.

[John Longville, President](#)

[Dr. Kathleen \(Katy\) Henry, Vice President](#)

[Joseph Williams, Clerk](#)

[Donna Ferracone, Trustee](#)

[Dr. Donald L. Singer, Trustee](#)

[Esmeralda Vazquez, CHC Student Trustee](#)

[Gloria Macías Harrison, Trustee](#)

[Nickolas W. Zoumbos, Trustee](#)

[Thomas Robles, SBVC Student Trustee](#)



Institutional Effectiveness Partnership Initiative Advisory Committee
Framework of Indicators

College/District Indicator	Brief Definition
Student performance and outcomes	
Completion Rate (Scorecard):	Percentage of degree, certificate and/or transfer-seeking students starting first time in 2008-09 tracked for six years through 2013-14 who completed a degree, certificate or transfer-related outcomes.
· College-Prepared	Student's lowest course attempted in Math and/or English was college level
· Unprepared for College	Student's lowest course attempted in Math and/or English was pre-collegiate level
· Overall	Student attempted any level of Math or English in the first three years
Remedial rate (Scorecard):	Percentage of credit students tracked for six years through 2013-14 who started first time in 2008-09 below transfer level in English, mathematics, and/or ESL and completed a college-level course in the same discipline
· Math	See above
· English	See above
· ESL	See above
Career Technical Education Rate (Scorecard)	Percentage of students tracked for six years through 2013-14 who started first time in 2008-09 and completed more than eight units in courses classified as career technical education in a single discipline and completed a degree, certificate or transferred
Successful course completion (Datamart)	Percentage of students who earn a grade of "C" or better or "credit" in 2013-14.
Completion of degrees (Datamart)	Number of associate degrees completed in 2013-14
Completion of certificates (Datamart)	Number of Chancellor's Office-approved certificates completed in 2013-14
Number of students who transfer to 4-year institutions (Datamart)	Number of students who transfer to a four-year institution, including CSU, UC, or private university in 2013-14. ¹
Accreditation Status	
Accreditation status	Latest ACCJC action: Fully Accredited, Reaffirmed Fully Accredited, Warning Fully Accredited, Probation Fully Accredited, Show Cause Fully Accredited, Restoration
Date of next visit	Informational item - no target collected.
Fiscal viability and programmatic compliance with state and federal guidelines	
Salary and Benefits	Salaries and benefits as a percentage of unrestricted general fund expenditures, excluding other outgoing expenditures
Full-Time Equivalent Students	Annual number of full-time equivalent students
Annual Operating Excess/(Deficiency)	Net increase or decrease in unrestricted general fund balance
Fund Balance	Ending unrestricted general fund balance as a percentage of total expenditures
Cash Balance	Unrestricted and restricted general fund cash balance, excluding investments
Audit Findings	Modified opinion, material weaknesses, or significant deficiencies as identified in an annual independent audited financial statement

¹ Metric dependent upon external variables (UC and CSU transfer admission policy) and therefore collected as information. Colleges would NOT be expected to identify a goal.

In year one, three years of baseline trend data would be prepopulated and sent to each college by the Chancellor's Office. Each college would use a collegial consultation process to set goals (short term and long term) for the subsequent year and return a spreadsheet to the Chancellor's Office with the goals in June.



HUMAN RESOURCES DEPARTMENT REPORT

June 1, 2015

Dr. Lisa Norman



VACANCY AND RECRUITMENT TRACKING

District Vacancies

An analysis of all current vacancies is underway. This process has entailed a crosswalk between the data within Questica and the EPICs database to ensure consistency. This is a critical aspect needed for the accuracy of recruiting purposes. This process is also consistent with AP 7120, as a means to address the annual review for the need for new or vacant positions for the upcoming year.

Upon completion of the analysis, high priority positions will be identified and recruitment efforts will be focused within these positions. Second high priority lists as well as those positions less urgent to fill will be identified and a plan of action will be instituted to address filling those positions as well.

Current recruitment efforts include the Human Resource staff working to identify strategies to streamline and fast track the hiring process. For example, establishing an eligibility list/pool, conducting more than one interview for different positions using the same committee(s) on the same day are examples of some ideas that are being generated by staff. A list of recommended strategies that are consistent with policy and procedure will be put forth as part of the action plan for recruitment.

Recruitment Activities

Recent recruitment activities have included the participation at two (2) career fairs. The first fair occurred on May 12, 2015, and was hosted by California State San Bernardino Career EXPO that had more than 40 employers with over 275 students attending the event.

The second fair was hosted by The Inland Empire Veterans Employment Committee on May 29, 2015, that included more than 100 vendors and had 570 registered veterans attending.



CSUSB Career EXPO

STAFFING PLAN

Human Resources Reorganization/Restructure Plan

Based on the various studies and findings provided the Accrediting Commission for Community and Junior Colleges (ACCJC), the College Brain Trust (CBT) and the District Strategic Plan, the following needs of the human resources department within the district have been identified within the reorganization/restructure plan. The plan identified the staffing needs within the department as well as the essential aspects needed to maintain a well-functioning and cohesive human resources department. The plan identifies the addition of two (2) new positions to include Coordinator, Professional Learning and Organizational Effectiveness, a Coordinator, Diversity and Talent Acquisition, and the restructuring of the Human Resource Analyst position to the Employee Relations Officer to expand the role in an effort to better meet the needs of the district. Included in the plan is the realignment of positions, which entailed revising some of the language, contained within job descriptions.

Accreditation

The Human Resources department is currently addressing the various items related to the accreditation findings based on recommendations from the ad-hoc task force. Below each item are specific areas that are currently being addressed or is under review.

1. Reliable data from the Human Resources Department to support position control and other human resources functions.

- a. Questica is currently being used as the primary position control. The HR staff is working toward reconciling EPICS and Questica to ensure accuracy across both systems.

2. Timeliness of employee evaluations.

- a. Updates are being addressed with PeopleAdmin to improve and upgrade the posting of positions as well as tracking for evaluations.

3. Responsiveness and improved timelines for employee hiring.

- a. A flow chart is being developed to improve communication efforts in the establishment of new or vacant positions. This process will ensure a clearly defined approach is understood by all staff from the inception of a needed position through the conclusion of posting.
- b. The timeliness of the hiring process is being addressed by exploring our current practices, recognizing areas that cause delays, and the identification of solutions to work through a more efficient process.

4. Consistent policy interpretation and guidance.

- a. During each staff meeting, HR is reviewing policy, procedure and related articles for clarity and interpretation.
- b. Policy and procedures as related to BPs and APs are being assessed to ensure legislative updates have been incorporated.

5. Completion of the faculty evaluation instrument to include work on Student Learning Outcomes (III.A, III.A.1.b, III.A.1.c, III.A.5, IV.B.3.b).

- a. CTA and HR will be meeting in the fall to discuss updating the SLOs within the faculty evaluation instrument.

College Brain Trust

To comply with Accreditation standards to address long range staffing as well as addressing meeting the expectations within Human Resources, the College Brain Trust (CBT) assessed SBCCD and developed a three (3) year staffing plan.

Below is a brief synopsis of the CBT's evaluation to include direct comments from the report followed by SBCCD's action steps to date.

- *“Training Coordinator in the HR Department who would oversee and facilitate the training and development programs at the District.”* In continuation from the 2010-2013 staffing plan, the following has been recommended for continuation, *“In accord with District Strategic Plan Objective 3.1.1, the Human Resources Department, in consultation with the colleges, will design and implement workshops and/or other professional development experiences to help the colleges develop internal candidates for vacancies that arise due to retirements and other turnover.”*

Action Steps: This position title has been changed to Coordinator, Professional Learning and Organizational Effectiveness within the HR Reorganization/Restructure plan. The intent is for the position to work under the supervision of the vice chancellor to develop professional development training programs to meet the specified expectations.

- *“Evaluations... lack an efficient tracking and follow-up system. Lack of management accountability for past-due evaluations.”*

Action Steps: Discussion with PeopleAdmin is occurring to add the evaluation tracking feature for accountability. Future trainings will be offered to address.

- *“Comparisons of District-wide staffing levels shows SBCCD ranks next to highest in staffing levels when compared to California community college multi-campus districts of similar size.”*

Action Steps: Vacancy tracking, annual review of positions as well as future budget designs will assist in making necessary adjustments to staffing rates within both colleges. This will entail ongoing assessment and review.

- *“Instituting an organizational climate survey.”*

Action Steps: This will be a key role and function of the Coordinator, Professional Learning and Effectiveness.

- *“Examining the reasons recruitments fail, as well as improving recruitment efforts.”*

Action Steps: This will be a key role and function of the Coordinator, Talent and Diversity Acquisition position.

- *“Staff cited HR’s inability to move processes forward in a timely manner due to a shortage of staff.”*

Action Steps: The Human Resources Reorganization and Restructure Plan will assist in meeting the concern relative to the shortage of staff. In turn, it will align positions appropriately and more specifically meet the needs of the district.

District Strategic Plan

As defined by the Strategic Plan, Human Resources is intricately embedded within all aspects by ensuring talented, qualified employees are in place to meet the district’s needs. In turn, the role of the new positions established within human resources to include the Coordinator positions as well as the Employee Relations Officer will assist in helping to meet the established goals. Recruitment, training, diversity, and connecting with the community are essential job functions included within the scope of the positions.

Focused Goals for Human Resources

Institutional Goal 4: Enhanced and Informed Governance and Leadership (Board Initiative 4)

- 4.1 Optimize governance structures and processes throughout the District.
- 4.2 Continuously develop leaders among all groups.

Inclusive Climate

5.1 Value diversity and promote inclusiveness among employees, students, and the community.

Community Collaboration and Value

6.1 Enhance the District's value and image in the communities.

LEGISLATION UPDATES

Patient Protection Affordable Care Act

- A measurement period of 3, 6, or 12 months has to be decided by an employer;
- Administrative period is no more than 90 days;
- Tracking of employees who do not have health coverage will be assessed during the measurement period;
- Employer health coverage must be affordable with employee not paying more than 60% of plan and adequate where employee is not paying more than 9.5% of annual income or within federal poverty rates;
- Employer must meet at least 95% threshold for total coverage of all employees.

District Action(s): The district is using a 12 month measurement period; current assessment has entailed that less than 5% of potential employees are not covered. Based on current plan designs costs, future plan designs will be explored to address more competitive and cost effective plans for single payers.

AB1522 - Healthy Workplaces, Healthy Families Act 2014 (Labor Code Section 245)

- On or after July 1, 2015, those who work for 30 days or more within a year will be entitled to accrue paid sick leave at regular rate of pay;
- Not less than one hour per every 30 hours worked commencing on the first date of employment or the effective date of the new law, whichever comes later;
- Use of sick leave can be used on the 90th day of paid service – does not have to be in similar position, or consecutive days of service;
- Accrued sick days carry over to the following year of employment;
- Pay-out upon separation is not required but if reinstated within a year the accrual is added.

District Action(s): The analysis for 2015-16 has been conducted. A preliminary budget has been set aside to account for the related liability costs.

AB1432 – Child Abuse Reporting

- Effective date January 1, 2015;
- State Department of Education, Office of Child Abuse Reporting, and Dept. of Social Services to provide information on the detection and reporting of child abuse;
- Provide guidance on the responsibilities of mandated reporters;
- Annual training is required using online system or other training program;
- Training must be completed within first six weeks of school or employment;
- Sign-in sheet or certificate of completion is required.

District Action(s): HR is identifying the need for key staff to be trained; particularly those in the Child Development Center and staff who have contact or work with minors, including Middle College. Keenan currently offers this training program.

AB1993 – Student Bullying

- Effective January 1, 2015;
- Requires the State Department of Education to provide an online training module to assist all school staff, administrators, parents, students, community members in their knowledge of bullying and cyberbullying;
- Online training module must include but is not limited to identifying the act of bullying or cyberbullying, and implementing strategies to address it.

District Action(s): As with AB1432, HR is identifying the need for key staff to be trained; particularly those in the Child Development Center and staff who have contact or work with minors, including Middle College. Keenan currently offers this training program.

AB1667 – TB Screening

- Effective January 1, 2015;
- Current law is TB screening within first 60 days of employment and every 4 years thereafter;

- Change is a risk assessment screening in first 60 days of initial employment and if risks are detected then a full TB test is given;
- Same standard applies for four year screening.

District Action(s): The District is currently using the newly established screening process.

POLICIES AND PROCEDURES

Under Review

BP & AP Evaluation 7150 – This policy is currently being reviewed by the Human Resource staff based on recommendations presented by the task force in order to address process, timelines, and to ensure the Accreditation requirements will be met regarding the Standard, III A.1.b.

BP & AP Recruitment and Hiring 7120 – This policy is also being reviewed by the Human Resources staff to address the accreditation issues as related to the efficiency of screening, hiring, and the interview process. A review of other community college practices is currently under way to assess SBCCDs efficiency of practice and implementation of hiring and interviewing prospective employees.

Recommendations

A number of policies are located within other policies. The embedding of such policies makes it difficult to easily locate policies and recognize when policies require updating. Recommendations will be presented that address removing policies that are embedded within others by making them clear and distinct “stand alone” policies. As such, higher priority will be given to those that include changes based on legislative updates.

Respectfully,

Dr. Lisa Norman

Vice Chancellor, Human Resources and Employee Relations