1. Call to Order
   1.01 Call to Order

2. Review of Consultation Council Notes
   2.01 Review of the August 2, 2012 Consultation Council Notes

3. Board Meeting Agenda Review
   3.01 Review and discuss Board of Trustees September 11, 2012 Board Meeting

4. Other Items
   4.01 Review of 2012-2013 Strategic Objectives Template, Charge to Appropriate Governance Groups, and Local Committees to Begin Creation of Action Steps.
   4.02 Future Agenda Items
   4.03 Future Meetings

5. Adjourn Meeting
   5.01 Adjourn meeting
Agenda Item Details

Meeting          Aug 31, 2012 - Chancellor's Consultation Council
Category         1. Call to Order
Subject          1.01 Call to Order
Access           Public
Type             Information

Public Content

Administrative Content
### Agenda Item Details

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### Public Content

[08.02.12 Consultation Council Notes.pdf (84 KB)](08.02.12 Consultation Council Notes.pdf)

### Administrative Content
# Ventura County Community College District
## Consultation Council Notes
### August 2, 2012
#### 8:30 a.m.

**Present:** Handel Evans, Pam Eddinger, Dan Casey, Riley Dwyer, Maureen Rauchfuss, Karen Bulger, Daniel Chavez, Peder Nielsen, Peter Sezzi, Steve Hall, Linda Kamaila, Michael Bush, Laura Brower, Karla Banks, Patricia Parham, Sue Johnson, Robin Calote, Clare Geisen

**Chair:** Jamillah Moore, Chancellor

**Recorder:** Patti Blair

**Absent:** Erika Endrijonas

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<tr>
<th>Agenda Item</th>
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<th>Action (If Required or Information Provided)</th>
<th>Completion Timeline</th>
<th>Assigned to:</th>
</tr>
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<tbody>
<tr>
<td>Opening of Meeting</td>
<td>Dr. Moore welcomed everyone and expressed appreciation for the warm welcome.</td>
<td>N/A</td>
<td>N/A</td>
<td>James Meznek</td>
</tr>
<tr>
<td>Board Agenda</td>
<td>Ms. Johnson reviewed the August 9 and August 14, 2012 Board of Trustees meeting agendas. Consultation Council reviewed and recommended changes to the proposed strategic planning objectives. BP 6330 was pulled from the August 14, 2012 Board agenda for further review related to using the services of Board, employees, or family of Board members or employees. Minor changes were made to the July 10, 2012 Board of Trustees Meeting minutes, Item 17.03 Action to Appoint Members and Alternate Members to the Board Planning, Accreditation, and Communication (PAC) Committee, and Item 17.04 Board of Trustees 2013 Meeting Calendar.</td>
<td>N/A</td>
<td>N/A</td>
<td>James Meznek</td>
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<tr>
<td>Chancellor’s Report</td>
<td>Dr. Moore emphasized the important of the program discontinuance process, timelines, and review. The process should be followed to ensure thorough timely and consistent vetting on the campuses. Ms. Johnson explained the Board will take action in January 2013 and indicated campus calendars will be reviewed in Cabinet. The Board will receive professional development related the Program</td>
<td>N/A</td>
<td>N/A</td>
<td>James Meznek</td>
</tr>
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<td>and presidents will present campus calendars during the September Board meeting. As part of the review process, Ms. Johnson indicated the Program Discontinuance Calendar could be presented at the August 31, 2012 Consultation Council. Dr. Hall requested program discontinuance information prior to Flex Week to share with faculty at that time.</td>
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<tr>
<td>Work has begun on preparing the October 15, 2012 Accreditation Report. The Board will review the draft report in September.</td>
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<td>Ms. Johnson indicated the Educational Inconsistency Grand Jury report was signed off and sent to the Grand Jury last week.</td>
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<tr>
<td>The Fire Academy Grand Jury Report was signed by the Board Chair and mailed to the Grand Jury yesterday.</td>
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<tr>
<td>Ms. Dwyer asked when Making Decisions structure will be implemented. Ms. Geisen indicated this topic will be addressed with Dr. Moore.</td>
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<tr>
<td>Meeting Adjournment</td>
<td>Dr. Moore adjourned the meeting at 11:50 a.m.</td>
<td></td>
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| Future Meetings | **Future Meetings**  
August 31 Agenda Review  
September 28 Agenda Review  
November 2 Agenda Review  
November 30 Agenda Review | | | |
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### Public Content

### Administrative Content
Order of the Agenda
Ventura County Community College District
Thomas G. Lakin Boardroom
255 West Stanley Avenue, Suite 150
Ventura, CA 93001
5:30 p.m.

1. Ventura County Community College District

1.01 Ventura County Community College District Mission

1.02 District Strategic Planning Vision Statement, adopted October 11, 2011.

1.03 Ventura County Community College District Board Objectives, adopted October 11, 2011.

1.04 Association of Community College Trustees: Code of Ethics

1.05 Ventura County Community College Governance Roles

2. Open Session: Call to Order

2.01 Call to order.

3. Public Comments Regarding Closed Session Agenda Items

3.01 Chair will ask for public comments. Pursuant to the federal Americans with Disabilities Act, if you need any special accommodation or assistance to attend or participate in the meeting, please direct your written request, as far in advance of the meeting as possible, to the Office of the Chancellor, Dr. Jamillah Moore, VCCCD, 255 W. Stanley Avenue, Suite 150, Ventura, CA.

4. Recess to Closed Session 5:30 p.m.

4.01 CONFERENCE WITH LEGAL COUNSEL: Existing Litigation (Gov. Code, section 54956.9, subd.(a)); Rivere v. Ventura County Community College District; Ventura County Superior Court Case No. 56-2010-0372444-CU-OE-VTA

5. Reconvene in Open Session and Closed Session Report 5:45 p.m.

5.01 Chair will reconvene and provide a closed session report.

6. Pledge to the Flag

6.01 Pledge to the Flag

7. Changes to the Agenda

7.01 Changes to the Agenda

8. Chancellor's Recommendations of Board of Trustees Agenda

8.01 CHANCELLOR’S RECOMMENDATION. The District’s Consultation Council is the representative body designed to support the governance processes at each College and to assist in District governance through the review and analysis of the Board of Trustees agenda prior to action by the Trustees. The items presented to the Board of Trustees contained in the Consultation Council meeting agenda of August 31, 2012, have been reviewed within the
9. Acknowledgement of Guests and Special Recognitions

9.01 Citizens Oversight Committee Annual Report, presented by Chair Michael Wesner

10. Public Comments

10.01 Chair will ask for public comments. Pursuant to the federal Americans with Disabilities Act, if you need any special accommodation or assistance to attend or participate in the meeting, please direct your written request, as far in advance of the meeting as possible, to the Office of the Chancellor Dr. Jamillah Moore, VCCCD, 255 W. Stanley Avenue, Suite 150, Ventura, CA.

11. Associated Student Government Reports

11.01 Associated Student Government

12. Senate President Business Report

12.01 Academic Senate

12.02 Classified Senate

13. Accreditation

13.01 OPEN STUDY SESSION: Accreditation Update.

13.02 ACCREDITATION UPDATE. This item presents for discussion an accreditation update.

13.03 FIRST READING: MOORPARK COLLEGE RESPONSE TO ACCJC REPORT. This item presents for First Reading Moorpark College accreditation report in response to ACCJC Accreditation Recommendations and Commission Concern.

13.04 FIRST READING: OXNARD COLLEGE RESPONSE TO ACCJC REPORT. This item presents for First Reading Oxnard College accreditation report in response to ACCJC Accreditation Recommendations and Commission Concern.

13.05 FIRST READING: VENTURA COLLEGE RESPONSE TO ACCJC REPORT. This item presents for First Reading Ventura College accreditation report in response to ACCJC Accreditation Recommendations and Commission Concern.

13.06 FIRST READING: OXNARD COLLEGE RESPONSE TO ACCJC SPECIAL REPORT. This presents for First Reading Oxnard College Response to ACCJC Special Report.

13.07 FIRST READING: VENTURA COLLEGE RESPONSE TO ACCJC SPECIAL REPORT. This presents for First Reading Ventura College Response to ACCJC Special Report.

13.08 CLOSE STUDY SESSION.

14. Board Policy

14.01 The Policy Committee did not meet.

15. Trustees/Chancellor's Office

15.01 ACTION TO APPROVE DISTRICT STRATEGIC PLANNING GOALS AND OBJECTIVES. This item presents for approval the 2012-2013 District Strategic Planning Goals and Objectives from the June 26, 2012 Strategic Planning Meeting Part One and the August 9, 2012 Strategic Planning Meeting Part Two.

15.02 STUDY SESSION. PRIORITY REGISTRATION. Colleges will provide a report on college enrollment priorities as related to Board Policy/Administrative Procedure 5055 Enrollment Priorities

15.03 BOARD OF TRUSTEES PROFESSIONAL DEVELOPMENT. Student Trustee Role.

15.04 BOARD OF TRUSTEES PROFESSIONAL DEVELOPMENT. Program Discontinuance Process.
15.05 STUDY SESSION. BOARD MEETING ASSESSMENT FROM THE August 14, 2012 REGULAR BOARD MEETING. This item presents for review a Board meeting assessment for the August 14, 2012 Regular Board of Trustees meeting.

15.06 STUDY SESSION. BOARD MEETING ASSESSMENT FROM THE JUNE 26, 2012 STRATEGIC PLANNING MEETING AND AUGUST 9, 2012 STRATEGIC PLANNING MEETING. This item presents for review a Board meeting assessment for the June 26, 2012 and August 9, 2012 Board Strategic Planning Session.

15.07 ACTION TO APPROVE THE 2012 REVISED MEETINGS OF THE BOARD CALENDAR. This item presents for approval the revised 2012 Board of Trustees Meeting Calendar.

15.08 ACTION TO APPROVE GOVERNING BOARD MEMBER ABSENCE. This item presents for approval the absence of a Board of Trustees member.

16. Business Services

16.01 Trustees: Audit and Budget Committee met on August 30, 2012.

16.02 OPEN PUBLIC HEARING: Proposed Budget for Ventura County Community College District for Fiscal Year 2012-13. (The Proposed Budget became available for public inspection on September 6, 2012 at 255 West Stanley Avenue, Suite 150, Ventura, CA 93001 and is available during normal business hours.

16.03 CLOSE PUBLIC HEARING: Proposed budget for Ventura County Community College District for Fiscal Year 2012-13.

16.04 APPROVAL OF FY13 ADOPTION BUDGET (REQUIRES 2/3 VOTE): This item requests Board of Trustees approval of the 2012-13 Adoption Budget for all funds of the Ventura County Community College District. Approval of the Adoption Budget authorizes expenditures as proposed within various fund categories of this budget (requires 2/3 vote).

16.05 APPROVAL TO NAME THE WRIGHT EVENT CENTER AT VENTURA COLLEGE: This item requests Board of Trustees approval to name the building, recently acquired through a quitclaim deed from the City of Ventura, the Wright Event Center.

16.06 APPROVAL OF CONSULTING SERVICES CONTRACT AND USE OF RESERVES (REQUIRES 2/3 VOTE): This item requests Board of Trustees approval for a consulting services contract with Chiung-Sally Chou, Ph.D. and use of reserves (requires 2/3 vote).

17. Human Resources

17.01 There are no items.

18. Capital Planning

18.01 Trustees: Capital Planning & Facilities Committee met on August 22, 2012.

19. Student Learning

19.01 There are no items.

20. Consent Calendar

20.01 APPROVAL OF CONSENT CALENDAR. This item presents for approval the Consent Calendar.

21. Consent Calendar: Approval of Minutes

21.01 APPROVAL OF MINUTES FOR THE BOARD OF TRUSTEES STRATEGIC PLANNING - PART TWO MEETING August 9, 2012. This item presents for approval the minutes of the Board of Trustees Meeting of August 9, 2012.

21.02 APPROVAL OF MINUTES FOR THE BOARD OF TRUSTEES REGULAR MEETING August 14, 2012. This item presents for approval the minutes of the Board of Trustees Meeting of August 14, 2012.

22. Consent Calendar: Business Services

22.01 RATIFICATION OF ACCOUNTS PAYABLE AND PAYROLL FOR THE PERIOD OF JULY 18 TO AUGUST 14, 2012: This item presents for ratification Accounts Payable and Payroll for the period of July 18, 2012 to August 14, 2012.
22.02 APPROVAL/RATIFICATION OF BOARD PURCHASE ORDER REPORT #04 FOR FY 2012-13: This item presents for approval/ratification of Board Purchase Order Report #04, for FY 2012-2013 from July 31, 2012 to August 28, 2012.

22.03 ACCEPTANCE OF GIFTS: This item presents for approval the acceptance of gifts.

22.04 SURPLUS/DISPOSAL OF EQUIPMENT: This item presents for approval the surplus/disposal of equipment and materials.

22.05 RATIFICATION OF CHANGE ORDER 1 FOR BID 428, MOORPARK COLLEGE PHYSICAL SCIENCE BUILDING HVAC RETROFIT: This item presents for ratification Change Order 1 for Bid 428, Moorpark College Physical Science Building HVAC Retrofit.

22.06 ACCEPTANCE OF COMPLETION OF BID 428, MOORPARK COLLEGE PHYSICAL SCIENCE BUILDING HVAC RETROFIT: This item presents for approval the acceptance of completion of Bid 428, Moorpark College Physical Science Building HVAC Retrofit to Bon Air, Inc.

22.07 ACCEPTANCE OF COMPLETION OF BID 438, MOORPARK COLLEGE CAMPUS CENTER VENDING AREA DEMOLITION: This item presents for approval the acceptance of completion of Bid 438 Moorpark College Campus Center Vending Area Demolition.

22.08 ESTABLISHMENT OF 2012-2013 GANN APPROPRIATION LIMIT AS REQUIRED BY THE CALIFORNIA CONSTITUTION: This item authorizes establishment of the 2012-13 Gann Appropriations Limit as required by Article XIIIIB of the California Constitution and Government Code Section 7910.

22.09 APPROVAL OF NEW CONTRACTS AND GRANTS FOR FISCAL YEAR 2012-13: This item request approval of new contracts and grants for FY 2012-13.

23. Consent Calendar: Human Resources

23.01 EMPLOYMENT AND POSITION CONTROL: APPROVAL OF THE ESTABLISHMENT OF POSITIONS: This item presents for approval the establishment of three positions.

23.02 EMPLOYMENT AND POSITION CONTROL: APPROVAL OF RECISSION OF SEPARATION OF EMPLOYMENT

24. Consent Calendar: Capital Planning & Facilities

24.01 ACCEPTANCE OF CHANGE ORDER SUMMARY REPORTS FOR CAPITAL PROJECTS: This item presents for approval the Change Order Summary Reports for Capital Projects.

24.02 APPROVAL TO CONTRACT WITH LOWEST AND MOST RESPONSIVE BIDDER FOR THE PARKING STRUCTURE, MOORPARK COLLEGE PROJECT #19125: This item presents for approval a contract with XXXX for the Parking Structure project at Moorpark College in the amount of $XXX,XXX.XX.

24.03 APPROVAL OF PROPOSAL TO PROVIDE STORM WATER MANAGEMENT SERVICES FOR PROJECT #19125, PARKING STRUCTURE AT MOORPARK COLLEGE: This item presents for approval the proposal for Storm Water Resources, LLC to provide storm water management services for services in the amount of $66,970.00 for Project #19125: Parking Structure project at Moorpark College.

24.04 APPROVAL OF PROPOSAL TO PROVIDE GEOTECHNICAL CONSTRUCTION TESTING SERVICES FOR PROJECT #19125, PARKING STRUCTURE AT MOORPARK COLLEGE: This item presents for approval the proposal for Geotechniques to provide geotechnical construction testing services in the amount of $78,920.00 for Project #191256: Parking Structure project at Moorpark College.

24.05 APPROVAL OF CONTRACT FOR PROJECT INSPECTOR SERVICES FOR PROJECT #19125, PARKING STRUCTURE AT MOORPARK COLLEGE: This item presents for approval the authorization for management to execute a contract with Bryan Reeve for Project Inspection services as required by the Division of the State Architect for Project #19125: Parking Structure at Moorpark College at a rate of $82/hr., for an estimated 2,450 hours not to exceed $200,900.00.

24.06 APPROVAL TO ISSUE AN ADDENDUM TO GOLDEN STATE LABOR COMPLIANCE FOR WAGE COMPLIANCE SERVICES FOR THE PARKING STRUCTURE AT MOORPARK COLLEGE PROJECT #19125: This item presents for approval an addendum to Golden State Labor Compliance in the amount of $50,250.00 for additional service to verify compliance with all state of California prevailing Wage requirements for the parking Structure Project at

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08.31.12 Consultation Council
24.07 APPROVAL TO EXECUTE A CONTRACT WITH xxxxx FOR THE COMMUNITY STUDENT SERVICES CENTER, OXNARD COLLEGE, STRUCTURAL UPGRADES, PROJECT # 29026. This item presents for approval a contract for $xx,xxx.xx with xxxxxxx for structural upgrades of the Community Student Services Center Building, project # 29026 VCCCD in order to meet DSA requirements.

24.08 APPROVAL OF MEASURE S BUDGET TRANSFERS OXNARD COLLEGE. This item presents for approval budget transfers between the Measure S funded projects at Oxnard College described below.

24.09 APPROVAL OF REDUCTION IN RETENTION FOR GRD CONSTRUCTION FOR THE LEARNING RESOURCE CENTER RENOVATION/NEW CONSTRUCTION, PROJECT #29124. This item presents for approval the reduction in retention for GRD Construction from 5% to 2 ½ % of the contract value for the Learning Resource Center Renovation/New Construction, Project #29124.

24.10 APPROVAL OF CONTRACT WITH VENCO WESTERN FOR THE LANDSCAPING OF THE G BUILDING (THEATER) AT VENTURA COLLEGE, PROJECT #39117. This item presents for approval a contract with Venco Western in the amount of $84,184 for the Landscaping of the G Building (Theater) at Ventura College, Project #39117.

24.11 APPROVAL OF REDUCTION IN RETENTION FOR VIOLA CONSTRUCTORS, INC. FOR THE G BUILDING (THEATER) RENOVATION AT VENTURA COLLEGE, PROJECT #39117. This item presents for approval the reduction in retention for Viola Constructors, Inc. from 5% to 2.5% of the contract value for the G Building (Theater) Renovation at Ventura College, Project #39117.

24.12 APPOINTMENT TO THE CITIZENS OVERSIGHT COMMITTEE.

24.13 APPOINTMENT TO THE CITIZENS OVERSIGHT COMMITTEE.

24.14 APPOINTMENT TO THE CITIZENS OVERSIGHT COMMITTEE.

25. Consent Calendar: Student Learning

25.01 There are no items.

26. Informational Items

26.01 There are no items.

27. Reports

27.01 Academic Senates

27.02 Trustees

27.03 Chancellor

28. Adjournment

28.01 Chair will adjourn the meeting.
The Ventura County Community College District (VCCCD) is committed to assisting students in the attainment of its primary mission as a system of state supported two-year colleges.

The primary mission of the District is to produce student learning in lower division level academic transfer and career/vocational degree and certificate programs. Effective, efficient student support services are offered to assist in the accomplishment of the District's primary mission based on need and available resources.

Ventura County Community College District works to enhance state, regional, and local economic growth and global competitiveness within the pursuit of its primary mission. Additionally, workforce and economic development activities and services are offered based on need and available resources.

English as a Second Language instruction, remedial, adult education, and supplemental learning services that contribute to student success are offered and operated based on need and available resources. Ventura County Community College District improves the quality of community life by offering not-for-credit, recreational, vocational, cultural, and civic programming based on community demand and available resources.

All District programs, services, and activities operate within a framework of integrated planning and budgeting. Ongoing, student learning outcome assessment and systematic program review are used to ensure District-wide excellence through sustainable, continuous quality improvement in compliance with its mission.
Agenda Item Details

Meeting       Sep 11, 2012 - Board of Trustees
Category      1. Ventura County Community College District
Subject       1.02 District Strategic Planning Vision Statement, adopted October 11, 2011.
Access        Public
Type          Information

Public Content

VCCCD Board Strategic Planning is committed to optimal student access and degree and certificate completion through the effective and efficient use, assessment, and improvement of its fiscal, human, and technological resources.

Administrative Content
Board Goal One: Provide Access and Student Success

“Provide optimal student access to academic, career, and support programs through effective, efficient, and accountable operations. Provide quality educational programs and services without barriers to ensure student course, degree or certificate completion and successful four-year college transfer or employment.”

The goal and objectives are in no order of priority and are accomplished working through the District’s participatory governance structure and constituents. Progress and focus toward this goal will be measured by the following benchmarks/objectives:

A. Students are served more efficiently by expedited movement through District programs resulting in associate, transfer, and CTE degree and certificate completion. Student learning opportunities are enhanced by implementing system-wide efficiencies. Associate degree programs contain no more than 60 units with an appropriate mix of general education, core discipline, and exploratory elective courses.

B. Uniform collegiate level English, mathematics, and science course units and learning outcomes are established across the District consistent with equivalent courses at four-year California state universities or the transfer model curriculum (TMC).

C. Uniform English, ESL and mathematics objectives for pre-collegiate courses are established and uniform student assessment and placement in such for both pre-collegiate and collegiate courses in these subject areas are implemented.

D. Basic skills, ESL and all pre-collegiate programs are set no lower than two levels below collegiate level.

E. Efficient and effective course coring and core sequences for academic programs and services are established and maintained and college catalogs accurately reflect curriculum and program offerings.

F. Districtwide common-course numbering is established.

Board Goal Two: Maintain Instructional Quality Within Budgetary Limits

“Implement system-wide efficiencies to enhance institutional capacity to enroll students. Maximize student learning and success by allowing students to effectively achieve their educational goals.

Utilize student, course and program outcome information to continuously improve programs and services and enhance educational success. Improvement in student access, persistence, course completion, and degree/certificate completion will be emphasized as a benchmark for organizational
The goal and objectives are in no order of priority and are accomplished working through the District’s participatory governance structure and constituents. Progress and focus toward this goal will be measured by the following benchmarks/objectives:

A. Technical and vocational college courses and programs are aligned with employer and market needs.

B. Professional development activities for faculty and staff promote organizational best practices and technology activities that empower employees to work “smarter” allowing greater time to be expended on activities linked to student access, persistence, and success.

C. Uniform policy and procedure for college program assessment, improvement, and discontinuance are established.

**Board Goal Three: Prudent Fiscal Stewardship**

*“Ensure the budget process provides the foundation for sound planning, fiscal management, stability, sustainability, and accountability.”*

The goal and objectives are in no order of priority and are accomplished working through the District’s participatory governance structure and constituents. Progress and focus toward this goal will be measured by the following benchmarks/objectives:

A. The link between discretionary budgeting and strategic planning is strengthened.

B. Expenditures linked to District planning are reviewed on an annual basis.

C. The effectiveness and efficiency of all District operations, programs, and services are improved and associated cost savings are redirected to student learning and support.

D. District long-term retirement obligations (GASB 45) are funded and adequate cash reserves are maintained to handle cash flow requirements, including state funding deferrals and unanticipated expenditures.

E. Costs in areas such as healthcare, work-related injuries, facilities and operations, etc. are contained or reduced and cost savings are redirected to student learning and support.

F. The state’s financial condition is monitored and assessed to allow for timely budgetary intervention to avoid crises and unanticipated disruptions in District operations and programs.

G. A plan to fund budgetary structural deficits is developed and maintained.
The following model code of ethics was developed by the Association of Community College Trustees.

As a community college governing board member, I am responsible to:

1. Devote time, thought, and study to the duties and responsibilities of a community college board member so that I may render effective and creditable service;
2. Work with my fellow board members in a spirit of harmony and cooperation in spite of differences of opinion that arise during vigorous debates on issues;
3. Base my personal decision upon all available facts in each situation; vote my honest conviction in every case, unswayed by partisan bias of any kind; therefore, to abide by and uphold the final majority decision of the board;
4. Remember at all times that as an individual I have no legal authority outside the meetings of the board, and to conduct my relationships with the community college staff, the local citizenry, and all media of the community on the basis of this fact;
5. Resist every temptation and outside pressure to use my position as a community college board member to benefit myself or any other individual or agency apart from the total interest of the community college district;
6. Recognize that it is as important for the board to understand and evaluate the educational program of the community college as well as to plan for the business of the college operations;
7. Bear in mind under all circumstances that the primary function of the board is to establish the policies by which the college is to be administered;
8. Welcome and encourage active participation of the community in helping to establish the policies guiding the operations of the college and proposed future developments;
9. Support the state and national community college organizations;
10. Finally, strive step by step toward ideal conditions for the most effective community college board service to my community, in a spirit of teamwork and devotion to public education as the greatest instrument for the preservation and the perpetuation of our representative democracy.
Agenda Item Details

Meeting       Sep 11, 2012 - Board of Trustees
Category      1. Ventura County Community College District
Subject       1.05 Ventura County Community College Governance Roles
Access        Public
Type          Information

Public Content

Roles

Critical to the integrity of the College and District governance structure is that each member of the District community understands the roles, responsibilities, and accountability of each constituent group in the governance process.

Members of the District have the authority and responsibility to make recommendations in matters appropriate in scope. The scope for each constituent group outlined below is derived from several sources: the Government Code of California, California Code of Regulations, VCCCD Board Policy, District practices and procedures, and job descriptions.

Role of the Board of Trustees

The Board of Trustees are representatives of the broad community, elected to act as guardians of the public’s trust. Although elected within subsections of Ventura County, Trustees serve and represent all county citizens. The Board’s primary responsibility is to establish District policies that align with the Minimum Standards set by the Board of Governors of the California Community Colleges. The Board ensures that the mission and vision will be accomplished by assigning responsibilities to District employees through job descriptions. In this way, the Board remains outside the operations of the District.

The following responsibilities are stated in Education Code Section, which authorizes and defines local boards. The section also authorizes local boards to delegate their power to the chief executive officer and other college staff and committees, unless specifically prohibited by law.

1. Establish rules and regulations not inconsistent with the regulations of the Board of Governors and the laws of this state.
2. Establish policies for and approve comprehensive, academic, and facilities plans.
3. Establish policies for and approve courses of instruction and educational programs.
4. Establish academic standards and graduation requirements.
5. Employ all personnel and establish employment practices.
6. Determine budgets within legal constraints and determine the needs for tax and bond elections.
7. Manage and control district property.
8. Establish procedures for effective involvement in the local decision-making process.
9. Establish rules for student conduct.
10. Establish fees as required by law.
11. Accept grants, gifts, and scholarships.
12. Provide auxiliary services, as necessary.
13. Determine the academic calendar.
14. Participate in the Board of Governors’ state consultation process.

Boards of Trustees in California delegate significant authority to the CEO, as well as to the Academic Senate according to Title 5 regulations. Effective boards limit their role to developing broad policy and providing oversight in the areas listed above, and delegate the responsibility for administrative and professional duties to the professionals in the colleges.

As a legislative body, the VCCCD Board of Trustees conducts deliberations and actions openly within the realm of public scrutiny consistent with Government Code Section 54953, also known as the Ralph M. Brown Act. Minutes are prepared for all actions taken by the VCCCD Board of Trustees to serve as the District’s public record.

**Role of District Chancellor**

The Chancellor is the chief executive officer of the District and administrative agent of the Board of Trustees and, as such, is the District’s only employee reporting directly to the Board. The Chancellor is accountable for the operation of the District and for providing policy recommendations to the Board. Further definition of the Chancellor’s responsibilities is provided in the following section on the Role of Administrators and further referred to in BP 2430 Delegated Authority to Chancellor.

**Role of Faculty**

Full-time and part-time faculty members at each College are represented in governance by an Academic Senate. The Academic Senate at each College assumes primary responsibility for making recommendations in the areas of curriculum, academic standards, and other areas of professional and academic matters identified in Assembly Bill 1725.

The VCCCD Board of Trustees agreed in Board Policy 2510 to function with the Colleges’ Academic Senates in academic and professional matters under the mutual agreement option. When the Board elects to provide for mutual agreement with the Academic Senates, and an agreement has not been reached, existing policy shall remain in effect unless such policy exposes the District to legal liability or fiscal hardship. In cases where there is no existing policy, or when legal liability or fiscal hardship requires existing policy to be changed, the Board may act, after a good faith effort to reach agreement, only for compelling legal, fiscal, or organizational reasons.

Through the three Academic Senates and their College governance structure, recommendations are made to the administration of its College and the District on the following specific academic and professional matters:

- Curriculum, including establishing prerequisites and placing courses within disciplines;
- Degree and certificate requirements;
- Grading policies;
- Educational program development;
- Standards or policies regarding student preparation and success;
- District and College governance structures, as related to faculty roles;
- Faculty roles and involvement in accreditation processes, including self-study and annual reports;
- Policies for faculty professional development activities;
- Processes for program review; and
- Processes for institutional planning and budget development

Other academic/professional matters, mutually agreed upon between the Board of Trustees and the Academic Senate.

Academic Senates have a statutory requirement to confer with students in their respective areas of responsibility.

Consultation is required on processes in program review, planning, and budgeting. Consultation is not required on the content of program review, planning, and budgeting.

Academic Senates appoint faculty members to District groups.

**Role of Classified Staff**
Classified staff members include College and District employees in a wide range of positions. Classified staff members are provided with opportunities to participate in the formulation and development of District and College recommendations as well as in the processes for developing recommendations that have or will have a significant effect on them.

SEIU recommends classified representatives for appointments to the various groups as identified through Article 4.8 of the agreement between the Ventura County Community College District and Service Employees International Union Local 99.

**Role of Administrators**

Administrators are defined as college presidents, vice chancellors, college executive vice presidents, college vice presidents, deans, classified managers, and classified supervisors. The job descriptions for College and District administrators assign specific roles for administrators. Administrators are appointed to committees based on function or position or appointed by the College President or Chancellor. Administrators address issues of District-wide impact, including governance recommendations, operational matters to ensure alignment of practices, cross-District communication, uniform application of policies and procedures, progress on District goals, and Board support in District-wide planning processes.

**Role of Students**

Students at each College are represented by an Associated Student Government organization composed of elected officers. Each College’s student government organization operates in accordance with its own constitution and bylaws and is responsible for appointing student representatives to serve on District councils. In their role representing all students, they offer opinions and make recommendations to the administration of the College and to the Board of Trustees with regard to District and College policies and procedures that have or will have a significant effect on students. Those areas are specifically defined as:

- Grading policies;
- Codes of student conduct;
- Academic disciplinary policies;
- Curriculum development;
- Courses or programs which should be initiated or discontinued;
- Processes for institutional planning and budget development;
- Standards and policies regarding student preparation and success;
- Student services planning and development;
- Students fees within the authority of the District to adopt; and
- Any other District and College policy, procedure, or related matter that the District Board of Trustees determines will have a significant effect on students.

Generally, the Board of Trustees shall not take action on a matter having a significant effect on students unless they have been provided with an opportunity to participate in the recommendation process.

rev. 06.19.12

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**Administrative Content**
**Agenda Item Details**

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<th>Sep 11, 2012 - Board of Trustees</th>
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<tbody>
<tr>
<td>Category</td>
<td>2. Open Session: Call to Order</td>
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<tr>
<td>Subject</td>
<td>2.01 Call to order.</td>
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**Public Content**

**Administrative Content**
Agenda Item Details

Meeting  Sep 11, 2012 - Board of Trustees
Category   3. Public Comments Regarding Closed Session Agenda Items
Subject   3.01 Chair will ask for public comments. Pursuant to the federal Americans with Disabilities Act, if you need any special accommodation or assistance to attend or participate in the meeting, please direct your written request, as far in advance of the meeting as possible, to the Office of the Chancellor, Dr. Jamillah Moore, VCCCD, 255 W. Stanley Avenue, Suite 150, Ventura, CA.
Access   Public
Type    Information

Public Content

Persons may speak to the Board either on an agenda item or on other matters of interest to the public that are within the subject matter jurisdiction of the Board.

Oral presentations relating to a matter on the agenda, including those on the consent agenda shall be heard before an item is addressed and voted on.

Persons wishing to speak to matters not on the agenda shall do so at the time designated at the meeting for public comment.

Those wishing to speak to the Board are subject to the following:

- The Chair of the Board may rule members of the public out of order if their remarks do not pertain to matters that are within the subject matter jurisdiction of the Board, or if remarks consist of personal attacks on others.
- Non-scheduled substitutes may not speak in place of scheduled speakers unless alternates have been submitted on the original request.
- Employees who are members of a bargaining unit represented by an exclusive bargaining agent may address the Board under this policy, but may not attempt to negotiate terms and conditions of their employment. This policy does not prohibit any employee from addressing a collective bargaining proposal pursuant to the public notice requirements of Government Code Section 3547 and the policies of this Board implementing that section.
- Individuals wishing to address the Board shall complete a public speaker card that includes the individual’s name, name of organization or group represented, if any, and a statement noting the agenda item or topic to be addressed. The individual can submit the completed public speaker card to the Board Clerk prior to the start of Closed Session, Open Session, or prior to the agenda item he/she has requested to address. A speaker can elect to speak during Public Comments or speak at the time the agendized item is addressed by the Board. Public speakers are required to address unagendized topics during Public Comments.
- No member of the public may speak without being recognized by the Chair of the Board.
- Each speaker will be allowed a maximum of three (3) minutes per topic; thirty (30) minutes shall be the maximum time allotment for public speakers on any one subject regardless of the number of speakers at any one board meeting. At the discretion of a majority of the Board, these time limits may be extended.
- Each speaker coming before the Board is limited to one (1) presentation per specific agenda item before the Board, and to one (1) presentation per meeting on non-agenda matters.
Meeting Date: Sep 11, 2012 - Board of Trustees
Category: 4. Recess to Closed Session 5:30 p.m.
Subject: 4.01 CONFERENCE WITH LEGAL COUNSEL: Existing Litigation (Gov. Code, section 54956.9, subd.(a)); River v. Ventura County Community College District; Ventura County Superior Court Case No. 56-2010-0372444-CU-OE-VTA
Access: Public
Type: Information

Public Content

Administrative Content
## Agenda Item Details

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<tbody>
<tr>
<td>Category</td>
<td>5. Reconvene in Open Session and Closed Session Report 5:45 p.m.</td>
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<tr>
<td>Subject</td>
<td>5.01 Chair will reconvene and provide a closed session report.</td>
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## Public Content

## Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 6. Pledge to the Flag
Subject 6.01 Pledge to the Flag
Access Public
Type Information

Public Content

Administrative Content
**Agenda Item Details**

Meeting: Sep 11, 2012 - Board of Trustees  
Category: 7. Changes to the Agenda  
Subject: 7.01 Changes to the Agenda  
Access: Public  
Type: Information

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**Public Content**

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**Administrative Content**

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Agenda Item Details

Meeting    Sep 11, 2012 - Board of Trustees
Category   8. Chancellor's Recommendations of Board of Trustees Agenda
Subject    8.01 CHANCELLOR’S RECOMMENDATION. The District's Consultation Council is the representative body designed to support the governance processes at each College and to assist in District governance through the review and analysis of the Board of Trustees agenda prior to action by the Trustees. The items presented to the Board of Trustees contained in the Consultation Council meeting agenda of August 31, 2012, have been reviewed within the District's Consultation Council and are hereby presented to the Trustees for action, without constituent objection.

Access    Public
Type    Report

Public Content

The District's Consultation Council is the representative body designed to support the governance processes at each College and to assist in District governance through the review and analysis of the Board of Trustees agenda prior to action by the Trustees. The items presented to the Board of Trustees contained in the meeting agenda of September 11, 2012, have been reviewed within the District's Consultation Council on August 31, 2012, and are hereby presented to the Trustees for action, without constituent objection.
**Agenda Item Details**

**Meeting**  Sep 11, 2012 - Board of Trustees  
**Category**  9. Acknowledgement of Guests and Special Recognitions  
**Subject**  9.01 Citizens Oversight Committee Annual Report, presented by Chair Michael Wesner  
**Access**  Public  
**Type**  Report  

**Public Content**


**Administrative Content**
ANNUAL REPORT
BOND MEASURE S
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT

RESPECTFULLY SUBMITTED BY
CITIZENS OVERSIGHT COMMITTEE

David Fowble
Henry Lacayo
Richard Litton
Kathleen Miller
Dick Thomson
Bonnie Weigel
Michael Wesner (Chair)

June 2012

CITIZENS OVERSIGHT COMMITTEE ANNUAL REPORT
General Overview

This 2012 annual report describes the status of the Measure S Bond Construction program first enacted into law by the voters of Ventura County in 2002.

The Citizens Oversight Committee has continued to meet on a quarterly basis at the various campus locations within the District. The Committee, although experiencing some changes in its membership, has continued in its oversight role bolstered by the collective experience of its members, many of whom were original members and who have returned to serve an additional term.

Of interest to the Committee over the last year has been the effect of the changes in the economic fortunes of the construction industry and the resultant impact upon the Measure S Program. Since the economic deterioration in the economy has remained unchanged, the consequences to the program have been significant. Apart from the “more formal” expectations of this state of affairs such as the bankruptcies of both General and Sub contractors, there have been ramifications to project delivery and completion in ongoing projects.

Such activities have increased the litigious atmosphere of contract management and the District has been forced to enter into legal “discussions” with its general contractors and their sub contractors on a number of occasions. The Committee has been kept abreast of these issues and concurs with the District in their resolution.

As is expressed and demonstrated elsewhere in this report, the Measure S Construction Program is reaching its final stages. Planning is afoot to ensure an orderly disengagement of the various entities involved in its management while preserving the integrity of the program and protecting the interest of the District and thus the tax payer.

Presently, the majority of the approved projects have been completed or are in development. Those not yet completed are either in their final stages of construction or are awaiting approvals from the Division of the State Architect to proceed to the bidding stage. At this time it is anticipated final completion of the program will occur sometime toward the end on 2014.

Further detailed information may be obtained by accessing the Ventura County Community College website, www.vcccd.edu and accessing section “Bond Measure S.”

Board Membership

Guillermo Partida’s term ended September 30, 2011. New member Bonnie Weigel joined the board. The current Citizens Oversight Committee is as follows:

<table>
<thead>
<tr>
<th>Member</th>
<th>Term Ending</th>
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<tbody>
<tr>
<td>Bonnie Weigel</td>
<td>9-30-13</td>
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<tr>
<td>David Fowble</td>
<td>9-30-12</td>
</tr>
<tr>
<td>Dick Thomson</td>
<td>9-30-12</td>
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<tr>
<td>Henry Lacayo</td>
<td>9-30-13</td>
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<tr>
<td>Kathleen Miller</td>
<td>9-30-12</td>
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<tr>
<td>Michael Wesner</td>
<td>9-30-13</td>
</tr>
<tr>
<td>Richard Litton II</td>
<td>9-30-13</td>
</tr>
</tbody>
</table>
June 11, 2012

Re: Ventura County Community College District
Bond Measure S - Citizens Oversight Committee: Annual Report 2012

To the Board of Trustees and the Citizens of Ventura County.

On behalf of the Citizens Oversight Committee of the Ventura Community College District’s Measure S Bond Program, it is my pleasure to issue the Committee’s Annual Report for 2012. The past year has proved to be one of continued advancement toward the completion of the Measure S Bond program and the realization of the Capital program goals of the Ventura County Community College District.

This year sees the tenth year of the Measure S Bond Program, and as described in our report for last year, progress toward the completion of the program continues apace. This committee has been kept informed of many of the day to day issues surrounding the program and also has been made cognizant of major individual problems as they have emerged and have been kept apprised as to progress in their resolution and final outcome. Most of the Issues which have been described to the Committee have been of a legal nature and most of these involve the performance of general contractor(s). The experience and anxiety of past years with regard to the economic hardships facing the construction industry has come to fruition and alongside issues of performance the bankruptcy of both general contractors and sub contractors has lent additional difficulties to overall management.

Mention should be made of the careful planning taking place to ensure an orderly and cost effective strategy to close the program as the final projects reach fruition. This year has seen the first reduction in the overall management team, a situation which will continue. Of concern is the possibility of reduction in support and staffing on a more global level which could prove to be detrimental to the overall program and in so doing compromise the reputation of an otherwise acclaimed and highly successful program.

In its fiduciary responsibility the Committee has closely monitored expenditures and fiscal decision making and once again congratulates the District on the successful audits of the program.

It should not go unnoticed that the reduction in staffing sees the departure of a number of individuals both at the District and Project Management level, the committee recognizes the contributions of these individuals and wishes to express its thanks and good wishes for a “job well done.”

Cordially,

Michael Wesner, Chair
Bond Measure S Citizens Oversight Committee
Completed Projects
Several Measure S projects at Oxnard College have been completed including:

- North parking Lot and Storm Drain Improvements
- Child Development Center Renovations
- Athletic Facilities – Gymnasium Renovations
- Athletic Facilities – New Track and Soccer Fields, Bleachers & Softball Field
- Existing LRC – Telephone MDF Renovations
- New Maintenance Warehouse
- Piped Utilities Systems Upgrades
- Electrical System Upgrades
- New Student Services and Food Services Center
- Renovation of the Auto Technology Building
- Performing Arts Classroom and Auditorium
- Renovation of the LRC (New Addition)
Current Projects
Current projects at Oxnard College include the designs for the new Dental Hygiene building and the Renovation of the Old LRC. Both of these projects are waiting for DSA approval before construction can begin. Also the demolition of the old modular buildings that housed the EAC/ Assessment Center, Campus Police and Health Center is planned. These departments were relocated into the new Student Services Center.

Future Projects
The Dental Hygiene and Renovation of the Old LRC projects will be the last major Measure S projects. Depending on the amount of Measure S funds left after those projects are complete, there may be small repair projects (painting, roofing, etc.) to complete.
**VENTURA COLLEGE**

**Completed Projects**

Several Measure S projects at Ventura College have been completed including:

- Science Building Upgrades (Cadaver Room)
- East Parking Lot Renovation
- New LRC & Fire Access Road
- Renovation of Building D (old Library) – Student Services Center
- Renovation of Building B – Food Services
- Renovation to Building F – Communications
- Athletic Facilities- New Track and Field, Scoreboard, Exterior Bleachers (with audio and lighting systems), Concession and Restroom Facility, Track and Field Events Facilities and Equipment, and Interior Bleachers
- Technology, General Purpose Classrooms & Health Science Center (AT/GPC/HSC) project
- Major renovations to the existing G Building (Theatre)
- Major Renovations to the existing Building S (Automotive, Welding, Machine Technology)
- Demolition of Swimming Pool and Support Structures.
Current Projects
Current projects at Ventura College include the designs for the new Applied Science building and the Renovation of Building H (Fine Arts). Both of these projects are waiting for DSA approval before construction can begin.

Future Projects
The new Applied Sciences building and the Renovation of Building H (Fine Arts) will be the last major Measure S projects. Depending on the amount of Measure S funds left after those projects are complete, there may be small repair projects (painting, roofing, etc.) to complete.
MOORPARK COLLEGE

Completed Projects
Several Measure S projects at Moorpark College have been completed including:

- New LRT (Library)
- Parking Lot Renovations
- New Child Development Center
- New M & O Warehouse
- EATM Storm Drain Project
- Gymnasium Bleachers Replacement
- New Academic Center
- New Health Science Center
- Improvements to the Campus Electrical Infrastructure System
- New EATM building
Current Projects
Current construction projects at Moorpark College include the designs for the new Parking Structure, Renovations to Fountain Hall and Improvements to the Site Gas Distribution System. The Parking Structure and Renovations to Fountain Hall are waiting for DSA approval before construction can begin.

Future Projects
The new Parking Structure, Renovations to Fountain Hall and Improvements to the Gas Distribution System are the last major Measure S projects. Depending on the amount of Measure S funds left after those projects are complete, there may be small repair or other projects (painting, roofing, etc.) to complete.
CAMARILLO SITE

Completed Work
Much of the work at the Camarillo site has already been completed including:

- Phase II environmental reports
- Application to the State Department of Toxic Substance Control (DTSC) for cleanup of the TCE plume
- Demolition of the old bunkers, including recycling the concrete for use at other VCCCD locations
- Grading work for the Regional Fire, Sheriff & Police Education and Training Academy
- Radiation Testing
- Electrical & Telephone System Upgrades
- New Fire, Sheriff & Police Education and Training Academy

Current Projects
Environmental Clean-up

The site cleanup is continuing and the Consultant, Rincon Consultants, has performed the initial round of soil treatment. The results are being reviewed by the State Department of Toxic Substance Control (DTSC). Selected activities will continue in conjunction with input and reviews from DTSC as the project nears approval for closure.
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 10. Public Comments
Subject 10.01 Chair will ask for public comments. Pursuant to the federal Americans with Disabilities Act, if you need any special accommodation or assistance to attend or participate in the meeting, please direct your written request, as far in advance of the meeting as possible, to the Office of the Chancellor Dr. Jamillah Moore, VCCCD, 255 W. Stanley Avenue, Suite 150, Ventura, CA.
Access Public
Type Report

Public Content

Pursuant to Ventura County Community College District Board Policy (BP) 2350:

Persons may speak to the Board either on an agenda item or on other matters of interest to the public that are within the subject matter jurisdiction of the Board.

Oral presentations relating to a matter on the agenda, including those on the consent agenda shall be heard before an item is addressed and voted on.

Persons wishing to speak to matters not on the agenda shall do so at the time designated at the meeting for public comment.

Those wishing to speak to the Board are subject to the following:

- The Chair of the Board may rule members of the public out of order if their remarks do not pertain to matters that are within the subject matter jurisdiction of the Board or if their remarks are unduly repetitive.
- Non-scheduled substitutes may not speak in place of scheduled speakers unless alternates have been submitted on the original request.
- Employees who are members of a bargaining unit represented by an exclusive bargaining agent may address the Board under this policy, but may not attempt to negotiate terms and conditions of their employment. This policy does not prohibit any employee from addressing a collective bargaining proposal pursuant to the public notice requirements of Government Code Section 3547 and the policies of this Board implementing that section.
- They shall complete a written request to address the Board at the beginning of the meeting at which they wish to speak.
- The request shall include the person’s name and name of the organization or group represented, if any, and a statement noting the agenda item or topic to be addressed.
- No member of the public may speak without being recognized by the Chair of the Board.
- Each speaker will be allowed a maximum of three (3) minutes per topic; thirty (30) minutes shall be the maximum time allotment for public speakers on any one subject regardless of the number of speakers at any one board meeting. At the discretion of a majority of the Board, these time limits may be extended.
- Each speaker coming before the Board is limited to one (1) presentation per specific agenda item before the Board, and to one (1) presentation per meeting on non-agenda matters.
Administrative Content
Agenda Item Details

Meeting: Sep 11, 2012 - Board of Trustees
Category: 11. Associated Student Government Reports
Subject: 11.01 Associated Student Government
Access: Public
Type: Report

Public Content

- Moorpark College
- Oxnard College
- Ventura College

Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 12. Senate President Business Report
Subject 12.01 Academic Senate
Access Public
Type Information

Public Content

- Moorpark College
- Oxnard College
- Ventura College

Through the three Academic Senates and their College governance structure, recommendations are made to the administration of its College and the District on the following specific academic and professional matters:

- Curriculum, including establishing prerequisites and placing courses within disciplines;
- Degree and certificate requirements;
- Grading policies;
- Educational program development;
- Standards or policies regarding student preparation and success;
- District and College governance structures, as related to faculty roles;
- Faculty roles and involvement in accreditation processes, including self-study and annual reports;
- Policies for faculty professional development activities;
- Processes for program review;
- Processes for institutional planning and budget development

Administrative Content
**Agenda Item Details**

Meeting: Sep 11, 2012 - Board of Trustees  
Category: 12. Senate President Business Report  
Subject: 12.02 Classified Senate  
Access: Public  
Type: Report  

**Public Content**

- Moorpark College  
- Oxnard College  
- Ventura College  

**Administrative Content**
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<td>Subject</td>
<td>13.01 OPEN STUDY SESSION: Accreditation Update.</td>
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**Public Content**

**Administrative Content**
Agenda Item Details

Meeting       Sep 11, 2012 - Board of Trustees
Category      13. Accreditation
Subject       13.02 ACCREDITATION UPDATE. This item presents for discussion an accreditation update.
Access        Public
Type          Discussion

Public Content

Administrative Content
**Agenda Item Details**

Meeting: Sep 11, 2012 - Board of Trustees  
Category: 13. Accreditation  
Subject: 13.03 FIRST READING: MOORPARK COLLEGE RESPONSE TO ACCJC REPORT. This item presents for First Reading Moorpark College accreditation report in response to ACCJC Accreditation Recommendations and Commission Concern.

Access: Public

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13.03.01 MoorparkCollegeAccreditationFollowUpReport10-15 12.pdf (221 KB)

**Administrative Content**
Follow-Up Report

October 15, 2012

Submitted to the Accrediting Commission for Community and Junior Colleges

Western Association of Schools and Colleges
Accreditation Follow-Up Report

Submitted by
Moorpark College

October 15, 2012

Approved by the Ventura County Community College District Board of Trustees

________________________________________
Stephan P. Blum, Esq., Chair,
Ventura County Community College Board of Trustees

Date
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<td>Response to Commission Concern on Board Governance</td>
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</table>
Statement of Report Preparation

This Follow-Up Report is submitted as a progress report outlining Ventura County Community College District’s (VCCCD or District) responses to the recommendations made by ACCJC.

We certify there has been considerable opportunity for the Board of Trustees and VCCCD constituents to participate in the review of this report. We believe the Follow-Up Report accurately reflects the nature and substance of progress since the Team visits in October 2011 and April 16, 2012.

The draft report was made available to the entire District, staff, and students. It was reviewed by the Board of Trustees, Chancellor, Chancellor’s Cabinet, District Council on Accreditation and Planning (DCAP), and Consultation Council, a participatory governance committee representing District and Colleges’ constituencies.

The VCCCD Board of Trustees received a draft copy of the Follow-Up Report with supporting documents as an information item at the September 11, 2012 Board meeting and the final Report at the October 9, 2012 Board meeting.
Certification of Institutional Follow-Up Report

Moorpark College – October 15, 2012

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

From: Moorpark College
7075 College Road
Moorpark, CA 93021

This institutional progress report is submitted to fulfill the requirement from the February 2, 2012, and the July 2, 2012 ACCJC Action Letters to the College President, addressing seven District Recommendations and the Commission Concern on Board Governance.

We certify that there were opportunities for broad participation by the campus community and District Service Center, and we certify that the Report accurately reflects the nature and substance of this institution.

Signed:

Stephan P. Blum, Esq., Chair, Ventura County Community College Board of Trustees

Jamillah Moore, Ed.D., Chancellor, Ventura County Community College District

Pam Y. Eddinger, Ph.D., President, Moorpark College

Riley Dwyer, Academic Senate President, Moorpark College

Maureen Rauchfuss, Classified Senate President, Moorpark College

Arthur “AJ” Valenzuela, Jr. Student Trustee, Ventura County Community College District
District Responses to Accreditation Recommendations 1-7 and Commission Concern Regarding Board Governance

Summary

At the Accrediting Commission for Community and Junior Colleges (ACCJC or Commission) January 11-13, 2011 meeting, the Commission imposed the sanction of “Warning” on Moorpark College, Oxnard College, and Ventura College and required the Colleges to submit follow-up reports by October 15, 2011. A follow-up accreditation team then conducted a site visit at Ventura County Community College District (VCCCD or District) on October 31, 2011. The purpose of the October 31, 2011 site visit was to verify that the follow-up reports prepared by the Colleges and District were accurate through an examination of evidence, to determine if sustained, continuous, and positive improvements had been made at the District level, and that the District had resolved the recommendations made by the comprehensive evaluation team. The site team visit focused on seven District Recommendations and one Commission Concern related to minimum qualifications of faculty. The team acknowledged VCCCD had adequately addressed the Commission Concern regarding minimum qualifications of faculty but had not made sufficient progress on the seven District Recommendations to satisfy compliance with Accreditation Standards. At its January 10-12, 2012 meeting, the Commission took action to impose the sanction of placing the Colleges on “Probation” and required VCCCD to respond to the seven District Recommendations with follow-up reports due no later than October 15, 2012. In addition, the Commission issued a new Commission Concern regarding Board governance that required a Special Report to be submitted on or before March 15, 2012, followed by a team site visit in April 2012.

The Special Report site team visited the District on April 16, 2012. The site visit focused solely on the Commission’s Special Concern regarding Board governance. The site team reviewed evidence and conducted interviews with District and College constituents. Following consideration of the District’s Special Report to the Commission and the accreditation team’s April 16, 2012 site visit report, the Commission took action at its June 6-8, 2012 meeting to continue the probationary status of the District’s Colleges. The Interim Chancellor for VCCCD received formal notification of the Commission’s June 2012 action on July 5, 2012. In response, the Interim Chancellor disseminated the Commission’s correspondence to the Board of Trustees and ensured appropriate public notification. The Commission reminded the District and Colleges that follow-up reports are due to the Commission by October 15, 2012, to be followed by a site visit of Commission representatives. The follow-up reports must demonstrate the institutions have addressed the seven District Recommendations as stated in the February 2, 2012 Commission action letters, resolved deficiencies, and meet Eligibility Requirements, Accreditation Standards, and Commission policies. Additionally, per corrected Commission action letter dated February 1, 2012 and received May 2012, Ventura College is required to address College Recommendations 3, 4, 6, and 8 by October 15, 2012.
The following responses address the seven District Recommendations as outlined in the Commission Action Letter of February 2, 2012 and the Commission Concern regarding Board governance as specified in the Commission Action Letters of February 2 and July 2, 2012:
Report on District Recommendation #1

Recommendation:

In order to meet the Standards, the District, in concert with the three Colleges, shall develop clearly defined organizational maps that delineate the primary and secondary responsibilities of each, the College-to-College responsibilities, and that also incorporate the relationship of major District and College committees established to assure the integrity of activities related to such areas as budget, research, planning, and curriculum. (IV.B.3.a-b, IV.B.3.g)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

The team acknowledges the systematic work on organizational mapping that the Ventura CCC District and its three Colleges, Moorpark, Oxnard, and Ventura, have initiated in response to District Recommendation 1. By its very foundational nature, this recommendation represents the key to articulating roles and responsibilities in a multi-college district, identifying gaps in structures and resources for planning, research, and curriculum, and improving effectiveness and communication. To date, this recommendation has only been partially addressed and compliance with the Accreditation Standards has not been achieved. The team recommends the Ventura CCC District and its Colleges collectively affirm the urgency of compliance with Accreditation Standards and accelerate and enhance their efforts to address all components of District Recommendation 1.

Update:

In response to this recommendation, the District and Colleges, through Consultation Council, revised the Districtwide Participatory Governance Handbook (D1-01) to reflect a clearly defined organizational map and developed the “VCCCD Governance Advisory and Recommendation Pathways” delineation (D1-01) that illustrates the relationship of major District and College committees. The Handbook and accompanying Advisory and Recommendation Pathways ensure delineation of roles and responsibilities and provide venues within the District/College governance structure to host participatory dialogue. To accelerate progress and ensure broad-based collegial input, Consultation Council agreed to meet twice per month for the period of February through June 2012 to complete the work.

District Consultation Council is chaired by the Chancellor and consists of Districtwide constituents, including the Vice Chancellor of Business and Administrative Services; Vice Chancellor of Human Resources; Director of Administrative Relations; one College Executive Vice President appointed by the Chancellor; one District Classified Representative; one Classified Confidential Representative; College Presidents; Academic Senate Presidents or designees; Classified Senate Presidents; one Associated Student Government Representative from each College; AFT President; and SEIU President (D1-02).
The Consultation Council review process and activities related to revising the *Participatory Governance Handbook* and development of the Advisory and Recommendation Pathways included and yielded the following results (D1-03):

- In February 2012, the existing *Participatory Governance Handbook* was distributed to Consultation Council members for review and feedback. Extensive discussion regarding Consultation Council’s role in governance resulted in expanding Consultation Council’s responsibilities to include “Recommending appropriate participatory governance structures for the District, and monitoring and assessing effectiveness of the implementation of said governance structures.”

- In early March 2012, Consultation Council recommended changes to participatory governance groups related to charges and membership. As a result, the District Council on Accreditation and Planning (DCAP) was established with a charge to “Develop, monitor, and evaluate Districtwide planning and accreditation cycle activities.” March 2012 Consultation Council meeting notes indicated DCAP would meet to further develop its charge, membership, and report progress by the end of the calendar year. March, May, and June 2012 Consultation Council meeting notes reflect additional members may be appointed to DCAP at a later date or membership expanded by the Chancellor. DCAP membership was expanded by the Chancellor on June 4, 2012 to include the Director of Administrative Relations, Chancellor’s Office, a Classified Senate President, and Student Trustee. The May 22, 2012 Participatory Governance Handbook defines DCAP as follows:

  The District Council on Accreditation and Planning (DCAP) is an evolving body established to address immediate accreditation and planning issues. As such, DCAP advises the Chancellor, through Cabinet and the District Consultation Council, on matters pertaining to the development, monitoring, and evaluation of District-wide planning and accreditation cycle activities. Members understand that they attend meetings to represent constituent groups at a College or the District Administrative Center. In this role, members formulate recommendations to the Chancellor through consultation and are responsible to serve as a conduit of information and the catalyst for discussion on topics raised at the District group and within the constituent group. These topics include, but are not limited to, the specific areas outlined in state law and regulation. Membership will be expanded and/or modified by December 31, 2012.

  Current members include a Chancellor-appointed Chair; District Administrative Center Representative; Student Trustee; College Presidents, Academic Senate Presidents or designees; and others determined by the Chancellor.

- In March 2012, Consultation Council also determined the need for a District Council of Academic Affairs (DCAA) to advise the Chancellor regarding instructional program development and related Board policies, administrative procedures, and
standard operating practices; facilitate the coordination of District College programs and review institutional offerings for redundancy, growth and development, and discontinuance; and prepare the initial draft of the educational master plan as it relates to instruction and student services. Dialogue addressing gaps within existing governance committees further resulted in modifying the existing District Technical Review Workgroup (DTRW), which had been focused on reviewing curriculum at all three Colleges, and the District Council on Student Learning (DCSL), which had been focused on issues related to student services, with District Technical Review Workgroup – Instruction (DTRW-I) and District Technical Review Workgroup – Student Services (DTRW-SS) to advise DCAA on academic and professional matters. DTRW-I and DTRW-SS focus on instruction and student services in program development and review/suggest revisions to Board policies and administrative procedures in these areas as needed.

DCAA, DTRW-I, and DTRW-SS began meeting formally in September 2012. DCAA membership consists of a Chancellor-appointed Co-Chair; a Co-Chair Faculty member selected by DCAA members; Executive Vice Presidents; Academic Senate Presidents or designees, one Vice President of Business Services; Faculty Co-Chairs of campus planning committees or College Faculty designees; Associated Student Government Representatives; and a College Faculty member from each campus. DTRW-I members include a Chancellor-appointed Chair and Faculty Co-Chair rotated between the Colleges; Executive Vice Presidents; Faculty Co-Chairs of College Curriculum Committees; and Articulation Officers. DTRW-SS membership consists of a Chancellor-appointed Executive Vice President as Chair; a Co-Chair selected by DTRW-SS; a Dean of Student Services from each College; Associated Student Government Representatives; Registrars; and Articulation Officers or non-instructional designees from each campus (D1-04).

- In April 2012, Consultation Council discussed and incorporated feedback into the Participatory Governance Manual and related governance process chart, “VCCCD Governance Advisory and Recommendation Pathways.” Following final review by Chancellor’s Cabinet, College Presidents distributed the organizational mapping documents to College constituents for feedback, and the Director of Administrative Relations provided the documents to District Administrative Center constituents for input.

- In May 2012, Consultation Council discussed and agreed upon minor modifications to the “Governance Advisory and Recommendation Pathways” for clarity.

- In June 2012, Consultation Council completed its final review of the Participatory Governance Handbook and related “VCCCD Governance Advisory and Recommendation Pathways” as part of its June 16, 2012 Board of Trustees Meeting Agenda Review.

The Participatory Governance Handbook has been widely communicated at the Colleges and District Administrative Center, and constituents were given opportunities to provide input for
improvement prior to finalization of the documents (D1-05). The Participatory Governance Handbook was presented to the Board of Trustees for information on June 19, 2012 (D1-06) and publicly posted on the District’s website at www.vcccd.edu (D1-07). In addition, the Board of Trustees approved an updated BP 2205 Delineation of System and Board Functions (D1-08) on June 19, 2012 to include the completed Participatory Governance Handbook and functional mapping documents. The District and Colleges will assess, on an annual basis, the appropriateness of constituent role delineation and responsibilities involved in Districtwide governance processes, identifying gaps in governance structures and resources, as well as the overall effectiveness of the process.

Evidence for District Recommendation 1:

D1-01 Participatory Governance Handbook, including Functional Mapping narrative (p. 28) and VCCCD Governance Advisory and Recommendation Pathways (p. 58), 05.22.12

D1-02 Consultation Council Membership, Participatory Governance Handbook (pp. 16-17), 05.22.12

D1-03 Consultation Council Meeting Notes, 01.12.12, 02.03.12, 02.22.12, 03.02.12, 03.09.12, 03.30.12, 04.06.12, 04.27.12, 05.10.12, 06.07.12

D1-04 Membership of District Council on Academic Affairs (DCAA), District Technical Review Workgroup-Instructional (DTRW-I), and District Technical Review Workgroup (DTRW-SS), Participatory Governance Handbook (pp. 21-25), 05.22.12

D1-05 District/College communications regarding Participatory Governance Handbook and functional mapping documents, Ventura College Emails 04.09.12, 04.16.12, 08.15.12; Moorpark College Email 04.19.12; Oxnard College Emails 04.27.12, 05.02.12; District Administrative Center Emails 04.13.12, 05.08.12; District-wide Posting 07.02.12

D1-06 Board of Trustees Regular Meeting Minutes, Agenda Item 27, 06.19.12

D1-07 District Public Website Posting of Participatory Governance Handbook at www.vcccd.edu

D1-08 Board of Trustees Regular Meeting Agenda, Item 16.03, pp. 527, 529, 06.19.12; Board of Trustees Regular Meeting Minutes, Agenda Item 16.03, 06.19.12
Report on District Recommendation #2

Recommendation:

In order to meet the Standard, the District, in concert with the three Colleges, shall document evidence that a review of District Policies and Procedures that may impede the timely and effective operations of the departments of the Colleges has taken place and that appropriate modifications are made that facilitate the operational effectiveness of the Colleges. A calendar that identifies a timeline for the regular and consistent review of policies shall be developed. (IV.B.1.e)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

The team acknowledges the scope and extent of District and College work resulting in considerable progress on District Recommendation 2. Of its three inter-related components, the recommendation for the development of a calendar for the regular and consistent review of policies has been fully addressed. With regard to the review and modifications of policies and procedures that may impede operational effectiveness, the team find these elements to be partially addressed and recommends the District and Colleges analyze all collected data for potential impediments and continue to modify operating practices to ensure consistency and appropriate application.

Update:

In response to this recommendation, the District developed and the Board of Trustees adopted a two-year policy/procedure review cycle calendar. The proposed review schedule was implemented in March 2011 and is being vigorously adhered to (D2-01) as evidenced by the substantial amount of activities undertaken by the Policy Committee of the Board (D2-02) and the subsequent placement of proposed, reviewed and/or revised policies and administrative procedures on the monthly Board of Trustees agendas for action or information (D2-03).

To address the review and modification of policies and procedures that may impede operational effectiveness, policy/administrative procedure review and recommended changes follow the newly implemented “VCCCD Governance Advisory and Recommendation Pathways” outlined in the Participatory Governance Handbook (D2-04) to ensure broad-based constituent input, consistency, and appropriate application across the District and Colleges. Governance committees and District/College constituents serving on governance committees are provided opportunities to review, analyze, and recommend suggestions for modification of policies/procedures under review that may present potential impediments and negatively impact the timely and effective operations of District/College departments. As presented under “General Operating Agreements for District Groups” in the Participatory Governance Handbook, Committee members understand they attend meetings to represent constituent groups at a College or the District Administrative Center. Constituent groups
formulate recommendations to the Chancellor through consultation, and members are responsible to serve as a conduit for information and the catalyst for discussion and topics raised by District groups and within the constituent groups (D2-05).

District policies and procedures have been reviewed and analyzed consistently during the two-year cycle as evidenced through governance bodies, including District Council on Student Learning (DCSL); District Technical Review Workgroup (DTRW); District Council on Human Resources (DCHR); District Council on Administrative Services (DCAS); District Consultation Council; Chancellor’s Cabinet, and District Administrative Council. Governance groups maintain meeting notes that include policy/administrative procedure actions and recommendations taken during committee meetings (D2-06).

As of August 2012, the review and analysis status for Board Policies/Administrative Procedures was as follows:

- Chapter 1 The District: complete
- Chapter 2 Board of Trustees: approximately 99 percent complete
- Chapter 3 General Institution: approximately 50 percent complete
- Chapter 4 Academic Affairs: approximately 80 percent complete
- Chapter 5 Student Services: approximately 5 percent complete
- Chapter 6 Business/Fiscal Affairs: approximately 90 percent complete
- Chapter 7 Human Resources: approximately 20 percent complete

Approximately 90 percent of Chapter 7 Human Resources is scheduled for review completion by the end of October 2012. Policy and administrative procedure review of Chapter 4 Academic Affairs and Chapter 5 Student Services by newly-formed District Council on Academic Affairs (DCAA), District Technical Review Workgroup-Instruction (DTRW-I), and District Technical Review Workgroup-Student Services (DRTW-SS) began in September 2012 (D2-07).

To address extremely time sensitive policy or administrative procedures critical to District/College operational deadlines but subject to missing Policy Committee or Board Meeting timelines, governance committees can hold a special meeting and/or present such time sensitive recommended policies and administrative procedures to the Chancellor or Chancellor’s Cabinet for approval to advance to Policy Committee and the Board of Trustees.

As a result of dialogue by governance groups and constituent feedback, policy and administrative procedure modifications occurred as evidenced by the following revised operating practices to avoid impeding College operations and ensure consistency across the District/Colleges (D2-08):

- In August 2012, the District launched a website for “Business Tools, Forms, and Procedures,” a SharePoint site for employee access. The site includes frequently used Districtwide forms in fillable field format; detailed procedures in some areas of Accounting, Accounts Payable, Payroll, Information Technology, Purchasing, Risk
Management, Police/Parking Services, and Contracts and Grants, including the specific Administrative Procedure 3280 for the completion of grant applications. “Business Tools” is designed to facilitate the consistent Districtwide application of procedures. In order to respond to user needs and input, a dedicated link is provided for faculty and staff to submit feedback and/or suggestions via the site. To achieve continuous quality improvement, the site will be expanded in 2012-2013 to incorporate additional procedures, forms, and enhancements based on user suggestions. This process of regular updates will continue based on user input.

- In conjunction with faculty and staff, a Field Trip/Excursion electronic workflow process was developed in response to faculty needs. Staff and faculty with extensive experience in field trips worked during summer 2012 to develop the workflow. The workflow was implemented in August 2012 by a small number of key faculty from throughout the District to ensure a thorough testing and application of the process. The District Director of General Services provided an overview of the process to interested faculty during Fall 2012 Flex Days at all three Colleges. This process will be refined with additional faculty input.

The District is on schedule to complete its two-year review cycle of existing policies and procedures by March 31, 2013. The District will continue to regularly monitor the sequence, origination points, and appropriate constituency involvement in the two-year policy/procedure review process to systematically identify criteria and evaluate impacts of same on District/College operational effectiveness.

Further, the District Council on Accreditation and Planning (DCAP) is identifying additional effective measures to capture further feedback from District/College constituents, analyze collected data for potential impediments, and continue modifying operating practices to ensure Board policies and procedures enhance operations. One measure identified and developed by DCAP included a survey designed and implemented in September 2012 that collected feedback from employees about ways to improve the flow of information to and from the District through formal channels of the committee and governance structure and to identify any policies or procedures that need clarification or that are difficult to implement in practice (D2-09). Results of the newly-implemented annual survey were discussed at District Consultation Council in September 2012, summarized in the October 2012 Chancellor’s Monthly Update, and distributed to employees, students, and community advisory body members (D2-10).

List of Evidence for District Recommendation #2:

- D2-02 Policy Committee Meeting Agendas/Minutes, 11/2012-07/2012
- D2-03 Board of Trustees Meeting Agendas/Minutes, 11/2012-08/2012
- D2-04 Participatory Governance Handbook “VCCCD Governance Advisory and Recommendation Pathways” (p. 58)
D2-05  Participatory Governance Handbook, General Operating Agreements for District Groups (p. 10)
D2-07  Communication implementing DCAA, DTRW-I, and DTRW-SS, 08/2012
D2-08  Business Tools, Forms, and Procedures, 08/2012; Field Trip/Excursion Electronic Workflow Process, 08/2012
D2-09  Employee Formal Communications Survey, 09/2012
D2-10  Employee Formal Communications Survey Findings, Summary, and Distribution, 09-10/2012
Recommendation:

*In order to increase effectiveness, the Teams recommend that the District conduct a periodic outcomes assessment and analysis of its strategic planning and decision-making processes, leading to sustainable continuous quality improvement in educational effectiveness in support of student learning and district-wide operations. (IV.B.3)*

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

*The team documented the Ventura CCC District’s progress in improving its planning process and found that the District and its Colleges have partially addressed this recommendation. However, the process is still being refined and remains incomplete without well-defined outcome measures and clear timelines. The team recommends the District focus and accelerate its work on defining outcome measures, developing appropriate timelines, and integrating its periodic outcomes assessment data into the strategic planning process in order to promote sustainable continuous quality improvement. The team further recommends that the District, through its functional mapping and related documents, articulates the District Office responsibility (separate from the Board’s oversight responsibility) for future and ongoing reviews of strategic planning and decision-making processes.*

Update:

In response to the Commission recommendation and to align with best practices in institutional planning, the Board of Trustees conducted an assessment of the District’s current planning efforts using the ACCJC Rubric on Integrated Planning at its June 26, 2012 Board Strategic Planning Session – Part One (D3-01).

Discussions from the assessment session suggest that current District practices and processes reflect many essential features of integrated planning, including a 10-year District Master Plan, Board goals and objectives with annual effectiveness reporting, annual Board planning sessions, and beginning of a dialogue regarding the efficacy of the planning process. The Districtwide integrated planning process will incorporate local College planning processes and reporting timelines.

The Board recognized during the June 2012 Planning Session that to reach and maintain the level of “sustainable continuous program improvement,” process improvements are needed. Of particular importance is the documentation of the planning process, the affirmation of the planning cycle and timeline for the creation of the next Master Plan, and an orderly transition to these improved practices from the current activities. To that end, a transition plan and a Districtwide planning model timeline were presented and discussed. Key elements of the presentation included (D3-02):
Transition Plan:

Conduct 2012-2013 planning cycle through the following activities:

- Revise the 2012 Goals and Objectives for 2013
- Create and Implement Action Plans
- Assess results at June 2013 Board Planning Session

Revised Districtwide Integrated Planning Cycle Timeline:

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Cycle</th>
<th>Plan Activities</th>
<th>Assessment Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>Transition from prior year plan; initiation of new planning cycle</td>
<td>Transition: Complete Original Planning Cycle; Conduct Master Planning: Create Master Plan with Goals</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2013-14</td>
<td>Current Cycle: Year One</td>
<td>Create Strategic Plan containing Strategic Objectives to support Master Plan Goals; develop and implement Action Steps</td>
<td>Assess Progress on Objectives; Assess and improve planning process</td>
</tr>
<tr>
<td>2014-15</td>
<td>Current Cycle: Year Two</td>
<td>Assess status of Strategic Plan and Objectives; continue implementation of Action Steps</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2015-16</td>
<td>Current Cycle: Year Three</td>
<td>Mid-term Review of Master Plan Goals: Assess status of Master Plan Goals, Strategic Plan and Objectives; adjust Strategic Plan and Objectives as needed</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2016-17</td>
<td>Current Cycle: Year Four</td>
<td>Assess status of Strategic Plan and Objectives; continue implementation of Action Steps</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2017-18</td>
<td>Current Cycle: Year Five</td>
<td>Assess status of Strategic Plan and Objectives; continue implementation of Action Steps</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2018-19</td>
<td>Current Cycle: Year Six</td>
<td>Master Planning Year: Assess and modify Master Plan for the next 6-year cycle</td>
<td>Assess and improve planning process</td>
</tr>
</tbody>
</table>

The Board of Trustees approved the Transition Plan and Revised Planning Cycle Timeline on August 9, 2012 during its Board Strategic Planning Session – Part Two (D3-03).
Subsequently, a *Districtwide Planning Manual* was developed to guide and document the planning process (D3-04).

To assess effectiveness of the District and its Colleges, VCCCD created a *Districtwide Effectiveness Report* that delineates the outcomes for corresponding annual Board Goals (D3-05). The *Districtwide Effectiveness Report* provides three years of data for trend analysis and comparisons. The first report was presented at the June 28, 2012 Board Planning Session; the report will be presented annually and institutionalized as a component of the standard assessment measure. The Board also assessed and made plans to improve its current Districtwide planning at the June and August Planning Sessions, taking deliberate steps to reach the level of sustainable continuous quality improvement in integrated strategic planning.

To assess its decision-making processes, the District, through Consultation Council, reviewed and revised the *Participatory Governance Handbook* and substantially revised the deliberation and consultation process. The resulting structure, as documented in the Handbook under the “Advisory and Recommendation Pathways,” ensures that the deliberation, recommendation, and decision-making process is appropriate and functional (D3-06). The Consultation Council review process and activities related to revising the *Participatory Governance Handbook* and development of the Advisory and Recommendation Pathways (D3-07) included and yielded the following results:

- In February 2012, the existing *Participatory Governance Handbook* was distributed to Consultation Council members for review and feedback. Extensive discussion regarding Consultation Council’s role in governance resulted in expanding Consultation Council’s responsibilities to include “Recommending appropriate participatory governance structures for the District, and monitoring and assessing effectiveness of the implementation of said governance structures.”

- In early March 2012, Consultation Council recommended changes to participatory governance groups related to charges and membership. As a result, the District Council on Accreditation and Planning (DCAP) was established with a charge to “Develop, monitor, and evaluate Districtwide planning and accreditation cycle activities.” March 2012 Consultation Council meeting notes indicated DCAP would meet to further develop its charge, membership, and report progress by the end of the calendar year. March, May, and June 2012 Consultation Council meeting notes reflected additional members may be appointed to DCAP at a later date or membership expanded by the Chancellor. DCAP membership was expanded by the Chancellor on June 4, 2012 to include the Director of Administrative Relations, Chancellor’s Office, a Classified Senate President, and Student Trustee. The May 22, 2012 Participatory Governance Handbook defines DCAP as follows:

> The District Council on Accreditation and Planning (DCAP) is an evolving body established to address immediate accreditation and planning issues. As such, DCAP advises the Chancellor, through Cabinet and the District Consultation Council, on matters pertaining to
the development, monitoring, and evaluation of District-wide planning and accreditation cycle activities. Members understand that they attend meetings to represent constituent groups at a College or the District Administrative Center. In this role, members formulate recommendations to the Chancellor through consultation and are responsible to serve as a conduit of information and the catalyst for discussion on topics raised at the District group and within the constituent group. These topics include, but are not limited to, the specific areas outlined in state law and regulation. Membership will be expanded and/or modified by December 31, 2012.

Current members include a Chancellor-appointed Chair; District Administrative Center Representative; Student Trustee; College Presidents, Academic Senate Presidents or designees; and others determined by the Chancellor.

- In March 2012, Consultation Council also determined the need for a District Council of Academic Affairs (DCAA) to advise the Chancellor regarding instructional program development and related Board policies, administrative procedures, and standard operating practices; facilitate the coordination of District College programs and review institutional offerings for redundancy, growth and development, and discontinuance; and prepare the initial draft of the educational master plan as it relates to instruction and student services. Dialogue addressing gaps within existing governance committees further resulted in modifying the existing District Technical Review Workgroup (DTRW), which had been focused on reviewing curriculum from the three Colleges, and the District Council on Student Learning (DCSL), which had been focused on issues related to student services, with District Technical Review Workgroup – Instruction (DTRW-I) and District Technical Review Workgroup – Student Services (DTRW-SS) to advise DCAA on academic and professional matters. DTRW-I and DTRW-SS focus on instruction and student services in program development and review/suggest revisions to Board policies and administrative procedures in these areas as needed. DCAA, DTRW-I, and DTRW-SS began meeting formally in September 2012.

- In April 2012, Consultation Council discussed and incorporated feedback into the Participatory Governance Manual and related governance process chart, “VCCCD Governance Advisory and Recommendation Pathways.” Following final review by Chancellor’s Cabinet, College Presidents distributed the organizational mapping documents to College constituents for feedback, and the Director of Administrative Relations provided the documents to District Administrative Center constituents for input.

- In May 2012, Consultation Council discussed and agreed upon minor modifications to the “Governance Advisory and Recommendation Pathways” for clarity.

- In June 2012, Consultation Council completed its final review of the Participatory Governance Handbook and related “VCCCD Governance Advisory and
Recommendation Pathways” as part of its June 16, 2012 Board of Trustees Meeting Agenda Review.

List of Evidence for District Recommendation #3:

D3-01 Board Strategic Planning Session – Part One Agenda/Minutes, 06.26.12
D3-02 Integrated Planning Model Presentation, Board Strategic Planning Session – Part One, 06.26.12
D3-03 Board of Trustees Approval of Transition Plan and Revised Planning Cycle Timeline, Board Strategic Planning Session – Part Two, Agenda/Minutes Item 12.05, 08.09.12
D3-04 Districtwide Planning Manual, 09/2012
D3-05 Districtwide Effectiveness Report, Board Strategic Planning Session – Part One, 06.26.12
D3-06 District Participatory Governance Handbook, Advisory and Recommendation Pathways,” 05.22.12
D3-07 Consultation Council Meeting Notes, 01.12.12, 02.03.12, 02.22.12, 03.02.12, 03.09.12, 03.30.12, 04.06.12, 04.27.12, 05.10.12, 06.07.12
Report on District Recommendation #4

Recommendation:

In order to improve communications, the Teams recommend that the District assess the effectiveness of its formal communications and utilize constituency and community input/feedback data to implement improvements to ensure that open and timely communication regarding expectations of educational excellence, operational planning, and integrity continues and is enhanced at all levels of the organization. (III.A.3, IV.B.3)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

The team acknowledges the focused efforts of the Ventura CCC District and the Colleges in responding to District Recommendation 4 and finds the recommendation has been partially addressed to date. The new administrative advisory bodies, the expanded Citizens Advisory Committee, and the added communication strategies indicate a commitment to improving the effectiveness of communications throughout the District. These efforts have increased the opportunities for constituency and community input and the team recommends the District develop clear purpose statements for each of these bodies aligned with District, Board, and College communication goals. [Note: have not found evidence of this for Presidents Council and District Administrative Council, which are the advisory bodies cited in the District’s previous responses.]

While the District has assessed its formal communications through the collection of College feedback and discussed possible methods for collecting feedback about the effectiveness of communications in the future, there is no evidence that regular assessments will be implemented to ensure ongoing effectiveness and continuous improvement. It is also not clear if the District will measure improvements in constituency satisfaction with formal communications as a means to gauge effectiveness. The team recommends the District incorporate regular assessments of formal communications such as committee self-appraisal and employee surveys, to ensure improved communications and fully address the Accreditation Standards cited in District Recommendation 4.

Update:

To fully meet this recommendation, the District, through Consultation Council (D4-01), has improved the effectiveness of its formal communications as evidenced by a thorough review and revision of the District Participatory Governance Handbook (D4-02). In creating and adhering to appropriate “Governance Advisory and Recommendation Pathways” for formal consultation and dialogue, the District ensures the venues for constituent feedback are available, well-defined, and understood (D4-03). The Participatory Governance Handbook will be thoroughly assessed through Consultation Council every three years to ensure ongoing effectiveness and demonstrate sustainable continuous quality improvement. Additionally, at the first fall meeting of the academic year, each governance group will
distribute and discuss the group’s charge and reporting structure; review norms for working as a team; develop operating agreements for determining recommendations; and review or establish task-specific operating agreements, if needed (D4-04).

In March 2012, the Chancellor deployed the annual governance committees’ self-appraisal survey process through the Office of Administrative Relations to ensure assessment and improve formal communications. The annual self-appraisal process included the following activities:

- In March 2012, the existing self-appraisal survey instrument was reviewed and expanded by Consultation Council to gather and evaluate data from the District/Colleges related to formal communications within governance committee structures (D4-05).

- In early April 2012, District Consultation Council; District Council on Human Resources (DCHR); District Council on Administrative Services (DCAS); District Technical Review Workgroup (DTRW); District Council on Student Learning (DCSL); and Administrative Technology Advisory Group (ATAC) received self-appraisals electronically for completion through the Office of Administration Relations (D4-06). Although council/group members were identified for distribution of the self-appraisal survey, individual member participation was conducted anonymously through SurveyMonkey. Council/Group members participated as follows:

<table>
<thead>
<tr>
<th>Council/Group</th>
<th>Participating Members</th>
<th>Total Members</th>
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<tbody>
<tr>
<td>District Consultation Council</td>
<td>17</td>
<td>26</td>
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<td>DCHR</td>
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<td>ATAC</td>
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- In late April 2012, council/group self-appraisal findings were provided to council/group chairs/co-chairs by the Office of Administrative Relations for discussion with members to ensure ongoing effectiveness and continuous improvement (D4-07).

- Council/group self-appraisal findings were discussed by members of District Consultation Council; DCHR; DCAS; DCSL; DTRW; and ATAC during the period of May through September 2012. As evidenced by meeting notes and dialogue, council/group member identified areas of potential improvement based on self-appraisal findings as follows (D4-07):
  
  - District Consultation Council discussion resulted in consideration of using technology to eliminate the need to travel to the District Administrative
Center for Consultation Council meetings, adding a standing item of “future agenda items” to Consultation Council agendas, expanding membership of the District Council on Planning and Accreditation (DCAP), and receiving meeting summary reports from DCAP.

- DCHR discussion results will be provided following the September 2012 DCHR meeting.

- DCAS discussion resulted in a recommendation to conduct the survey mid-year and year-end or just mid-year to allow time for corrective action, if needed. DCAS agreed self-appraisal results were positive, accurately reflected the sentiments of the group, objectives were being met, and no change was needed in the functioning of the committee.

- DTRW discussion results will be provided following a September 2012 meeting.

- DCSL discussion results will be provided following a September 2012 meeting.

- ATAC discussion of findings resulted in committee agreement to change the frequency of meetings from monthly to bi-monthly, meeting notes will be posted on the District website and emailed to committee members, and meeting agendas will be distributed two weeks in advance to provide an opportunity for increased campus dialogue on agenda items prior to ATAC meetings.

In addition, the Chancellor’s Office established a Chancellor’s Monthly Update in March 2012 to communicate formal governance committee/council activities occurring Districtwide. The monthly updates are currently posted on the District portal under Districtwide announcements (D4-08). Effective October 2012, distribution of Chancellor Monthly Updates will be expanded to students and Community Advisory Body members.

In response to the accrediting team’s recommendation, the Citizens Advisory Body description and purpose was clarified and added to the District Participatory Governance Handbook as part of the Handbook’s update and completion process as follows (D4-09):

The Citizens Advisory Body provides community input and feedback to the Board of Trustees in the preparation of its Districtwide planning. The community body assists the Board in the evaluation of the District’s effectiveness in meeting educational excellence and operational efficiency and acts as a vehicle to which the Board communicates its expectations of organizational excellence and integrity. The Citizens Advisory Body consists of 20 members who serve a three-year term; members may serve multiple terms. Individual Trustees recommend up to four community members to the
full Board for approval. Members are recommended for their broad community standing, professional experience, and/or public service.

The documented purpose statement was communicated to the Citizens Advisory Body in fall 2012. Purpose statements for Presidents Council and District Administrative Council, two administrative advisory bodies, were discussed and clearly documented at Presidents Council in August 2012 and District Administrative Council in September 2012 (D4-10).

To further utilize community input in strategic planning, the District, through the Office of Administrative Relations, conducted an electronic survey with an expanded Citizens Advisory Body in June 2012 to obtain feedback for review and consideration at the Board’s June 26, 2012 Strategic Planning Session – Part One (D4-11). The survey was designed to obtain community member opinions regarding the District/Colleges’ breadth of functions and perceived challenges to better inform the Board of Trustees in planning and deliberations. Of the 39 community members invited to participate, 24 individuals agreed to remain members of or join the Citizens Advisory Body for 2012-2013 (D4-12), and 16 Community Advisory Body members completed the survey. Individual member participation was conducted anonymously through SurveyMonkey.

Survey findings were presented to the Board during the June 26, 2012 Strategic Planning Session – Part One. Significant findings reflected the need for the District to increase communication with community constituents regarding programs, services, and budget information. In addition, findings indicated community members view the budget, alternative revenue resources, accreditation, partnerships, and college readiness as challenges currently facing VCCCD. Trustees commented the findings confirm the importance of obtaining community input, and the full Board agreed to increase the number of meetings with the Citizens Advisory Body to improve communication and ensure in-depth community participation in planning related to community needs (D4-13).

In September 2012, the District initiated a survey of all employees related to constituency satisfaction with formal communications as a means to gauge effectiveness and provide opportunity for improvement. The survey, designed by District Council on Accreditation and Planning (DCAP), was distributed to employees through the Office of Administrative Relations, Chancellor’s Office. Results of the newly-implemented annual survey were discussed at District Consultation Council in September 2012, summarized in the October 2012 Chancellor’s Monthly Update, and distributed to employees, students, and community advisory body members (D4-14).

List of Evidence for District Recommendation #4:

- **D4-01** Consultation Council Meeting Notes, 01.12.12, 02.03.12, 02.22.12, 03.02.12, 03.09.12, 03.30.12, 04.06.12, 04.27.12, 05.10.12, 06.07.12
- **D4-02** Participatory Governance Handbook, 05.22.12
- **D4-03** VCCCD Governance Advisory and Recommendation Pathways (p. 58), 05.22.12
D4-04  Participatory Governance Handbook, (pp. 10-11), 05.22.12
D4-05  Consultation Council Meeting Notes, 03.09.12; Participatory Governance Committee Self-Appraisal Template, 03/2012
D4-06  District Committee Self-Appraisal Electronic Distribution Communications
D4-07  Participatory Governance Committees Self-Appraisal Findings and Governance Committee Meeting Notes Reflecting Discussion (i.e., Consultation Council; District Consultation Council; District Council on Student Learning (DCSL); District Technical Review Workgroup (DTRW); District Council on Human Resources (DCHR); District Council on Administrative Services (DCAS); and Administrative Technology Advisory Committee (ATAC), 04-09/2012
D4-08  Chancellor’s Monthly Updates, 03/2012-08/2012
D4-09  Citizens Advisory Body Charge/Purpose, Participatory Governance Handbook, 05.22.12 (p. 32-33)
D4-10  Presidents Council Meeting Notes, 08.20.12; District Administrative Council Meeting Notes, 09.04.12
D4-11  Citizens Advisory Body Survey, 06/2012
D4-12  Citizens Advisory Body Membership Roster, 06/2012
D4-13  Citizens Advisory Body Survey Findings, 06.26.12; Board of Trustees Meeting Minutes, 06.26.12
D4-14  Employee Formal Communications Survey Findings, Summary, and Distribution, 09-10/2012
Report on District Recommendation #5

Recommendation:

*In order to meet the Standard, the Board of Trustees shall complete an analysis of its self assessment pursuant to Board Policy 2745 and formally adopt expected outcomes and measures for continuous quality improvement that will be assessed and reported as a component of the immediately succeeding self-assessment. (IV.B.1.g)*

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

*District Recommendation 5 has been addressed to a considerable extent. The team found the District Board of Trustees initiated an annual self-assessment activity and has made significant progress in improving its self-evaluation process through the inclusion of objectives and outcome measures. However, the improvement component of the process will remain incomplete until the newly-developed measurable objectives for 2011-12 are analyzed during the annual Board self-evaluation session scheduled for May/June 2012. The team recommends the Board complete the self-evaluation process as scheduled and ensure the self-assessment activity is conducted on a yearly basis.*

Update:

To fully meet this recommendation, the Board of Trustees reviewed its self-assessment instrument and made improvements to its content (D5-01). Further, the Board implemented an ongoing self-evaluation process and completed the annual Board self-evaluation in advance of its June 26, 2012 Board Planning Session – Part One in accordance with Board Policy/Administrative Procedure 2745 Board Self-Evaluation (D5-02). The Board also formally adopted outcomes and measures of its performance, and the assessment of those outcomes was an integral part of the annual assessment. An external constituent assessment of the Board in the form of a survey to Consultation Council was established per Board Policy/Administrative Policy 2745 as part of the Board’s annual self-assessment process (D5-03). This year’s external assessment results were discussed as part of the Board self-evaluation at the June 26, 2012 Board Planning Session – Part One (D5-04). The annual self-assessment process included the following activities:

- At its January 17, 2012 Board Meeting, the Board adopted revised Board Policy 2745 Board Self-Evaluation to include Board meeting monthly assessment findings to strengthen its self-evaluation process in evaluating Board Performance Goals (D5-05).

- The Board again amended Board Policy 2745 Board Self-Evaluation on March 13, 2012 to include language regarding an annual Board self-assessment process to further align Board Policy 2745 to District Recommendation 4 (D5-06).
• On June 19, 2012, the Board accepted Board Administrative Procedure 2745 Board Self-Evaluation as aligned with Board Policy 2745 to include Consultation Council feedback through a Board Evaluation distributed electronically to Consultation Council members during the Board’s annual self-evaluation process (D5-07).

• In May 2012, the Board implemented its annual ongoing self-evaluation process per Board Policy/Administrative Procedure 2745. The Board of Trustees received the 2012 self-evaluation survey in electronic format for completion (D5-08) through the Chancellor’s Office, and Consultation Council members were provided an opportunity to complete the Board Evaluation survey electronically (D5-09) through the Chancellor’s Office. The Board Survey was designed to gather feedback regarding Board Performance Goals, general evaluation, and individual Trustee reflective perspective. Participants were asked to indicate his/her opinions using a rating scale of agree, partial agreement, disagree, or don’t know. An option to provide comments was provided. The full Board and 18 of 21 Consultation Council Members completed the survey.

• The annual summative Board self-evaluation was conducted at the Board’s June 26, 2012 Board Strategic Planning Session – Part One (D5-10). Expected outcomes included evaluating Board performance; identifying and discussing areas for strengthening Board performance; incorporating identified areas in need of improvement into existing Board Performance Goals; and adopting updated Board Performance Goals.

The Board’s self-evaluation process included discussion of significant findings from a summary of the Board’s Monthly Meeting Assessments (D5-11) and a results discussion of the Board’s Annual Self-Evaluation and Consultation Council Evaluation of the Board (D5-12). Significant findings suggesting possible areas of improvement included trustee involvement in operational matters; need for additional Citizens Advisory Body meetings; need for more information in staff reports; and need for strengthened parliamentary practice. Findings also reflected full Board agreement in spending appropriate time preparing for meetings; actively participating in meetings; unified support of Board decisions; maintaining confidentiality; and disclosing actual and/or perceived conflicts of interest. Points of Board discussion based on Consultation Council general evaluation feedback included the Board’s adherence to its policy-making role; ensuring assessment of formal communication with constituents; involving community members in strategic planning; acting as a cohesive unit and taking responsibility for the Board’s collective performance; complying with the Board’s Code of Ethics; avoiding engagement in operational matters; evaluating strategic planning; supporting the Chancellor; and understanding accreditation.

• Following Board discussion on June 26, 2012, Trustees assessed the Board’s progress in achieving performance goals and considered significant findings in the review and update of 2011-12 Board Performance Goals (D5-13). The Board agreed upon recommendations for improvement and renewed the Board’s commitment to continue
to strengthen Board performance in areas including the Citizens Advisory Body, community outreach, professional development, and maintaining the Board’s policymaking role.

- At the August 9, 2012 Board Strategic Planning Session – Part Two, the full Board formally adopted its updated 2012-13 Board Performance Goals incorporating 10 measurable activities designed to strengthen Board performance (D5-14).

- Following the August 9, 2012 Board Strategic Planning Session – Part Two, the Board of Trustees completed an assessment for the planning session meetings of June 26 and August 9, 2012 to ensure continuous quality improvement and effectiveness. Findings were provided for Trustee discussion at the September 11, 2012 Board meeting (D5-15).

List of Evidence for District Recommendation #5:

<table>
<thead>
<tr>
<th>Code</th>
<th>Description</th>
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<tbody>
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<td>D5-01</td>
<td>Revised Board Self-Assessment Instrument</td>
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<td>D5-02</td>
<td>Board Meeting Strategic Planning Session – Part One Agenda/Minutes, 05.22.12; VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation</td>
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<td>D5-03</td>
<td>Consultation Council Board Evaluation Instrument</td>
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<td>D5-04</td>
<td>Consultation Council Board Evaluation Findings, June 26, 2012</td>
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<td>D5-05</td>
<td>Board of Trustees Meeting Agenda/Minutes Item 11.03, 01.17.12</td>
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<td>D5-06</td>
<td>VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 13.13, 03.13.12</td>
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<td>D5-07</td>
<td>VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 16.06, 06.19.12</td>
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<td>D5-08</td>
<td>Board’s 2012 Self-Evaluation Survey and Electronic Communication, 05/2012</td>
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<td>D5-09</td>
<td>Consultation Council Board Evaluation Survey and Electronic Communication, 06/12</td>
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<td>D5-10</td>
<td>Board Strategic Planning Session – Part One Agenda/Minutes, 06.26.12</td>
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<td>D5-11</td>
<td>Summary of Board’s Monthly Meeting Assessments, 06.26.12</td>
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<td>D5-12</td>
<td>Board’s Annual Self-Evaluation Survey Findings; Consultation Council’s Evaluation of the Board Findings, 06.26.12</td>
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<td>D5-13</td>
<td>2011-12 Board Performance Goals, Board Strategic Planning Session – Part One, Agenda/Minutes Item 17.03, 06.26.12</td>
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<td>D5-14</td>
<td>2012-13 Board Performance Goals, Board Strategic Planning Session – Part Two, Agenda/Minutes Item 10.01, 08.09.12</td>
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<td>D5-15</td>
<td>Board Strategic Planning Session Assessment and Results for June 26 and August 9, 2012</td>
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Report on District Recommendation #6

Recommendation:

In order to meet the Standards, the Board of Trustees shall establish clearly written policies and corresponding procedures to ensure that decision-making is administered by staff in an equitable and consistent manner across and within the three Colleges. (III.A.3.a, III.A.4.c, IV.B.1.b-c)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

This recommendation has been partially addressed. The team found substantive District and College progress in developing consistent decision-making processes and positive efforts in responding to District Recommendation 6. The team recommends the Board and appropriate bodies continue their work in resolving uniform practice concerns and communicate to all constituencies the decision-making protocols and standard operating procedures.

Update:

To fulfill District Recommendation 6, the District administered a three-pronged strategy to ensure Board established policies and administrative procedures are administered Districtwide in an equitable and consistent manner:

1. Board policies and procedures are reviewed on a two-year cycle with constituent input to ensure clarity and appropriateness in field implementation.

2. The Functional Mapping narrative in the Participatory Governance Handbook makes explicit the delineation of functions between the District and Colleges and clarifies where District/College sites have discretionary decision-making over operations and where uniformity in practice is mandated (D6-01).

3. Formal communication channels are utilized to ensure Board policies and procedures are communicated to Districtwide constituents.

The two-year policy/procedure review cycle calendar implemented in March 2011 is being vigorously adhered to (D6-02) as evidenced by significant activity undertaken by the Policy Committee of the Board (D6-03) and the subsequent placement of proposed, reviewed and/or revised policies and administrative procedures on the monthly Board of Trustees agendas for action or information (D6-04).

District Board policies and administrative procedures have been reviewed and analyzed consistently with constituent input on the two-year cycle through governance bodies, including District Council on Student Learning (DCSL); District Technical Review
Workgroup (DTRW); District Council on Human Resources (DCHR); District Council on Administrative Services (DCAS); District Consultation Council; Chancellor’s Cabinet, and District Administrative Council. Governance groups maintain meeting notes that include policy/administrative procedure actions and recommendations taken during committee meetings (D6-05). Policy and administrative procedure review related to academic affairs and student services by newly-formed District Council on Academic Affairs (DCAA), District Technical Review Workgroup-Instruction (DTRW-I), and District Technical Review Workgroup-Student Services (DRTW-SS) began in September 2012.

To address policies and procedures that may impede operational effectiveness or result in uniform practice concerns, policy/administrative procedure review and recommended changes follow the newly implemented “VCCCD Governance Advisory and Recommendation Pathways” outlined in the Participatory Governance Handbook (D6-06) to ensure broad-based constituent input, consistency, and appropriate application across the District and Colleges. The Functional Mapping narrative in the Participatory Governance Handbook explains the delineation of functions between the District and Colleges and clarifies where District/College sites have discretionary decision-making over operations and where uniformity in practice is mandated (D6-07).

As of November 2011, the following policy and administrative procedure modifications occurred as a result of dialogue by governance groups and constituent feedback to ensure uniform application across the District/Colleges (D6-08):

- In August 2012, the District launched a website for “Business Tools, Forms, and Procedures,” a SharePoint site for employee access. The site includes frequently used Districtwide forms in fillable field format; detailed procedures in some areas of Accounting, Accounts Payable, Payroll, Information Technology, Purchasing, Risk Management, Police/Parking Services, and Contracts and Grants, including the specific Administrative Procedure 3280 for the completion of grant applications. “Business Tools” is designed to facilitate the consistent Districtwide application of procedures. In order to respond to user needs and input, a dedicated link is provided for faculty and staff to submit feedback and/or suggestions via the site. To achieve continuous quality improvement, the site will be expanded in 2012-2013 to incorporate additional procedures, forms, and enhancements based on user suggestions. This process of regular updates will continue based on user input.

- In conjunction with faculty and staff, a Field Trip/Excursion electronic workflow process was developed in response to faculty needs. Staff and faculty with extensive experience in field trips worked during summer 2012 to develop the workflow. The workflow was implemented in August 2012 by a small number of key faculty from throughout the District to ensure a thorough testing and application of the process. The District Director of General Services provided an overview of the process to interested faculty during Fall 2012 Flex Days at all three Colleges. This process will be refined with additional faculty input.
Governance committees and District/College constituents serving on governance committees are provided opportunities to review, analyze, and recommend suggestions for modification of policies/procedures under review that may present potential impediments or uniform application concerns in District/College departments. Committee members understand they attend meetings to represent constituent groups at a College or the District Administrative Center and serve as a conduit for information and catalyst for discussion and topics raised by District groups and within the constituent groups (D6-09).

To improve communication between Chancellor’s Cabinet and governance committees, actions taken in Chancellor’s Cabinet regarding policies and procedures are recorded in Chancellor’s Cabinet meeting notes, and the Office of Administrative Relations notifies the Chair/Co-Chairs of the appropriate governance committees of actions taken in Chancellor’s Cabinet (D6-10). In addition, through spring 2012, the Director of Administrative Relations attended DCSL and DTRW meetings as a guest to assist in maintaining consistent communication regarding review of policies and administrative procedures.

All Board policies and administrative procedures are monitored and tracked using a “Policy/Procedure Review Master Tracking Document” (D6-11) by the Director of Administrative Relations, Chancellor’s Office, and all active Board policies and procedures are available to District/College constituents and the public electronically via the District website at www.vcccd.edu (D6-12). Constituents are provided District contact information on the District website for questions or requests related to policy and administrative procedures. A hard copy master binder of all active Board policies and procedures is also maintained in the Office of Administrative Relations, Chancellor’s Office (D6-13).

District Council on Accreditation and Planning (DCAP) is identifying additional effective measures to capture further feedback from District/College constituents, analyze collected data for potential impediments, and continue modifying operating practices to ensure equitable decision-making and consistency across the District/Colleges. One measure identified and developed by DCAP included a survey designed and implemented in September 2012 that collected feedback from employees about ways to improve the flow of information to and from the District through formal channels of the committee and governance structure and to identify any policies or procedures that need clarification or that are difficult to implement in practice. Results of the newly-implemented annual survey were discussed at District Consultation Council in September 2012, summarized in the October 2012 Chancellor’s Monthly Update, and distributed to employees, students, and community advisory body members (D6-14).

List of Evidence for District Recommendation #6:

D6-01 District Participatory Governance Handbook, Functional Mapping Narrative, Appendix II, pp. 28-43, 05.22.12
D6-03 Policy Committee Meeting Agendas/Minutes, 11/2012-07/2012
D6-04 Board of Trustees Meeting Agendas/Minutes, 11/2012-08/2012

D6-06 Participatory Governance Handbook “VCCCD Governance Advisory and Recommendation Pathways” (p. 58), 05.22.12

D6-07 District Participatory Governance Handbook, Functional Mapping Narrative, Appendix II (pp. 28-43), 05.22.12

D6-08 Business Tools, Forms, and Procedures, 08/2012; Field Trip/Excursion Electronic Workflow Process, 08/2012

D6-09 Participatory Governance Handbook, General Operating Agreements for District Groups (p. 10)

D6-10 Email Communications/Meeting Notes regarding Policy/Procedure Chancellor’s Cabinet Actions

D6-11 Policy/Procedure Review Master Tracking Document, 08/2012

D6-12 District Public Website Posting of Board Policies/Procedures at www.vcccd.edu

D6-13 Hard Copy Master Binder of Board Policies/Procedures, Office of Administrative Relations, Chancellor’s Office

D6-14 Employee Formal Communications Survey Findings, Summary, and Distribution, 09-10/2012
Report on District Recommendation #7

Recommendation:

In order to meet the Standards, the Board of Trustees shall assess its actions in relation to its policy making role and implement a program for ongoing Board member professional development to enhance and improve the demonstration of its primary leadership role in assuring the quality, integrity, and effectiveness of the student learning programs and services delivered by the District Colleges. (IV.A.3, IV.B.1. e-g)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

Based on the limited extent of time and current evidence provided, the team finds that District Recommendation 7 has been fully addressed. However, the team remains concerned about the consistency and long-term sustainability of the Board’s demonstration of its primary leadership role and reiterates its recommendation for ongoing professional development for all Board members. The team encourages the Board to continue its professional growth related to Board roles and responsibilities, governance, organizational effectiveness and ethics, and recommends the Board be vigilant in assessing and monitoring its actions to ensure clear and effective policy and decision-making.

Update:

In response to the accrediting team’s recommendation, the Board of Trustees committed to ongoing professional development as evidenced by Board Policy/Administrative Procedure 2740 Trustee Professional Development (D7-01) and Best Practices Agreement (D7-02). To demonstrate its commitment and accomplish this goal, the Board developed and adopted a “Professional Development 2012/2013 Calendar” of activities (D7-03). In spring 2012, the Board began assessing the effectiveness of its external professional development activities to ensure that the full Board is in concordance on the content and value of its development experience. In fall 2012, to further the Board’s professional growth related to Board roles and responsibilities, the Board integrated the evaluation of its internal professional development activities as part of its monthly Board meeting assessments.

Since November 2011, Trustees have participated in the following professional development activities (D7-04):

- Community College League of California Conference, Annual Convention and Partner Conference, 11/2011
- Visit by Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 11/2011
• Parliamentary Procedure Training Presentation by Mary Dowell, Attorney, Liebert, Cassidy, and Whitmore, 12/2011

• Community College League of California Conference, Effective Trustee Workshop, Board Chair Workshop, Annual Legislative Conference, 01/2012

• Special Board Meeting with John Didion, Executive Vice Chancellor of Human Resources and Educational Services for Rancho Santiago Community College District, 02.22.12

• Role of the Faculty in Accreditation Processes Within the VCCCD presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, 02.22.12

• Role of the Academic Senates/Areas of Authority and Responsibility presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Educational Programs and Services, 03.13.12

• Community College League of California Conference, Annual Trustees Conference, 05/2012

• Ad Hoc Strategic Planning Committee and Chancellor Visit with Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 05.02.12

• External Leadership Role presented by VCCCD Director of Administrative Relations; Elements of an Integrated Strategic Plan presented by Moorpark College President, 06.26.12

• Fiscal Affairs presented by VCCCD Board Trustee Dianne McKay and VCCCD Vice Chancellor of Business and Administrative Services; Legal Affairs presented by VCCCD Board Chair Stephen Blum, Esq., 07.10.12

• Legislative presented by VCCCD Trustee Bernardo M. Perez; Human Resources presented by VCCCD Vice Chancellor of Human Resources, 08.14.12

• Student Trustee Role presented by VCCCD Student Trustee Arthur Valenzuela, Jr., and VCCCD Board Chair Arturo Hernández; Program Discontinuance Process presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, 09.11.12

Professional development activities scheduled through May 2013 include:

• Role of the Board Chair; Board Chair/CEO Relationship, 10/2012
• Community College League of California, Annual Convention and Partner Conference, 11/2012

• Effective Board and Committee Meetings, 10/2012

• Technical Assistance Visit (AB 1725), 01/2013

• Community College League of California, Effective Trustee Workshop, Board Chair Workshop, Annual Legislative Conference, 01/2013

• Board/Staff Relationships, Accreditation, 02/2013

• Emergency Preparedness, 03/2013

• Board Role in Strategic Planning, 04/2013

• Community College League of California, Annual Trustees Conference, 05/2013

A majority of Board professional development activities are based on “Board and CEO Roles, Different Jobs, Different Tasks,” provided by the Community College League of California (D7-05). Activities provided on the District premises will be attended by the full Board, with the exception of excused absences requiring action by the Board. Off-site activities requiring travel will be attended by a minimum of one or two Board members on behalf of the full Board. Board members attending off-site activities will provide a verbal report to the full Board during a regularly-scheduled Board meeting to communicate the value of the professional development experience. Effective summer 2013, the Board, through its annual planning session, will evaluate a summary of its professional development activity assessments to ensure continued growth related to roles and responsibilities, governance, effective policy and decision-making, organizational effectiveness, and ethics.

List of Evidence for District Recommendation #7:

D7-01 Board Policy/Administrative Procedure 2740 Trustee Professional Development, 03.13.12
D7-02 Board of Trustees Best Practices Agreement, Item 7, 03.13.12
D7-03 Board Meeting Agenda Item 9.01 Professional Development 2012/2013 Calendar, 08.09.12
D7-04 Community College League of California Conference, Annual Convention and Partner Conference, Program, 11/2011; Visit by Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), Board of Trustees Agenda/Minutes, 11.08.11; Parliamentary Procedure Training Presentation by Mary Dowell, Attorney, Liebert, Cassidy, and Whitmore; Board of Trustees Agenda/Minutes, 12.13.12;
Community College League of California Conference, Effective Trustee Workshop, Board Chair Workshop, Annual Legislative Conference, Program and Assessment, 01/2012;
Special Board Meeting with John Didion, Executive Vice Chancellor of Human Resources and Educational Services for Rancho Santiago Community College District, Assessment, 02.22.12;
Role of the Faculty in Accreditation Processes Within the VCCCD presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 6.05, Review of Accreditation Process, 02.22.12;
Role of the Academic Senates/Areas of Authority and Responsibility presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 15.01, Professional Development, Educational Programs and Services, 03.13.12;
Community College League of California Conference, Annual Trustees Conference, Program and Assessment, 05/2012;
Ad Hoc Strategic Planning Committee and Chancellor Visit with Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 05.02.12, Board Minutes, 05.10.12;
External Leadership Role presented by VCCCD Director of Administrative Relations; Elements of an Integrated Strategic Plan presented by Moorpark College President, Board Agenda/Minutes, 06.26.12;
Fiscal Affairs presented by VCCCD Board Trustee Dianne McKay and Vice Chancellor of Business and Administrative Services; Legal Affairs presented by VCCCD Board Chair Stephen Blum, Esq., Board Agenda/Minutes, 07.10.12; Legislative presented by VCCCD Board Trustee Bernardo M. Perez; Human Resources presented by VCCCD Vice Chancellor of Human Resources, Board Agenda/Minutes, 08.14.12;
Student Trustee Role presented by VCCCD Student Trustee Arthur Valenzuela, Jr., and VCCCD Board Chair Arturo Hernández; Program Discontinuance Process presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Agenda, 09.11.12;
D7-05 Community College League of California “Board and CEO Roles, Different Jobs, Different Tasks, 2000
Response to Commission Concern on Board Governance

Commission Concern as stated in Commission Action Letter dated July 2, 2012:

The team report confirmed that board development activities had been provided and all board members were encouraged to attend. At the same time, the team expressed concern about the consistency and long-term sustainability of the Board’s demonstration of its primary leadership role and reiterates its recommendation for evidence of ongoing professional development for all Board members. Specifically, the Commission notes a particular board member’s disruptive and inappropriate behavior and the entire board’s responsibility to address and curtail it. (Eligibility Requirement 3; Standard IV.B.1.g, h, i) The Commission also notes that the continued behavior and non-compliance of the District jeopardizes the accreditation of the VCCCD colleges.

Conclusion (from ACCJC Follow-Up Visit Evaluation Report of Commission Concern from April 16, 2012 report):

The team acknowledges the systematic work that the Board of Trustees and Chancellor have made in addressing the Commission Concern. The Board has recognized and taken seriously that, by their lack of control of how they operate as a Board and exercise their roles and responsibilities as individual Board members, they have jeopardized the accreditation status at each of the three colleges within the VCCCD.

It is evident that even though the Trustee has blatantly and consistently violated the role of a Trustee, the entire Board has failed to respond in a decisive and timely manner to curtail the Trustee’s inappropriate behavior. The actions that the Board has taken to refine and improve the policies and procedures governing their actions provide the framework for the Board to function effectively. The question remains as to whether or not the Board Chair and other members of the Board can sustain a successful application of the policies and procedures in a way that does not distract the attention of the Board from fulfilling its duties.

The fact that the Trustee maintains an office on the Oxnard College campus by means of a facility use contract with the Trustee’s employer clearly complicates the matter. The Trustee’s presence on campus has caused a disruptive influence on the ability of the College President to conduct his business without interference. With the Trustee’s access to staff and facility on campus, selective contact is exercised with individuals to accomplish the Trustee’s own agenda and not that of the entire Board of Trustees.

Eligibility Requirement 3. In order to meet this requirement, the Board needs to demonstrate a consistent and sustainable ability to effectively function as a Board in carrying out its responsibility for the quality, integrity, and financial stability of the District and for ensuring that the District’s mission is being carried out. The individual members of the Board must demonstrate their ability to operate impartially on all matters relative to District business to secure and ensure the academic and fiscal integrity of the District.
**Standard IV.B.1.g:** The Board reviewed BP 2745 and modified its self-evaluation instrument following the comprehensive visit in November 2011. The follow-up team reported in its November 2011 report that the Board had developed objectives and eleven measurable activities for the 2011-2012 academic year, and an evaluation and analysis of achievement of these outcomes would occur at a Board session in May/June 2012. With the completion of this cycle and assessment of this process, compliance with this Standard would be met.

**Standard IV.B.1.h:** The Board took serious action to revise and strengthen BP 2715 to more clearly identify expected behavior displayed by each member of the Board of Trustees. It further added language that identified various forms of sanction that could be administered in the event of a violation of this Board policy. The Board should be commended for taking this action. To meet compliance with this Standard, the Board will need to provide evidence that this change in Board policy has improved the behavior of the Board, and there is a track record of the Board implementing this process.

**Standard IV.B.1.i:** The Board has demonstrated that it has a desire to be informed and involved in the accreditation process. The evidence of its study session with ACCJC staff in November 2011, its special Board meeting in February 2012 to investigate the Commission Concern and map out a plan of action, and its request for an additional technical support session with ACCJC staff in May 2012 help support this. However, to be compliant with this Standard the Board will need more time to demonstrate fully its actions to sustain its efforts to be fully engaged with all aspects of the accreditation process.

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**Update:**

**Board Acknowledgement of Commission Concern and Commitment to Reach Compliance**

As evidenced by the Board’s March 15, 2012 Commission Concern Special Report (CC-01), the Board of Trustees acknowledged the need to address the Commission’s Concern regarding Board governance and implemented a systematic approach in responding to the Commission Concern. Activities and actions included the following:

- held a February 22, 2012 Special Board Meeting to determine an immediate course of action in response to the Commission’s February 2, 2012 action letter;
- accepted “Ground Rules” for all Board and Board committee meetings as defined by the ACCJC;
- reviewed California Community College League “Board and CEO Roles, Different Jobs, Different Tasks” and agreed upon implementing professional development activities to clearly delineate Board roles within a scope of best practices;
- discussed the Association of Community College Trustees “Role of a Trustee” and the California School Board Association’s “Professional Governance Standards”;

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• reviewed policies and procedures related to Board roles and responsibilities (i.e., BP 2200 Board Duties and Responsibilities; BP 2430 Delegation of Authority to CEO; BP 2434 Chancellor’s Relationship with the Board; BP 2715 Board Code of Ethics/Standards of Practice; AP 2715-A Code of Ethics; AP 2715-B Standards of Practice; BP/AP 2720 Board Member Communication; BP/AP 2740 Trustee Professional Development; BP/AP 2745 Board Self-Evaluation) and agreed to further strengthen and align policies to accreditation standards;

• committed to adhere to Board policies and procedures and hold all Board members accountable to provisions contained within Board policies and procedures;

• committed to participate in Board professional development activities at least once per quarter; and

• developed and executed a Board of Trustees Best Practices Agreement under Board Policy 2715 Board Code of Ethics/Standards of Practice.

Board’s Role and Board Member Mutual Responsibility to Monitor for Compliance

The Board has taken significant action since its March 15, 2012 Commission Concern Special Report and the April 16, 2012 visit by the Accrediting Commission evaluating team. In response to the Commission’s Concern regarding a particular Trustee’s role violations and the Board’s lack of addressing and curtailing the Trustee’s behavior, Board members recognized the need to actively utilize its improved policies and procedures to govern the actions of the entire Board to function effectively.

Evidence of improved Board behavior was demonstrated when Board Policy 2715 Board Code of Ethics/Standards of Practice and Administrative Procedure 2715-A Board Code of Ethics was invoked by the Board on August 9, 2012 as a result of a verbal statement made by the Board Vice Chair at the July 10 Board Meeting regarding his perception of the April 16, 2012 Follow-Up Visit Evaluation Report of Commission Concern and July 2, 2012 Accrediting Commission’s Action Letter to VCCCD and its Colleges (CC-02). The Board Chair indicated the Vice Chair’s verbal statement violated the March 13, 2012 Board of Trustees Best Practices Agreement (CC-03) and addressed the matter in accordance with BP 2715/AP 2715-A Board Code of Ethics/Standards of Practice (CC-04) as follows:

• Alleged violation was addressed initially by the Board Chair.

• Upon a finding of sufficient cause, the Board Chair and Interim Chancellor met with the Vice Chair to discuss the alleged violation and reach resolution.

• Upon reaching resolution, the Board Chair provided during public Open Session on August 9, 2012 a verbal statement on behalf of the Board regarding the Trustee’s misconduct.
In response, the Board Vice Chair provided a verbal statement of clarification and apology related to his verbal statement made at the July 10, 2012 Board meeting and expressed full commitment in support of the Board.

To maintain successful application of policies and procedures and ensure the Board continues to fulfill its primary leadership role, the Board and Chancellor have scheduled a special September 2012 Board Retreat to develop additional strategies that will build and sustain stronger formal communication, accountability, enhance working relationships between Trustees, and ensure Trustees operate impartially on matters of the District.

**Board Self-Assessment and Continuous Improvement**

In order to comply with Standard IV.B.1.g, the Board of Trustees reviewed its self-assessment instrument and made improvements to its content (CC-05). Further, the Board implemented an ongoing self-evaluation process and conducted the annual summative Board self-evaluation at the June 26, 2012 Board Planning Session – Part One in accordance with Board Policy/Administrative Procedure 2745 Board Self-Evaluation (CC-06). The Board also formally adopted outcomes and measures of its performance, and the assessment of those outcomes was an integral part of the annual assessment. An external constituent assessment of the Board in the form of a survey to Consultation Council was established per Board Policy/Administrative Policy 2745 as part of the Board’s annual self-assessment process (CC-07). This year’s external assessment results were discussed as part of the Board self-evaluation at the June 26, 2012 Board Planning Session (CC-08). The annual self-assessment process included the following activities:

- At its January 17, 2012 Board Meeting, the Board adopted revised Board Policy 2745 Board Self-Evaluation to include Board meeting monthly assessment findings to strengthen its self-evaluation process in evaluating Board Performance Goals (CC-09).

- The Board again amended Board Policy 2745 Board Self-Evaluation on March 13, 2012 to include language regarding an annual Board self-assessment process to further align Board Policy 2745 to District Recommendation 4 (CC-10).

- On June 19, 2012, the Board accepted Board Administrative Procedure 2745 Board Self-Evaluation as aligned with Board Policy 2745 to include Consultation Council feedback through a Board Evaluation distributed electronically to Consultation Council members during the Board’s annual self-evaluation process (CC-11).

- In May 2012, the Board implemented its annual ongoing self-evaluation process per Board Policy/Administrative Procedure 2745. The Board of Trustees received the 2012 self-evaluation survey in electronic format for completion (CC-12) through the Chancellor’s Office, and Consultation Council members were provided an opportunity to complete the Board Evaluation survey electronically (CC-13) through the Chancellor’s Office. The Board Survey was designed to gather feedback regarding Board Performance Goals, general evaluation, and individual Trustee
reflective perspective. Participants were asked to indicate their opinions using a rating scale of agree, partial agreement, disagree, or don’t know. An option to provide comments was provided. The full Board and 18 of 21 Consultation Council Members completed the survey.

- The annual summative Board self-evaluation was conducted at the Board’s June 26, 2012 Board Strategic Planning Session – Part One (CC-14). Expected outcomes included evaluating Board performance; identifying and discussing areas for strengthening Board performance; incorporating identified areas in need of improvement into existing Board Performance Goals; and adopting updated Board Performance Goals.

The Board’s self-evaluation process included discussion of significant findings from a summary of the Board’s Monthly Meeting Assessments (CC-15) and a results discussion of the Board’s Annual Self-Evaluation and Consultation Council Evaluation of the Board (CC-16). Significant findings suggesting possible areas of improvement included trustee involvement in operational matters; need for additional Citizens Advisory Body meetings; need for more information in staff reports; and need for strengthened parliamentary practice. Findings also reflected full Board agreement in spending appropriate time preparing for meetings; actively participating in meetings; unified support of Board decisions; maintaining confidentiality; and disclosing actual and/or perceived conflicts of interest. Points of Board discussion based on Consultation Council general evaluation feedback included the Board’s adherence to its policy-making role; ensuring assessment of formal communication with constituents; involving community members in strategic planning; acting as a cohesive unit and taking responsibility for the Board’s collective performance; complying with the Board’s Code of Ethics; avoiding engagement in operational matters; evaluating strategic planning; supporting the Chancellor; and understanding accreditation.

- Following Board discussion on June 26, 2012, Trustees assessed the Board’s progress in achieving performance goals and considered significant findings in the review and update of 2011-12 Board Performance Goals (CC-17). The Board agreed upon recommendations for improvement and renewed the Board’s commitment to continue to strengthen Board performance in areas including the Citizens Advisory Body, community outreach, professional development, and maintaining the Board’s policy-making role.

- At the August 9, 2012 Board Strategic Planning Session – Part Two, the full Board formally adopted its updated 2012-13 Board Performance Goals incorporating the following 10 measurable activities designed to strengthen Board performance (CC-18):

1. Continue to strengthen Board performance through training in best practices by the Accrediting Commission of Community and Junior Colleges ACCJC.
2. Continue to strengthen Board decision making through improved communication with county constituents through the Citizens Advisory Body and community forums.

3. Continue to strengthen, with Trustee involvement, understanding and performance through staff reports on:
   
a. The Governance Structure  
b. Budget and Finance  
c. Accreditation Processes  
d. Student Success, Transfer, Certificate Completion, Employment  
e. Program Performance  
f. Human Resource Planning  
g. Facilities Planning  
h. Technology Planning  
i. Fiscal Planning  
j. District Allocation Model  
k. Organizational efficiency and effectiveness  
l. District goals and objectives progress  
m. Accreditation recommendations updates  
n. Recruitment and hiring  

4. Understand and respect the governance process. Continue to refrain from direct Board or individual Trustee involvement in operational matters.

5. Continue to strive for a common understanding of the Board’s role as an effective and efficient policy-making body.

6. Continue to thoroughly review new or modified policies and/or procedures as the first item of business during public meetings. Board policy and corresponding procedure will be reviewed concurrently to enhance Board understanding.

7. Continue to prepare an annual calendar of professional development opportunities from which Board members might benefit. Trustees will attend at least one conference annually as a full Board.

8. Continue to strengthen Board understanding of Robert’s Rules and the Brown Act to ensure meetings run efficiently and effectively.

9. Continue to review and further clarify areas of operational interest to Trustees and amend the Chancellor’s delegated authority to operate the District, if necessary.

10. Continue to discuss and understand District formal communication channels.
Following the August 9, 2012 Board Strategic Planning Session – Part Two, the Board of Trustees completed an assessment for the planning session meetings of June 26 and August 9, 2012 to ensure continuous quality improvement and effectiveness (CC-19). Findings were provided for Trustee discussion at the September 11, 2012 Board meeting.

**Professional Development Focus on Accreditation: Eligibility Requirement 3 and Accreditation Standard IV**

In order to comply with Standard IV.B.1.i, the Board of Trustees committed to ongoing professional development as evidenced by Board Policy/Administrative Procedure 2740 Trustee Professional Development (CC-20) and Best Practices Agreement (CC-21). To demonstrate its commitment and actions to sustain its efforts to be fully engaged with all aspects of the accreditation process, the Board developed and adopted a “Professional Development 2012/2013 Calendar” of activities (CC-22) that includes professional development activities in the area of accreditation. Since November 2011, Trustees have participated in the following professional development activities involving the accreditation process (CC-23):

- Visit by Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 11/2011
- Community College League of California Conference, 01/2012
- Special Board Meeting with John Didion, Executive Vice Chancellor of Human Resources and Educational Services for Rancho Santiago Community College District, 02.22.12
- Role of the Faculty in Accreditation Processes Within the VCCCD presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, 02.22.12
- Role of the Academic Senates/Areas of Authority and Responsibility presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, 03.13.12
- Community College League of California Conference, Annual Trustees Conference, 05/2012
- Ad Hoc Strategic Planning Committee and Chancellor Visit with Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 05.02.12

Future professional development activities related to the accreditation process include a Technical Assistance Visit (AB 1725) scheduled for January 2013; Community College League of California, Effective Trustee Workshop, January 2013; and a presentation/study session regarding the Board’s role in strategic planning to be held in April 2013. Activities
provided on VCCCD premises will be attended by the full Board, with the exception of excused absences requiring action by the Board. Off-site activities requiring travel will be attended by a minimum of one or two Board members on behalf of the full Board. Board members attending off-site activities will provide a verbal report to the full Board during a regularly-scheduled Board meeting to communicate the value of the professional development experience. Effective summer 2013, the Board, through its annual planning session, will evaluate a summary of its professional development activity assessments to ensure continued growth related to roles and responsibilities, governance, effective policy and decision-making, organizational effectiveness, accreditation, and ethics.

At its August 14, 2012 meeting, the Board formally established the Planning, Accreditation, and Communication (PAC) Committee (CC-24). PAC ensures that District and College planning is comprehensive and meets organizational and community needs, as well as Accrediting Commission Standards. The committee also reviews and tracks District practices and activities for alignment with Accrediting Commission Standards and receives reports on college progress toward meeting Accrediting Commission Standards. PAC ensures the Board is informed regarding all accreditation matters within the District, and that Board communication is ongoing, timely, transparent, and meets organizational and community needs.

List of Evidence for Commission Concern related to Board Governance:

CC-01  Board’s Commission Concern Special Report, 03.15.12
CC-02  Board Meeting Agendas/Minutes, 07.10.12, 08.09.12
CC-03  Board of Trustees Best Practices Agreement, 03.13.12
CC-04  Board Policy 2715 Board Code of Ethics/Standards of Practice and Administrative Procedure 2715-A Board Code of Ethics
CC-05  Revised Board Self-Assessment Instrument
CC-06  Board Meeting Strategic Planning Session – Part One Agenda/Minutes, 05.22.12; VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation
CC-07  Consultation Council Board Evaluation Instrument
CC-08  Consultation Council Board Evaluation Findings, 06.26.12
CC-09  Board of Trustees Meeting Agenda/Minutes Item 11.03, 01.17.12
CC-10  VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 13.13, 03.13.12
CC-11  VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 16.06, 06.19.12
CC-12  Board’s 2012 Self-Evaluation Survey and Electronic Communication, 05/2012
CC-13  Consultation Council Board Evaluation Survey and Electronic Communication, 06/2012
CC-14  Board Strategic Planning Session – Part One Agenda/Minutes, 06.26.12
CC-15  Summary of Board’s Monthly Meeting Assessments, 06.26.12
CC-16  Board’s Annual Self-Evaluation Survey Findings; Consultation Council’s Evaluation of the Board Findings, 06.26.12
CC-17 2011-12 Board Performance Goals, Board Strategic Planning Session – Part One, Agenda/Minutes Item 17.03, 06.26.12
CC-18 2012-13 Board Performance Goals, Board Strategic Planning Session – Part Two, Agenda/Minutes Item 10.01, 08.09.12
CC-19 Board Strategic Planning Session Assessment for June 26 and August 9, 2012
CC-20 Board Policy/Administrative Procedure 2740 Trustee Professional Development, 03.13.12
CC-21 Board of Trustees Best Practices Agreement, Item 7, 03.13.12
CC-22 Board Meeting Agenda Item 9.01 Professional Development 2012/2013 Calendar, 08.09.12
CC-23 Visit by Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), Board of Trustees Agenda/Minutes, 11.08.2011; Community College League of California Conference, 01/2012; Special Board Meeting with John Didion, Executive Vice Chancellor of Human Resources and Educational Services for Rancho Santiago Community College District, 02.22.12; Role of the Faculty in Accreditation Processes Within the VCCCD presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 6.05, Review of Accreditation Process, 02.22.12; Role of the Academic Senates/Areas of Authority and Responsibility presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 15.01, Professional Development, Educational Programs and Services, 03.13.12; Community College League of California Conference, Annual Trustees Conference, 05/2012; Ad Hoc Strategic Planning Committee and Chancellor Visit with Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 05.02.12
CC-24 Board Meeting Agenda/Minutes, Planning, Accreditation, and Communication (PAC) Committee, 08.14.12
Agenda Item Details

Meeting       Sep 11, 2012 - Board of Trustees
Category      13. Accreditation
Subject       13.04 FIRST READING: OXNARD COLLEGE RESPONSE TO ACCJC REPORT. This item presents for First Reading Oxnard College accreditation report in response to ACCJC Accreditation Recommendations and Commission Concern.
Access        Public
Type

Public Content

Administrative Content
Agenda Item Details

Meeting: Sep 11, 2012 - Board of Trustees
Category: 13. Accreditation
Subject: 13.05 FIRST READING: VENTURA COLLEGE RESPONSE TO ACCJC REPORT. This item presents for First Reading Ventura College accreditation report in response to ACCJC Accreditation Recommendations and Commission Concern.
Access: Public

Public Content

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VC Accreditation Follow-Up Report 8-29-12.pdf (684 KB)

Administrative Content
Ventura College

Follow-Up Report

Submitted
by
Ventura College
4667 Telegraph Road
Ventura, CA 93003

Submitted
to
Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

October 15, 2012
This institutional *Follow-Up Report* is submitted to the ACCJC for the purpose of assisting in the determination of the institution’s accreditation status and to fulfill the requirement from the February 2, 2012, and the July 2, 2012 ACCJC Action Letters to the College President to address four College Recommendations, seven District Recommendations, and the Commission Concern on Board Governance.

We certify that there was broad participation by the campus community and believe that this report accurately reflects the nature and substance of this institution.

_______________________
Dr. Jamillah Moore,
Chancellor, Ventura County Community College District

_______________________
Dr. Robin Calote
President, Ventura College

_______________________
Mr. Stephen P. Blum, Esquire
Chair, Board of Trustees, Ventura County Community College District

_______________________
Mr. Peter H. Sezzi
Academic Senate President, Ventura College

_______________________
Mr. Peder Nielsen
Classified Senate President, Ventura College
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Statement of Report Preparation

This *Follow-Up Report* is submitted to the ACCJC for the purpose of assisting in the determination of the institution’s accreditation status.

We certify there has been considerable opportunity for the Board of Trustees and VCCCD constituents to participate in the review of this report. We believe the *Follow-Up Report* accurately reflects the nature and substance of progress since the Team visits in October 2011 and April 16, 2012.

The college-specific portions of this report were compiled by the Ventura College Office of Institutional Effectiveness and the College Planning Council, and edited by Kathy Scott, Dean of Institutional Effectiveness. The district-wide portions of this report were compiled by the District Director of Administrative Relations and the Vice Chancellors, with input and review by the Chancellor and the District Council on Accreditation and Planning. The district-wide portion of the report was edited by Clare Geisen, District Director of Administrative Relations.

On August 15, 2012, the college-specific portions of the *Follow-Up Report* were posted on the district portal for faculty, staff, and student government review and comment. On August 21, 2012, the district-wide portions of the *Follow-Up Report* were posted on the portal. The entire document was reviewed by the Board of Trustees, Chancellor, Chancellor’s Cabinet, District Council on Accreditation and Planning (DCAP), and Consultation Council, a participatory governance committee representing District and College constituencies.

The *Follow-Up Report* was approved by the Ventura County Community College Board of Trustees at its meeting on October 9, 2012.

The following faculty, staff, and administrators played a role in helping the college to address one or more of the college-specific accreditation recommendations:

- Andrea Adlman
- Kammy Algiers
- Gary Anglin
- Lori Annala
- Gabriel Arquilevich
- Patricia Bergman
- Sharon Beynon
- David Bransky
- Susan Bricker
- Michael Callahan
- Robin Calote
- Marian Carrasco-Nungaray
- Daniel Chavez
- Albert Chen
- Barbara Cogert
- Jenifer Cook
- P. Scott Corbett
- Will Cowen
- Cynthia Crispin
- Marta De Jesus
- Ismael De La Rocha
- Aurora De La Selva
- Tania DeClerck
- Robin Douglas
- John Elmer
- Joe Esquivel
- Ralph Fernandez
- Richard Forde
- Jennifer Garcia
- Ty Gardner
- Judy Garey
- Guadalupe Guillen
- Robert Haines
- Sandy Hajas
- Karen Harrison
- Tim Harrison
- Dora Hartman
- Bill Hendricks
- Becky Hull
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College Recommendation 3

Recommendation 3, October 2010:

In order to fully meet this Standard, the team recommends that the college strengthen the content of its program review process to include a comprehensive and meaningful analysis of data with particular emphasis on student demographics, enrollment, program completion, retention, success, and achievement of student learning outcomes. Improvements to its programs should then be based on these results. (I.B.3, II.A.1.c, II.A.2.a-b, II.A.2.e, II.C.2.i, II.B.2., II.B.3-4, II.C.2).

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

The team finds that the college has partially met the requirements of Recommendation 3. It noted that major work had been accomplished in the revamping of the program review process, the use of data, establishing the link to total cost of ownership, and that outcomes were being used to determine resource allocation. Work should be continued in the assessment of the program review process and that the policy for program viability/discontinuance be completed and implemented.

Update:

In the fall of 2011, Ventura College piloted a new process that linked program review to the college’s new integrated planning model, to the new SLO/SUO assessment processes, to initiatives and requests for resources stemming from SLO/SUO findings and analyses, and to total cost of ownership requirements. Program discontinuance was part of the new program review process. A complete assessment of the program review process also occurred in 2011. Both program discontinuance and the assessment process are explained below.

Program Discontinuance:

College planning parameters were created by the college’s Executive Team (President, Executive Vice President, and Vice President of Business Services) in April 2011 and distributed to the college as a planning framework for program review in the early fall 2011 semester. The planning parameters document contained a list of courses and programs that administration was considering discontinuing, pending any compelling contrary arguments that emerged through program review. Programs on the list were encouraged to use the program review process and data to explain the significance of the program and/or courses if they intended to make an argument to maintain them.

At the beginning of the fall 2011 semester, the Executive Team redistributed an updated version of the college planning parameters, which were then reviewed again by the College Planning Council (CPC)(C3-01). Some programs with a degree, certificate, or courses on the proposed discontinuance list spent a considerable amount of time analyzing data and writing their program review reports in preparation for the program review presentations.
Also during the fall 2011 semester, and concurrently with the work of Ventura College’s CPC, the District Council on Student Learning (DCSL) began discussing the district-wide Administrative Procedure (AP) for program discontinuance (C3-02). While a brief Board Policy (BP) on program discontinuance had existed for some time, the AP had been in draft form only and had not been approved at the district level. During the fall 2011 semester, DCSL worked on the document, with input from all three Academic Senates, and in November 2011 the document was approved and forwarded to the Board of Trustees. The new AP (C3-03) allowed the college either to form a recommending group to “examine programs for possible remediation or discontinuance” or to “assign the task to an existing standing committee with majority faculty representation.” Ventura College opted to use the latter option and the CPC, a participatory governance committee co-chaired by the Academic Senate President and the Dean of Institutional Effectiveness, to oversee the program discontinuance process.

In October 2011, program review presentations were made to the CPC by the division deans (C3-04). While the district AP on program discontinuance had not yet been approved, the college followed the direction of the new AP draft. Program Review presentations by the deans included the following areas:

- Process Overview (including the process for prioritizing initiatives at the program/department and division levels)
- Initiatives Not Requiring Additional Resources
- Major Findings, Initiatives, and Requests for Resources
- Program Discontinuance (program and division stand on any programs on the discontinuance list)
- Minority Opinions on Other Resource Requests
- Appeals (a separate meeting was scheduled to hear any appeals)
- Additional Information

Faculty members in programs being considered for discontinuance were provided the opportunity to make their own presentations in support of continuing their programs. Two programs made such presentations, and their backup documentation was included as part of the program review and posted online. Questions and comments on the program review presentations, including those for program discontinuance, were solicited by the co-chairs of the CPC. Executive Team members took extensive notes and participated in these discussions. The Academic Senate, whose opinion on possible program discontinuance is to be solicited as part of the AP, opted to defer to the divisions and to support the division’s position on program discontinuance (C3-05).

At the conclusion of the program review presentations, the Executive Team made the final decisions about program discontinuance. For three of the programs discontinued, the Executive Team, in consultation with program faculty, decided to continue offering classes that were needed for transfer (in the case of Architecture), that could be incorporated into other subject disciplines (in the case of Agriculture courses moving to Biological or Environmental Sciences), or were needed as requirements for other programs (i.e. Computer Science classes needed for the Engineering
program). In all cases, student need was considered and options for assisting students to complete the affected programs were made available.

In the area of program discontinuance, specifically, the college’s open and transparent process for program discontinuance was supported by both the Academic Senate and the union.

In the spring of 2012, the college’s planning parameters were again published and discussed with the CPC in anticipation of the program review process for academic year 2012-13. The document explained that programs that awarded fewer than eight degrees, certificates, or proficiency awards in the last four years would be on the possible program discontinuance list. As noted in the planning parameters, this list was distributed again to the college in August 2012 (C3-06), and in fall 2012, the college conducted its second annual program review using this improved process.

Assessment of the Program Review Process:

At the completion of the program review process in fall 2011, input for evaluating the process was gathered from various sources. First, the program review process was discussed extensively at two CPC meetings, with members bringing feedback from each division. Second, an online survey was distributed to all college employees. And third, the Dean of Institutional Effectiveness went to the November 2011 Department Chairs and Coordinator’s Council to gather verbal feedback. In January 2012, a Program Review Report was written that included input from these sources (C3-07). The report also included a summary of the process, the successes, and the areas needed for improvement. The report was distributed to the CPC and discussed at a CPC meeting, and was later incorporated into the college’s Annual Planning Report that was distributed during the fall 2012 semester (C3-08).

One department from one division made a process appeal during program review in 2011, citing problems with implementation in that particular division. The appeal was entered into the record and the concerns were considered as departments in that division were reviewed by the CPC.

The main suggestions that emerged from the CPC discussion, the online survey of the campus and the feedback from the department chairs for improvement of the process were as follows:

- A separate committee for Services needs to be established to review the content of the work required and to discuss the challenges involved in self-supplied data.
- A better timeline needs to be established.
- The process for setting up and holding department and division meetings needs to be reviewed.
- Contentgoals for each department and division meeting regarding program review need to be made clearer.
- The process for who votes on various aspects of program review needs to be clearer.
- The collaborative nature of the process needs to be emphasized, and part-time faculty members need to be encouraged to participate.
- The content of program review presentations needs to be reviewed and made consistent.
• Clearer directions on how to access program review data needs to be established.
• District productivity targets need to be reviewed.
• Consistency in prioritization of initiatives needs to be established.
• Terms (i.e. performance analysis) need to be clearly defined.

In order to address these issues, two subcommittees of the CPC were established, one for the Services and one to review process for all programs. These subcommittees worked during the spring 2012 semester and progress was reported at the May 2012 CPC meeting (C3-09) and in the college’s Annual Planning Report.

The recommendations from the Services subcommittee included increasing collaboration with instructional faculty, being provided more access to the institutional researcher time, and making small revisions to the form to make it more applicable to the Services.

Recommendations from the process subcommittee included the use of facilitators at division meetings in order to provide more consistency amongst and between divisions in prioritizing initiatives and voting, additional program and division meetings in order for the programs within a division to more clearly understand each other’s initiatives for collaboration purposes, revision of the timeline, the use of PowerPoint templates for consistency in division presentations made to the CPC, and clearer direction and timelines given to programs whose initiatives are funded through the program review process.

The revisions were discussed at the CPC’s first meeting of the fall 2012 semester and modifications to the process were implemented prior to the start of the 2012 program review process.

Evidence for College Recommendation 3:

C3-01 Ventura College Planning Parameters, Fall 2011
C3-02 District Council on Student Learning (DCSL) agendas and minutes, Fall 2011
C3-03 VCCCD Administrative Procedure (AP) 4021 – Program Discontinuance
C3-04 Program Review Presentation Template and Samples, Fall 2011 and Fall 2012
C3-05 College Planning Council Agendas and Minutes for 2011/2012 Academic Year
C3-06 Ventura College Planning Parameters, Fall 2012
C3-07 Program Review Report, January 2012
C3-08 Annual Planning Report, Fall 2012
C3-09 Program Review Process Committee Agendas and Minutes, May 2012
College Recommendation 4

Recommendation, October 2010:

_In order to fully meet this Standard, the team recommends that the college must examine and provide evidence that appropriate leadership is addressing the various initiatives and programs on campus that support student learning. Efforts in online learning technology, basic skills initiatives, and SLOs lack an oversight committee or person responsible to oversee each of these projects and to ensure that they are implemented college wide in a manner that best serves the interests of student learning. (II.A, II.B)_

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

_The team finds that the college has partially satisfied Recommendation 4. The intense work that the college has accomplished in its reorganization under the leadership of the president should be commended. The college should continue to develop an effective assessment process both formative and summative with broad participation to be able to determine the degree to which this structure meets the intent of the standards cited._

Update:

As noted in the college’s October 2011 Follow-Up Report, a systematic series of steps were taken to address College Recommendation #4. These steps included large-group meetings, campus forums, and online surveys, which collectively, assisted the college to identify gaps in the organizational structure and to gather input for possible solutions. After analyzing the information and meeting with the Executive Vice President, the Vice President of Business Services, and the Deans, the President prepared a draft of a new organizational structure, which was presented to the campus in March 2011. The new structure included the following elements: (1) the combination of all career and technical education programs into one division; (2) the assignment of distance education oversight and faculty professional development to the Dean of Social Science & Humanities (with the resultant renaming of that division to Distance Education, Professional Development, Social Science & Humanities); (3) the assignment of oversight for the Santa Paula program to the Dean of Physical Education/Athletics (with the resultant renaming of that division to Kinesiology, Athletics & Off-Site Programs); and (4) the assignment of oversight for planning, program review, student learning outcomes, institutional research, basic skills, and accreditation to the Dean of Communication & Learning Resources (with the resultant renaming of that division to Institutional Effectiveness, English & Learning Resources). The departments of Communication, ESL, and Foreign Language, which had been part of that last division, were reassigned to the Division of Kinesiology, Athletics & Off-Site Programs Division (with the resultant renaming of that division to Communication, Kinesiology, Athletics and Off-Site Programs) (C4-01).
In addition to organizational structure changes, several new campus committees were formed to support efforts in institutional effectiveness, online learning technology, basic skills initiatives, professional development, and student learning outcomes (C4-02):

- **College Planning Council:** The College Planning Council is a participatory governance committee that monitors college compliance with Accreditation Standard I. As part of the college planning, program review and budget allocation cycle, the College Planning Council reviews the Educational, Facilities, and Technology Master Plans and calls for their revision in accordance with an established cycle; proposes a limited number of three-year strategic goals based on the Educational Master Plan to form the basis for the college’s Strategic Plan; receives the college planning parameters each spring; recommends priority lists for new programs and initiatives that emerge through the annual planning and program review process; responds to administration’s recommendations for program growth, reduction and discontinuance; and contributes to the development of the college’s Annual Report by documenting the progress made on the Strategic Plan. The Dean of Institutional Effectiveness, English & Learning Resources provides administrative support for this Council. This committee is co-chaired by the Academic Senate President.

- **Distance Education Committee:** The Distance Education Committee, a subcommittee of the Faculty Professional Development Committee, provides a collaborative venue to share and promote effective practices and techniques that contribute to the quality and growth of distance education at Ventura College, including web enhanced on-ground courses, partially-online courses, and fully-online courses. In addition, the Committee is responsible for drafting the college’s Distance Education Master Plan and for providing advice to the Administration, the Academic Senate’s Curriculum Committee and the Technology Committee about procedures that can help to sustain and managing the distance education infrastructure. The Dean of Distance Education, Professional Development, Social Science and Humanities provides administrative support for the Committee.

- **Student Learning Outcomes Committee:** The Student Learning Outcomes Committee monitors college compliance with Accreditation Standard IB, IIA, IIB, and IIC, and is charged with overseeing the process of developing, assessing, and refining program, course and institutional student learning outcomes (SLOs) and service unit outcomes (SUOs). The committee also provides vision and leadership for outcomes-based assessment; establishes a plan and timeline for the development and assessment of SLOs and SUOs; and monitors and evaluates the process of assessing SLOs for courses, programs, and services. The SLO Committee recommends improvements to the SLO process to the Academic Senate, and documents SLO efforts and results for accreditation. The Dean of Institutional Effectiveness, English & Learning Resources provides administrative support for this Committee. This committee is co-chaired by a faculty member selected by the body.

- **Basic Skills Committee:** The Basic Skills Committee monitors college compliance with portions of
Accreditation Standard IIA, and develops, recommends, coordinates strategies to help Ventura College students successfully acquire the basic skills necessary to succeed in college-level coursework. This includes, but is not limited to: developing and implementing a plan to oversee the state basic skills funding dollars; serving as a central forum for campus dialog on the topic of basic skills; seeking out and sharing effective practices developed at Ventura College and elsewhere; assisting in the identification and acquisition of necessary resources to enhance basic skills courses. As a result, in part, to the efforts of the Basic Skills Committee, Ventura College has become the recipient of a Title V grant that will focus, in part, on supporting and expanding the capacity of the college’s Reading/Writing Center and supplemental instruction programs and expanding the use of accelerated instruction in math and English. The Dean of Institutional Effectiveness, English & Learning Resources provides administrative support for this Committee. This committee is co-chaired by a faculty member selected by the body.

- Faculty Professional Development Committee: This long-standing college committee is now being provided administrative support by the Dean of Distance Education, Professional Development, Social Sciences & Humanities. The Faculty Professional Development Committee, a subcommittee of the Academic Senate, develops equitable processes for the disbursement of contractually-obligated professional development funds; develops Flex Week activities, and hosts other professional development activities related to academic, professional and pedagogic matters that foster the continued professional growth of the members of the faculty as specialists within their disciplines as well as community college educators. In addition, the Faculty Professional Development Committee monitors compliance with portions of Accreditation Standard IIIA. This committee is co-chaired by a faculty member selected by the body.

In January 2012, six months after the implementation of the new organizational structure, the college President invited all college employees to participate in an online survey to assess the new structure (C4-03). Respondents were asked to identify on a five-point Likert scale their degree of satisfaction with way that distance education, professional development, institutional effectiveness, basic skills, professional development, and off-site programs were addressed by the structure. Programs that had changed divisions as a result of the reorganization (Communication, Foreign Languages, CTE) were also asked to rate the degree to which they were satisfied with the new reporting relationship. In addition, respondents were invited to add additional thoughts about the organizational structure through open-ended “comments” sections (C4-04).

In February 2012, another open college forum, to which all faculty and staff were invited (as well as student leaders), was devoted to collecting feedback regarding the effectiveness of the new organizational structure (C4-05 and C4-06). At this forum, the results of the online survey were shared and used as the starting point for small group discussions on the merits of the new system and the additional improvements needed. The results of the focus group discussions were shared in one of the college President’s weekly updates, along with a written summary of the results of the online survey (C4-07).
Since February 2012, the deans and committees have used this feedback to make modifications to their operations.

- The distance education program has developed a more formal program for certification training for online instructors.

- A software program (TracDat) was identified to facilitate the SLO/SUO documentation and assessment processes for faculty and staff and to allow the institution to more easily track initiatives and close the loop on prior assessments.

- The Basic Skills Committee presented a campus-wide workshop on the mandatory flex day in an effort to make more faculty aware of basic skills students and their needs. The workshop included both student and faculty panels, and each faculty member was provided with a Toolkit of resources and strategies for teaching basic skills students across the curriculum.

- The Professional Development Committee held follow-up luncheons for the participants of the 2011 Summer Institute for Teaching Excellence and created new professional development opportunities, such as Lunch and Learn Workshops, open to all faculty.

- Outreach efforts were expanded for the Santa Paula site. New outreach activities included “Registration Days” events, ESL Registration Week, application and financial aid workshops, orientation meetings for new students, and participation in Higher Education Day and Parent College Night at local high schools.

Summative committee self evaluations were conducted at the end of the spring 2012 semester for new or reorganized campus committees. Committee members reviewed and customized the questions prior to the surveys going out, and, as a result, each survey was slightly different. Generally, the surveys asked committee members about the continued relevance of the committee charge, the establishment of committee goals, the completion of goals, other committee achievements, the timeliness of tasks, the overall environment of the committee, and suggestions for improvement. Some committee-specific questions were also asked (i.e. the College Planning Committee specifically asked about the new program review and program discontinuance processes).

Committee surveys were conducted for the College Planning Council (CPC) (C4-08), the Budget Resource Council (BRC) (C4-09), the Academic Senate (C4-10), the Classified Senate (C4-11), the Curriculum Committee (C4-12), the SLO Committee (C4-13), the Basic Skills Committee (C4-14), the Professional Development Committee (C4-15), and the Distance Education (DE) Committee (C4-16). Each committee reviewed the results of the evaluations and made adjustments, as necessary, so that the committees fully understood their charges, created clear goals, worked to meet those goals, and operated in an environment conducive to open and honest discussion. Committee
evaluations will continue to be scheduled at the end of each academic year, with results used, as noted, to begin the following academic year.

In addition, the college has built into its integrated planning process a calendar for the ongoing assessment of the organizational structure. In accordance with this calendar, the College Planning Council will assist the College President in engaging the campus in a review of the organizational structure every three years, with the next review scheduled for spring 2013 (C4-17).

Evidence for College Recommendation 4:

C4-01 Ventura College Organizational Chart, July 2012
C4-02 Making Decisions at Ventura College, 2012-2013
C4-03 President’s Update #50, January 10, 2012 (regarding online survey of college employees)
C4-04 Assessment of Campus Organization (online survey results)
C4-05 President’s Update #52, January 25, 2012 (invitation to open forum regarding organizational structure feedback)
C4-06 President’s Update #53, January 31, 2012 (reminder regarding open forum regarding organizational structure feedback)
C4-07 President’s Update #55, February 14, 2012 (summary of feedback regarding open forum focus groups and online survey)
C4-08 College Planning Council survey results
C4-09 Budget Resource Council survey results
C4-10 Academic Senate survey results
C4-11 Classified Senate survey results
C4-12 Curriculum Committee survey results
C4-13 SLO Committee survey results
C4-14 Basic Skills Committee survey results
C4-15 Professional Development committee survey results
C4-16 Distance Education committee survey results
C4-17 Ventura College Integrated Planning Manual, July 2012, page 3 (planning cycle flowchart)
College Recommendation 6

Recommendation, October 2010:

As noted in 2004, in order to fully meet this Standard, the team recommends that the college must develop a funding plan for new and modernized facilities based on the concept of Total Cost of Ownership. The plan must address the necessary staffing and other support costs to operate these facilities. (III.B.2.a)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

The team finds that the college has partially satisfied Recommendation 6. With the exception of the program review revisions to include the equipment inventory that, in turn, better informs the facilities/equipment prioritization process, most other strategies have either been recently implemented or are planned to be implemented at a later date. The college should aggressively activate its implementation plan as well as a strategy for assessing these actions to better ensure its optimal allocation of resources.

Update:

The total cost of ownership is now addressed through a modification to the district Budget Allocation Model, and through the work of three college committees: the Budget Resource Council, the Facilities Oversight Group, and the Technology Committee.

In February 2012, the District Council of Administrative Services (DCAS) proposed a modification to the general Budget Allocation Model (C6-01) and the establishment of an Infrastructure Funding Model (C6-02). This new model was adopted by the Board of Trustees on March 13, 2012. Under the model, lottery proceeds, interest income, and other specific revenue categories are segregated from the general Budget Allocation Model. This funding stream is designed to provide foundational funding to the college as a base resource; existing college resources as described above will continue to be allocated to augment this new Infrastructure Funding Model. Under the adopted model, specific expenditure categories are now established for:

- Scheduled maintenance and capital furniture (including classroom, faculty and administration)
- Library materials and databases
- Instructional and non-instructional equipment
- Technology refresh (hardware and software)
- Other (restricted to one-time and not on-going expenditures, such as new program/process start-up costs, staff innovation, and program specific accreditation)
A transition plan, described in the documentary evidence provided, is being used as a vehicle to move the funds from the current general Budget Allocation Model to the Infrastructure Funding Model over a period of years beginning with FY13.

The District Council on Administrative Services (DCAS) is the venue that is used to evaluate and reassess the Budget Allocation Model, as well as the new Infrastructure Funding Model. This evaluation, which involves the feedback from constituent representatives, is conducted each year prior to the development of the budget.

The Budget Resource Council (BRC) receives recommendations from both the Facilities Oversight Group (FOG) and the Technology Committee, and then analyzes the budget requirements of the prioritized requests and develops a plan to address these budget requirements.

FOG, which oversees facilities and equipment of a non-computing nature (i.e. vehicles, furniture, lab equipment, kilns, etc.), provides coordination for the periodic revision for the college’s Facilities Master Plan and meets regularly to address the college’s cost of ownership needs. As part of the college planning, program review and budget allocation cycle, FOG receives requests for facilities improvements from the College Planning Council (CPC) and creates an implementation plan to advance these requests (C6-03).

The college’s Technology Committee provides coordination for the periodic revision of the campus Technology Plan, which includes a detailed Tech Refresh Plan built around a four-year replacement cycle (C6-04).

The work of the BRC, FOG and the Technology Committee to address the total cost of ownership is supported through improved inventory control measures. Inventory lists of the equipment in each program have now been extracted from Banner, the district’s data management system. Due to some Banner errors, the lists for the 2011 program review process were not completely accurate or up-to-date. Under the 2012 college program review process, programs were required to reconcile the items on the Banner inventory list with the equipment that actually exists, and to identify equipment that is at end-of-life status. This contributed to the development and maintenance of a more accurate inventory list that includes the description, number of items, cost, date of purchase, expected life cycle, and annual preventative maintenance cost of each item. Using the reconciled inventory list (which divisions are required to maintain and update each year), programs now have the ability through the program review process to create initiatives and request appropriate resources to meet their operating and student performance goals (C6-05). Additionally, the BRC adopted an Inventory Rubric to be applied during the inventory of all of the fixed assets owned by the institution (C6-06).

Each year after programs have presented their program reviews to the CPC, a compiled list of prioritized requests for facilities improvements, based on program findings, is given to FOG. Software and technology prioritized requests, based on program review findings, are given to the Technology Committee. Other equipment requests, based on program review findings, are given to the BRC. These groups assign the committee rating of required, high, medium, low or not ranked to
each request based on the overall needs of the college, taking into consideration new technologies, if appropriate, and the ways in which resources can be leveraged. The committees’ ratings are then forwarded to the College President, Executive Vice President, and Vice President of Business Services for the final college ranking. The lists of initiatives (C6-07), with all rankings, are then shared with the CPC and the college administration for inclusion in the Strategic Plan. Divisions are notified about funded requests and have until the next program review cycle (approximately 12 months) to submit purchase orders.

Evidence for College Recommendation 6:

C6-01 Budget Allocation Model
C6-02 Infrastructure Funding Model
C6-03 Facilities Improvements List
C6-04 Technology Strategic Plan (for Technology Refresh Plan)
C6-05 College Equipment Inventory List
C6-06 Inventory Control Rubric
C6-07 Program Review Initiatives Spreadsheets
College Recommendation 8

Recommendation, October 2010:

As noted in 2004, in order to fully meet this Standard, the team recommends that the college President must develop an ongoing systematic and comprehensive system to assess the effectiveness of the college’s organizational structure, campus planning processes, and community in a timely manner. (IV.B.2.a-b, IV.B.2.c)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

The team finds that the college has partially satisfied Recommendation 8 having restructured the use of personnel and resources to address the issues cited in this recommendation. The evaluation of the reorganization plan should be completed as outlined in the Follow-up report and the results implemented. Attention should be given to the college institutional effectiveness goals being aligned with the District’s goals.

Update:

As described in response to College Recommendation 4, the college implemented a new organizational structure in July 2011. As noted by the 2011 follow-up accreditation team at the time of their visit, this structure was scheduled to be evaluated during the spring 2012 semester. In January 2012, six months after the implementation of the new organizational structure, the College President invited all college employees to participate in an online survey to assess the new structure. In February 2012, an open college forum was devoted to collecting feedback regarding the effectiveness of the new organizational structure. At this forum, the results of the online survey were shared and used as the starting point for small group discussions on the merits of the new system and the additional improvements needed. The results of the focus group discussions were shared in one of the College President’s weekly updates, along with a written summary of the results of the online survey. Since February 2012, the deans and committees have used this feedback to make modifications to their operations, as described more fully in the response to recommendation 4. In addition, the college has built into its integrated planning process a calendar for the ongoing assessment of the organizational structure. In accordance with this calendar, the College Planning Council (CPC) will assist the College President in engaging the campus in a review of the organization structure every three years, with the next review scheduled for spring 2013. Documentation in support of efforts to assess the organizational structure and the college planning process are found in the response to College Recommendation 4 in this report.

At Ventura College, the development of a data set to quantify the college’s Core Indicators of Institutional Effectiveness was discussed throughout most of the spring 2012 semester at both the Academic Senate and the CPC. Input was gathered from division representatives about what should
be included in the Core Indicators and the document list of data elements was revised numerous times based on this input and subsequent Academic Senate and CPC discussions (C8-01). The final version of the Core Indicators list was approved at the May 9, 2012 meeting of the CPC (C8-02).

The work that was done at Ventura College to identify the data elements by which to measure institutional effectiveness was used later during the spring 2012 semester to document and support district-wide progress made at both the College and District level toward the Board of Trustee’s planning goals. Ventura College’s Core Indicators, along with documents submitted by the institutional researchers at Moorpark College, Oxnard College, Ventura College, and the District Administrative Center, assisted in the development of a data set common to all three colleges in the district. At the conclusion of this development process, the data elements in the district-wide report (which align with the Board’s goals) replicated the data elements in Ventura College’s Core Indicators, thus ensuring the necessary alignment of the college institutional effectiveness goals with the district goals.

List of Evidence for College Recommendation 8:

C8-01 Academic Senate and CPC Minutes (regarding Core Indicators)
C8-02 Core Indicators of Institutional Effectiveness, May 2012
C8-03 Institutional Effectiveness: Moorpark, Oxnard and Ventura Colleges, June 2012
Summary of Responses to District Recommendations 1-7 and Commission Concern Regarding Board Governance

At the Accrediting Commission for Community and Junior Colleges (ACCJC or Commission) January 11-13, 2011 meeting, the Commission imposed the sanction of “Warning” on Moorpark College, Oxnard College, and Ventura College and required the Colleges to submit follow-up reports by October 15, 2011. A follow-up accreditation team then conducted a site visit at Ventura County Community College District (VCCCD or District) on October 31, 2011. The purpose of the October 31, 2011 site visit was to verify that the follow-up reports prepared by the Colleges and District were accurate through an examination of evidence, to determine if sustained, continuous, and positive improvements had been made at the District level, and that the District had resolved the recommendations made by the comprehensive evaluation team. The site team visit focused on seven District Recommendations and one Commission Concern related to minimum qualifications of faculty. The team acknowledged VCCCD had adequately addressed the Commission Concern regarding minimum qualifications of faculty but had not made sufficient progress on the seven District Recommendations to satisfy compliance with Accreditation Standards. At its January 10-12, 2012 meeting, the Commission took action to impose the sanction of placing the Colleges on “Probation” and required VCCCD to respond to the seven District Recommendations with follow-up reports due no later than October 15, 2012. In addition, the Commission issued a new Commission Concern regarding Board governance that required a Special Report to be submitted on or before March 15, 2012, followed by a team site visit in April 2012.

The Special Report site team visited the District on April 16, 2012. The site visit focused solely on the Commission’s Special Concern regarding Board governance. The site team reviewed evidence and conducted interviews with District and College constituents. Following consideration of the District’s Special Report to the Commission and the accreditation team’s April 16, 2012 site visit report, the Commission took action at its June 6-8, 2012 meeting to continue the probationary status of the District’s Colleges. The Interim Chancellor for VCCCD received formal notification of the Commission’s June 2012 action on July 5, 2012. In response, the Interim Chancellor disseminated the Commission’s correspondence to the Board of Trustees and ensured appropriate public notification. The Commission reminded the District and Colleges that follow-up reports are due to the Commission by October 15, 2012, to be followed by a site visit of Commission representatives. The follow-up reports must demonstrate the institutions have addressed the seven District Recommendations as stated in the February 2, 2012 Commission action letters, resolved deficiencies, and meet Eligibility Requirements, Accreditation Standards, and Commission policies. Additionally, per corrected Commission action letter dated February 1, 2012 and received May 2012, Ventura College is required to address College Recommendations 3, 4, 6, and 8 by October 15, 2012.
The following responses address the seven District Recommendations as outlined in the Commission Action Letter of February 2, 2012 and the Commission Concern regarding Board governance as specified in the Commission Action Letters of February 2 and July 2, 2012.
District Recommendation 1

Recommendation, October 2010:

In order to meet the Standards, the District, in concert with the three Colleges, shall develop clearly defined organizational maps that delineate the primary and secondary responsibilities of each, the College-to-College responsibilities, and that also incorporate the relationship of major District and College committees established to assure the integrity of activities related to such areas as budget, research, planning, and curriculum. (IV.B.3.a-b, IV.B.3.g)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

The team acknowledges the systematic work on organizational mapping that the Ventura CCC District and its three Colleges, Moorpark, Oxnard, and Ventura, have initiated in response to District Recommendation 1. By its very foundational nature, this recommendation represents the key to articulating roles and responsibilities in a multi-college district, identifying gaps in structures and resources for planning, research, and curriculum, and improving effectiveness and communication. To date, this recommendation has only been partially addressed and compliance with the Accreditation Standards has not been achieved. The team recommends the Ventura CCC District and its Colleges collectively affirm the urgency of compliance with Accreditation Standards and accelerate and enhance their efforts to address all components of District Recommendation 1.

Update:

In response to this recommendation, District and College constituencies, working through District Consultation Council, revised the district-wide Participatory Governance Handbook (D1-01) to reflect a clearly defined organizational map and developed the “VCCCD Governance Advisory and Recommendation Pathways” delineation (D1-01) that illustrates the relationship of major District and College committees. The Handbook and accompanying Advisory and Recommendation Pathways ensure delineation of roles and responsibilities and provide venues within the District/College governance structure to host participatory dialogue. To accelerate progress and ensure broad-based collegial input, Consultation Council agreed to meet twice per month for the period of February through June 2012 to complete the work. District Consultation Council is chaired by the Chancellor and consists of district-wide constituents, including the Vice Chancellor of Business and Administrative Services; Vice Chancellor of Human Resources; Director of Administrative Relations; one College Executive Vice President appointed by the Chancellor; one District Classified Representative; one Classified Confidential Representative; College Presidents; Academic Senate Presidents or designees; Classified Senate Presidents; one Associated Student Government Representative from each College; AFT President; and SEIU President (D1-02).
The Consultation Council review process and activities related to revising the *Participatory Governance Handbook* and development of the Advisory and Recommendation Pathways included and yielded the following results (D1-03):

- In February 2012, the existing *Participatory Governance Handbook* was distributed to Consultation Council members for review and feedback. Extensive discussion regarding Consultation Council’s role in governance resulted in expanding Consultation Council’s responsibilities to include “Recommending appropriate participatory governance structures for the District, and monitoring and assessing effectiveness of the implementation of said governance structures.”

- In early March 2012, Consultation Council recommended changes to participatory governance groups related to charges and membership. As a result, the District Council on Accreditation and Planning (DCAP) was established with a charge to “Develop, monitor, and evaluate district-wide planning and accreditation cycle activities.” The March 2012 Consultation Council meeting notes indicated DCAP would meet to further develop its charge, membership, and report progress by the end of the calendar year. March, May, and June 2012 Consultation Council meeting notes reflect additional members may be appointed to DCAP at a later date or membership expanded by the Chancellor. On June 4, 2012, the former Chancellor expanded the membership of DCAP to include the District Director of Administrative Relations and a Classified Senate President. The May 22, 2012 *Participatory Governance Handbook* defines DCAP as follows:

  The District Council on Accreditation and Planning (DCAP) is an evolving body established to address immediate accreditation and planning issues. As such, DCAP advises the Chancellor, through Cabinet and the District Consultation Council, on matters pertaining to the development, monitoring, and evaluation of District-wide planning and accreditation cycle activities. Members understand that they attend meetings to represent constituent groups at a College or the District Administrative Center. In this role, members formulate recommendations to the Chancellor through consultation and are responsible to serve as a conduit of information and the catalyst for discussion on topics raised at the District group and within the constituent group. These topics include, but are not limited to, the specific areas outlined in state law and regulation. Membership will be expanded and/or modified by December 31, 2012.

Current members include a Chancellor-appointed Chair; Vice Chancellor of Business Services; Vice Chancellor of Human Resources; Student Trustee; College Presidents; Academic Senate Presidents or designees; one Classified Senate President; and others determined by the Chancellor.
• In March 2012, Consultation Council also determined the need for a District Council of Academic Affairs (DCAA) to advise the Chancellor regarding instructional program development and related Board policies, administrative procedures, and standard operating practices; facilitate the coordination of District College programs and review institutional offerings for redundancy, growth and development, and discontinuance; and prepare the initial draft of the educational master plan as it relates to instruction and student services. Dialogue addressing gaps within existing governance committees further resulted in modifying the existing District Technical Review Workgroup (DTRW), which had been focused on reviewing curriculum at all three Colleges, and the District Council on Student Learning (DCSL), which had been focused on issues related to student services, with District Technical Review Workgroup – Instruction (DTRW-I) and District Technical Review Workgroup – Student Services (DTRW-SS) to advise DCAA on academic and professional matters. DTRW-I and DTRW-SS focus on instruction and student services in program development and review/suggest revisions to Board policies and administrative procedures in these areas as needed.

DCAA, DTRW-I, and DTRW-SS began meeting formally in September 2012. DCAA membership consists of a Chancellor-appointed Co-Chair; a Co-Chair Faculty member selected by DCAA members; Executive Vice Presidents; Academic Senate Presidents or designees, one Vice President of Business Services; Faculty Co-Chairs of campus planning committees or College Faculty designees; Associated Student Government Representatives; and a College Faculty member from each campus. DTRW-I members include a Chancellor-appointed Chair and Faculty Co-Chair rotated between the Colleges; Executive Vice Presidents; Faculty Co-Chairs of College Curriculum Committees; and Articulation Officers. DTRW-SS membership consists of a Chancellor-appointed Executive Vice President as Chair; a Co-Chair selected by DTRW-SS; a Dean of Student Services from each College; Associated Student Government Representatives; Registrars; and Articulation Officers or non-instructional designees from each campus (D1-04).

• In April 2012, Consultation Council discussed and incorporated feedback into the Participatory Governance Manual and related governance process chart, “VCCCD Governance Advisory and Recommendation Pathways.” Following final review by Chancellor’s Cabinet, College Presidents distributed the organizational mapping documents to College constituents for feedback, and the Director of Administrative Relations provided the documents to District Administrative Center constituents for input.

• In May 2012, Consultation Council discussed and agreed upon minor modifications to the “Governance Advisory and Recommendation Pathways” for clarity.

• In June 2012, Consultation Council completed its final review of the Participatory Governance Handbook and related “VCCCD Governance Advisory and Recommendation Pathways” as part of its June 16, 2012 Board of Trustees Meeting Agenda Review.
The *Participatory Governance Handbook* has been widely communicated at the Colleges and District Administrative Center and constituents were given opportunities to provide input for improvement prior to finalization of the documents (D1-05). The *Participatory Governance Handbook* was presented to the Board of Trustees for information on June 19, 2012 (D1-06) and publicly posted on the District’s website at www.vcccd.edu (D1-07). In addition, the Board of Trustees approved an updated BP 2205 Delineation of System and Board Functions (D1-08) on June 19, 2012 to include the completed *Participatory Governance Handbook* and functional mapping documents. The District and Colleges will assess, on an annual basis, the appropriateness of constituent role delineation and responsibilities involved in district-wide governance processes, identifying gaps in governance structures and resources, as well as the overall effectiveness of the process.

**Evidence for District Recommendation 1:**

D1-01 Participatory Governance Handbook, including Functional Mapping narrative (p. 28) and VCCCD Governance Advisory and Recommendation Pathways (p. 58), 05.22.12

D1-02 Consultation Council Membership, Participatory Governance Handbook (pp. 16-17), 05.22.12

D1-03 Consultation Council Meeting Notes, 01.12.12, 02.03.12, 02.22.12, 03.02.12, 03.09.12, 03.30.12, 04.06.12, 04.27.12, 05.10.12, 06.07.12

D1-04 Membership of District Council on Academic Affairs (DCAA), District Technical Review Workgroup-Instructional (DTRW-I), and District Technical Review Workgroup (DTRW-SS), Participatory Governance Handbook (pp. 21-25), 05.22.12

D1-05 District/College communications regarding Participatory Governance Handbook and functional mapping documents, Ventura College Emails 04.09.12, 04.16.12, 08.15.12; Moorpark College Email 04.19.12; Oxnard College Emails 04.27.12, 05.02.12; District Administrative Center Emails 04.13.12, 05.08.12; District-wide Posting 07.02.12

D1-06 Board of Trustees Regular Meeting Minutes, Agenda Item 27, 06.19.12

D1-07 District Public Website Posting of *Participatory Governance Handbook* at [www.vcccd.edu](http://www.vcccd.edu)

D1-08 Board of Trustees Regular Meeting Agenda, Item 16.03, pp. 527, 529, 06.19.12; Board of Trustees Regular Meeting Minutes, Agenda Item 16.03, 06.19.12
District Recommendation 2

Recommendation, October 2010:

In order to meet the Standard, the District, in concert with the three Colleges, shall document evidence that a review of District Policies and Procedures that may impede the timely and effective operations of the departments of the Colleges has taken place and that appropriate modifications are made that facilitate the operational effectiveness of the Colleges. A calendar that identifies a timeline for the regular and consistent review of policies shall be developed. (IV.B.1.e)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

The team acknowledges the scope and extent of District and College work resulting in considerable progress on District Recommendation 2. Of its three inter-related components, the recommendation for the development of a calendar for the regular and consistent review of policies has been fully addressed. With regard to the review and modifications of policies and procedures that may impede operational effectiveness, the team find these elements to be partially addressed and recommends the District and Colleges analyze all collected data for potential impediments and continue to modify operating practices to ensure consistency and appropriate application.

Update:

In response to this recommendation, the District developed and the Board of Trustees adopted a two-year policy/procedure review cycle calendar. The proposed review schedule was implemented in March 2011 and is being vigorously adhered to (D2-01) as evidenced by the substantial amount of activities undertaken by the Policy Committee of the Board (D2-02) and the subsequent placement of proposed, reviewed and/or revised policies and administrative procedures on the monthly Board of Trustees agendas for action or information (D2-03).

To address the review and modification of policies and procedures that may impede operational effectiveness, policy/administrative procedure review and recommended changes follow the newly implemented “VCCCD Governance Advisory and Recommendation Pathways” outlined in the Participatory Governance Handbook (D2-04) to ensure broad-based constituent input, consistency, and appropriate application across the District and Colleges. Governance committees and District/College constituents serving on governance committees are provided opportunities to review, analyze, and recommend suggestions for modification of policies/procedures under review that may present potential impediments and negatively impact the timely and effective operations of District/College departments. As presented under “General Operating Agreements for District Groups” in the Participatory Governance Handbook, Committee members understand they attend meetings to
represent constituent groups at a College or the District Administrative Center. Constituent groups formulate recommendations to the Chancellor through consultation, and members are responsible to serve as a conduit for information and the catalyst for discussion and topics raised by District groups and within the constituent groups (D2-05).

District policies and procedures have been reviewed and analyzed consistently during the two-year cycle as evidenced through governance bodies, including District Council on Student Learning (DCSL); District Technical Review Workgroup (DTRW); District Council on Human Resources (DCHR); District Council on Administrative Services (DCAS); District Consultation Council; Chancellor’s Cabinet, and District Administrative Council. Governance groups maintain meeting notes that include policy/administrative procedure actions and recommendations taken during committee meetings (D2-06).

As of August 2012, the review and analysis status for Board Policies/Administrative Procedures was as follows:

- Chapter 1 The District: complete
- Chapter 2 Board of Trustees: approximately 99 percent complete
- Chapter 3 General Institution: approximately 50 percent complete
- Chapter 4 Academic Affairs: approximately 80 percent complete
- Chapter 5 Student Services: approximately 5 percent complete
- Chapter 6 Business/Fiscal Affairs: approximately 90 percent complete
- Chapter 7 Human Resources: approximately 20 percent complete

Approximately 90 percent of Chapter 7 Human Resources is scheduled for review completion by the end of October 2012. Policy and administrative procedure review of Chapter 4 Academic Affairs and Chapter 5 Student Services by newly-formed District Council on Academic Affairs (DCAA), District Technical Review Workgroup-Instruction (DTRW-I), and District Technical Review Workgroup-Student Services (DRTW-SS) began in September 2012 (D2-07).

To address extremely time sensitive policy or administrative procedures critical to District/College operational deadlines but subject to missing Policy Committee or Board Meeting timelines, governance committees can hold a special meeting and/or present such time sensitive recommended policies and administrative procedures to the Chancellor or Chancellor’s Cabinet for approval to advance to Policy Committee and the Board of Trustees.

As a result of dialogue by governance groups and constituent feedback, policy and administrative procedure modifications occurred as evidenced by the following revised operating practices to avoid impeding College operations and ensure consistency across the District/Colleges (D2-08):

- In August 2012, the District launched a website for “Business Tools, Forms, and Procedures,” a SharePoint site for employee access. The site includes frequently used district-wide forms in fillable field format; detailed procedures in some areas of Accounting, Accounts Payable, Payroll,
Information Technology, Purchasing, Risk Management, Police/Parking Services, and Contracts and Grants, including the specific Administrative Procedure 3280 for the completion of grant applications. “Business Tools” is designed to facilitate the consistent district-wide application of procedures. In order to respond to user needs and input, a dedicated link is provided for faculty and staff to submit feedback and/or suggestions via the site. To achieve continuous quality improvement, the site will be expanded in 2012-2013 to incorporate additional procedures, forms, and enhancements based on user suggestions. This process of regular updates will continue based on user input.

- In conjunction with faculty and staff, a Field Trip/Excursion electronic workflow process was developed in response to faculty needs. Staff and faculty with extensive experience in field trips worked during summer 2012 to develop the workflow. The workflow was implemented in August 2012 by a small number of key faculty from throughout the District to ensure a thorough testing and application of the process. The District Director of General Services provided an overview of the process to interested faculty during Fall 2012 Flex Days at all three Colleges. This process will be refined with additional faculty input.

The District is on schedule to complete its two-year review cycle of existing policies and procedures by March 31, 2013. The District will continue to regularly monitor the sequence, origination points, and appropriate constituency involvement in the two-year policy/procedure review process to systematically identify criteria and evaluate impacts of same on District/College operational effectiveness.

Further, the District Council on Accreditation and Planning (DCAP) is identifying additional effective measures to capture further feedback from District and College constituents, analyze collected data for potential impediments, and continue modifying operating practices to ensure Board policies and procedures enhance operations. One measure identified and developed by DCAP included a survey designed and implemented in September 2012 that collected feedback from employees about ways to improve the flow of information to and from the District through formal channels of the committee and governance structure and to identify any policies or procedures that need clarification or that are difficult to implement in practice (D2-09). Results of the newly-implemented annual survey were discussed at District Consultation Council in September 2012, summarized in the October 2012 Chancellor’s Monthly Update distributed to all employees, students, and community advisory body members (D2-10).

Evidence for District Recommendation 2:

D2-02 Policy Committee Meeting Agendas/Minutes, 11/2012-07/2012
D2-03 Board of Trustees Meeting Agendas/Minutes, 11/2012-08/2012
D2-04  Participatory Governance Handbook “VCCCD Governance Advisory and Recommendation Pathways” (p. 58)
D2-05  Participatory Governance Handbook, General Operating Agreements for District Groups (p. 10)
D2-07  Communication implementing DCAA, DTRW-I, and DTRW-SS, 08/2012
D2-08  Business Tools, Forms, and Procedures, 08/2012; Field Trip/Excursion Electronic Workflow Process, 08/2012
D2-09  Employee Formal Communications Survey, 09/2012
D2-10  Employee Formal Communications Survey Findings, Summary, and Distribution, 09-10/2012
District Recommendation 3

Recommendation, October 2010:

In order to increase effectiveness, the Teams recommend that the District conduct a periodic outcomes assessment and analysis of its strategic planning and decision-making processes, leading to sustainable continuous quality improvement in educational effectiveness in support of student learning and district-wide operations. (IV.B.3)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

The team documented the Ventura CCC District’s progress in improving its planning process and found that the District and its Colleges have partially addressed this recommendation. However, the process is still being refined and remains incomplete without well-defined outcome measures and clear timelines. The team recommends the District focus and accelerate its work on defining outcome measures, developing appropriate timelines, and integrating its periodic outcomes assessment data into the strategic planning process in order to promote sustainable continuous quality improvement. The team further recommends that the District, through its functional mapping and related documents, articulates the District Office responsibility (separate from the Board’s oversight responsibility) for future and ongoing reviews of strategic planning and decision-making processes.

Update:

In response to the Commission recommendation and to align with best practices in institutional planning, the Board of Trustees conducted an assessment of the District’s current planning efforts using the ACCJC Rubric on Integrated Planning at its June 26, 2012 Board Strategic Planning Session – Part One (D3-01).

Discussions from the assessment session suggest that current District practices and processes reflect many essential features of integrated planning, including a 10-year District Master Plan, Board goals and objectives with annual effectiveness reporting, annual Board planning sessions, and beginning of a dialogue regarding the efficacy of the planning process. The district-wide integrated planning process will incorporate local College planning processes and reporting timelines.

The Board recognized during the June 2012 Planning Session that to reach and maintain the level of “sustainable continuous program improvement,” process improvements were needed. Of particular importance is the documentation of the planning process, the affirmation of the planning cycle and timeline for the creation of the next Master Plan, and an orderly transition to these improved practices.
from the current activities. To that end, a transition plan and a district-wide planning model timeline were presented and discussed. Key elements of the presentation included (D3-02):

**Transition Plan:**

Conduct 2012-2013 planning cycle through the following activities:
- Revise the 2012 Goals and Objectives for 2013
- Create and Implement Action Plans
- Assess results at June 2013 Board Planning Session

**Revised District-wide Integrated Planning Cycle Timeline:**

<table>
<thead>
<tr>
<th>Academic Year</th>
<th>Cycle</th>
<th>Plan Activities</th>
<th>Assessment Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012-13</td>
<td>Transition from prior year plan; initiation of new planning cycle</td>
<td>Transition: Complete Original Planning Cycle; Conduct Master Planning: Create Master Plan with Goals</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2013-14</td>
<td>Current Cycle: Year One</td>
<td>Create Strategic Plan containing Strategic Objectives to support Master Plan Goals; develop and implement Action Steps</td>
<td>Assess Progress on Objectives; Assess and improve planning process</td>
</tr>
<tr>
<td>2014-15</td>
<td>Current Cycle: Year Two</td>
<td>Assess status of Strategic Plan and Objectives; continue implementation of Action Steps</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2015-16</td>
<td>Current Cycle: Year Three</td>
<td>Mid-term Review of Master Plan Goals: Assess status of Master Plan Goals, Strategic Plan and Objectives; adjust Strategic Plan and Objectives as needed</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2016-17</td>
<td>Current Cycle: Year Four</td>
<td>Assess status of Strategic Plan and Objectives; continue implementation of Action Steps</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2017-18</td>
<td>Current Cycle: Year Five</td>
<td>Assess status of Strategic Plan and Objectives; continue implementation of Action Steps</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2018-19</td>
<td>Current Cycle: Year Six</td>
<td>Master Planning Year: Assess and modify Master Plan for the next 6-year cycle</td>
<td>Assess and improve planning process</td>
</tr>
</tbody>
</table>

The Board of Trustees approved the Transition Plan and Revised Planning Cycle Timeline on August 9, 2012 during its Board Strategic Planning Session – Part Two (D3-03). Subsequently, a *District-wide Planning Manual* was developed to guide and document the planning process (D3-04).
To assess effectiveness of the District and its Colleges, VCCCD created a district-wide Institutional Effectiveness Report that delineates the outcomes for corresponding annual Board Goals (D3-05). The Institutional Effectiveness Report provides three years of data for trend analysis and comparisons. The first report was presented at the June 28, 2012 Board Strategic Planning Session – Part One; the report will be presented annually and institutionalized as a component of the standard assessment measure. The Board also assessed and made plans to improve its current district-wide planning at the June and August Strategic Planning Sessions, taking deliberate steps to reach the level of sustainable continuous quality improvement in integrated strategic planning.

To assess its decision-making processes, the District, through Consultation Council, reviewed and revised the Participatory Governance Handbook and substantially revised the deliberation and consultation process. The resulting structure, as documented in the Handbook under the “Advisory and Recommendation Pathways,” ensures that the deliberation, recommendation, and decision-making process are appropriate and functional (D3-06). The Consultation Council review process and activities related to revising the Participatory Governance Handbook and development of the Advisory and Recommendation Pathways (D3-07) included and yielded the following results:

- In February 2012, the existing Participatory Governance Handbook was distributed to Consultation Council members for review and feedback. Extensive discussion regarding Consultation Council’s role in governance resulted in expanding Consultation Council’s responsibilities to include “Recommending appropriate participatory governance structures for the District, and monitoring and assessing effectiveness of the implementation of said governance structures.”

- In early March 2012, Consultation Council recommended changes to participatory governance groups related to charges and membership. As a result, the District Council on Accreditation and Planning (DCAP) was established with a charge to “Develop, monitor, and evaluate district-wide planning and accreditation cycle activities.” The March 2012 Consultation Council meeting notes indicated DCAP would meet to further develop its charge, membership, and report progress by the end of the calendar year. March, May, and June 2012 Consultation Council meeting notes reflect additional members may be appointed to DCAP at a later date or membership expanded by the Chancellor. On June 4, 2012, the former Chancellor expanded the membership of DCAP to include the District Director of Administrative Relations and a Classified Senate President. The May 22, 2012 Participatory Governance Handbook defines DCAP as follows:

  The District Council on Accreditation and Planning (DCAP) is an evolving body established to address immediate accreditation and planning issues. As such, DCAP advises the Chancellor, through Cabinet and the District Consultation Council, on matters pertaining to the development, monitoring, and evaluation of District-wide planning and accreditation cycle activities. Members
understand that they attend meetings to represent constituent groups at a College or the District Administrative Center. In this role, members formulate recommendations to the Chancellor through consultation and are responsible to serve as a conduit of information and the catalyst for discussion on topics raised at the District group and within the constituent group. These topics include, but are not limited to, the specific areas outlined in state law and regulation. Membership will be expanded and/or modified by December 31, 2012.

Current members include a Chancellor-appointed Chair; Vice Chancellor of Business Services; Vice Chancellor of Human Resources; Student Trustee; College Presidents; Academic Senate Presidents or designees; one Classified Senate President; and others determined by the Chancellor.

- In March 2012, Consultation Council also determined the need for a District Council of Academic Affairs (DCAA) to advise the Chancellor regarding instructional program development and related Board policies, administrative procedures, and standard operating practices; facilitate the coordination of District College programs and review institutional offerings for redundacy, growth and development, and discontinuance; and prepare the initial draft of the educational master plan as it relates to instruction and student services. Dialogue addressing gaps within existing governance committees further resulted in modifying the existing District Technical Review Workgroup (DTRW), which had been focused on reviewing curriculum from the three Colleges, and the District Council on Student Learning (DCSL), which had been focused on issues related to student services, with District Technical Review Workgroup – Instruction (DTRW-I) and District Technical Review Workgroup – Student Services (DTRW-SS) to advise DCAA on academic and professional matters. DTRW-I and DTRW-SS focus on instruction and student services in program development and review/suggest revisions to Board policies and administrative procedures in these areas as needed. DCAA, DTRW-I, and DTRW-SS began meeting formally in September 2012.

- In April 2012, Consultation Council discussed and incorporated feedback into the Participatory Governance Manual and related governance process chart, “VCCCD Governance Advisory and Recommendation Pathways.” Following final review by Chancellor’s Cabinet, College Presidents distributed the organizational mapping documents to College constituents for feedback, and the Director of Administrative Relations provided the documents to District Administrative Center constituents for input.

- In May 2012, Consultation Council discussed and agreed upon minor modifications to the “Governance Advisory and Recommendation Pathways” for clarity.
• In June 2012, Consultation Council completed its final review of the *Participatory Governance Handbook* and related “VCCCD Governance Advisory and Recommendation Pathways” as part of its June 16, 2012 Board of Trustees Meeting Agenda Review.

**Evidence for District Recommendation 3:**

D3-01  Board Strategic Planning Session – Part One Agenda/Minutes, 06.26.12  
D3-02  Integrated Planning Model Presentation, Board Strategic Planning Session – Part One, 06.26.12  
D3-03  Board of Trustees Approval of Transition Plan and Revised Planning Cycle Timeline, Board Strategic Planning Session – Part Two, Agenda/Minutes Item 12.05, 08.09.12  
D3-04  District-wide Planning Manual, 09/2012  
D3-05  Institutional Effectiveness Report, Board Strategic Planning Session – Part One, 06.26.12  
D3-06  District Participatory Governance Handbook, Advisory and Recommendation Pathways,” 05.22.12  
D3-07  Consultation Council Meeting Notes, 01.12.12, 02.03.12, 02.22.12, 03.02.12, 03.09.12, 03.30.12, 04.06.12, 04.27.12, 05.10.12, 06.07.12
District Recommendation 4

Recommendation, October 2010:

In order to improve communications, the Teams recommend that the District assess the effectiveness of its formal communications and utilize constituency and community input/feedback data to implement improvements to ensure that open and timely communication regarding expectations of educational excellence, operational planning, and integrity continues and is enhanced at all levels of the organization. (III.A.3, IV.B.3)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

The team acknowledges the focused efforts of the Ventura CCC District and the Colleges in responding to District Recommendation 4 and finds the recommendation has been partially addressed to date. The new administrative advisory bodies, the expanded Citizens Advisory Committee, and the added communication strategies indicate a commitment to improving the effectiveness of communications throughout the District. These efforts have increased the opportunities for constituency and community input and the team recommends the District develop clear purpose statements for each of these bodies aligned with District, Board, and College communication goals. [Note: have not found evidence of this for Presidents Council and District Administrative Council, which are the advisory bodies cited in the District’s previous responses.]

While the District has assessed its formal communications through the collection of College feedback and discussed possible methods for collecting feedback about the effectiveness of communications in the future, there is no evidence that regular assessments will be implemented to ensure ongoing effectiveness and continuous improvement. It is also not clear if the District will measure improvements in constituency satisfaction with formal communications as a means to gauge effectiveness. The team recommends the District incorporate regular assessments of formal communications such as committee self-appraisal and employee surveys, to ensure improved communications and fully address the Accreditation Standards cited in District Recommendation 4.

Update:

To fully meet this recommendation, the District, through Consultation Council (D4-01), has improved the effectiveness of its formal communications as evidenced by a thorough review and revision of the District Participatory Governance Handbook (D4-02). In creating and adhering to appropriate “Governance Advisory and Recommendation Pathways” for formal consultation and dialogue, the District ensures the venues for constituent feedback are available, well-defined, and understood (D4-03). The Participatory Governance Handbook will be thoroughly assessed through Consultation
Council every three years to ensure ongoing effectiveness and demonstrate sustainable continuous quality improvement. Additionally, at the first fall meeting of the academic year, each governance group will distribute and discuss the group’s charge and reporting structure; review norms for working as a team; develop operating agreements for determining recommendations; and review or establish task-specific operating agreements, if needed (D4-04).

In March 2012, the Chancellor deployed the annual governance committees’ self-appraisal survey process through the Office of Administrative Relations to ensure assessment and improve formal communications. The annual self-appraisal process included the following activities:

- In March 2012, the existing self-appraisal survey instrument was reviewed and expanded by Consultation Council to gather and evaluate data from the District and Colleges related to formal communications within governance committee structures (D4-05).

- In early April 2012, District Consultation Council; District Council on Human Resources (DCHR); District Council on Administrative Services (DCAS); District Technical Review Workgroup (DTRW); District Council on Student Learning (DCSL); and Administrative Technology Advisory Group (ATAC) received self-appraisals electronically for completion through the Office of Administration Relations (D4-06). Although council/group members were identified for distribution of the self-appraisal survey, individual member participation was conducted anonymously through SurveyMonkey. Council/Group members participated as follows:

<table>
<thead>
<tr>
<th>Council/Group</th>
<th>Participating Members</th>
<th>Total Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>District Consultation Council</td>
<td>17</td>
<td>26</td>
</tr>
<tr>
<td>DCHR</td>
<td>7</td>
<td>12</td>
</tr>
<tr>
<td>DCAS</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td>DCSL</td>
<td>11</td>
<td>22</td>
</tr>
<tr>
<td>DTRW</td>
<td>6</td>
<td>14</td>
</tr>
<tr>
<td>ATAC</td>
<td>8</td>
<td>11</td>
</tr>
</tbody>
</table>

- In late April 2012, council/group self-appraisal findings were provided to council/group chairs/co-chairs by the Office of Administrative Relations for discussion with members to ensure ongoing effectiveness and continuous improvement (D4-07).

- Council/group self-appraisal findings were discussed by members of District Consultation Council; DCHR; DCAS; DCSL; DTRW; and ATAC during the period of May through September 2012. As evidenced by meeting notes and dialogue, council/group member identified areas of potential improvement based on self-appraisal findings as follows (D4-07):
  - District Consultation Council discussion resulted in consideration of using technology to eliminate the need to travel to the District Administrative Center for Consultation Council meetings, adding a standing item of “future agenda items” to Consultation Council meeting agendas.
Council agendas, expanding membership of the District Council on Planning and Accreditation (DCAP), and receiving meeting summary reports from DCAP.

- DCHR discussion results will be provided following the September 2012 DCHR meeting.

- DCAS discussion resulted in a recommendation to conduct the survey mid-year and year-end or just mid-year to allow time for corrective action, if needed. DCAS agreed self-appraisal results were positive, accurately reflected the sentiments of the group, objectives were being met, and no change was needed in the functioning of the committee.

- DTRW discussion results will be provided following the September 2012 meeting of DTRW-I, the successor body of DTRW.

- DCSL discussion results will be provided following the September 2012 meeting of DTRW-SS, the successor body of DCSL.

- ATAC discussion of findings resulted in committee agreement to change the frequency of meetings from monthly to bi-monthly, meeting notes will be posted on the District website and emailed to committee members, and meeting agendas will be distributed two weeks in advance to provide an opportunity for increased campus dialogue on agenda items prior to ATAC meetings.

In addition, the Chancellor’s Office established a Chancellor’s Monthly Update in March 2012 to communicate formal governance committee/council activities occurring district-wide. The monthly updates are currently posted on the District portal under district-wide announcements (D4-08). Effective October 2012, distribution of Chancellor Monthly Updates will be expanded to students and Community Advisory Body members.

In response to the accrediting team’s recommendation, the Citizens Advisory Body description and purpose was clarified and added to the district Participatory Governance Handbook as part of the Handbook’s update and completion process as follows (D4-09):

The Citizens Advisory Body provides community input and feedback to the Board of Trustees in the preparation of its district-wide planning. The community body assists the Board in the evaluation of the District’s effectiveness in meeting educational excellence and operational efficiency and acts as a vehicle to which the Board communicates its expectations of organizational excellence and integrity. The Citizens Advisory Body consists of 20 members who serve a three-year term; members may serve multiple terms. Individual Trustees recommend up to four community members
to the full Board for approval. Members are recommended for their broad community standing, professional experience, and/or public service.

The documented purpose statement was communicated to the Citizens Advisory Body in fall 2012. Purpose statements for Presidents Council and District Administrative Council, two administrative advisory bodies, were discussed and clearly documented at Presidents Council in August 2012 and District Administrative Council in September 2012 (D4-10).

To further utilize community input in strategic planning, the District, through the Office of Administrative Relations, conducted an electronic survey with an expanded Citizens Advisory Body in June 2012 to obtain feedback for review and consideration at the Board’s June 26, 2012 Strategic Planning Session – Part One (D4-11). The survey was designed to obtain community member opinions regarding the District/Colleges’ breadth of functions and perceived challenges to better inform the Board of Trustees in planning and deliberations. Of the 39 community members invited to participate, 24 individuals agreed to remain members of or join the Citizens Advisory Body for 2012-2013 (D4-12), and 16 Community Advisory Body members completed the survey. Individual member participation was conducted anonymously through SurveyMonkey.

Survey findings were presented to the Board during the June 26, 2012 Strategic Planning Session – Part One. Significant findings reflected the need for the District to increase communication with community constituents regarding programs, services, and budget information. In addition, findings indicated community members view the budget, alternative revenue resources, accreditation, partnerships, and college readiness as challenges currently facing VCCCD. Trustees commented the findings confirm the importance of obtaining community input, and the full Board agreed to increase the number of meetings with the Citizens Advisory Body to improve communication and ensure in-depth community participation in planning related to community needs (D4-13).

In September 2012, the District initiated a survey of all employees related to constituency satisfaction with formal communications as a means to gauge effectiveness and provide opportunity for improvement. The survey, designed by District Council on Accreditation and Planning (DCAP), was distributed to employees through the Office of Administrative Relations, Chancellor’s Office. Results of the newly-implemented annual survey were discussed at District Consultation Council in September 2012, summarized in the October 2012 Chancellor’s Monthly Update distributed to all employees, students, and community advisory body members (D4-14).

Evidence for District Recommendation 4:

D4-01 Consultation Council Meeting Notes, 01.12.12, 02.03.12, 02.22.12, 03.02.12, 03.09.12, 03.30.12, 04.06.12, 04.27.12, 05.10.12, 06.07.12
D4-02 Participatory Governance Handbook, 05.22.12
D4-03 VCCCD Governance Advisory and Recommendation Pathways (p. 58), 05.22.12

[35]
D4-04 Participatory Governance Handbook, (pp. 10-11), 05.22.12
D4-05 Consultation Council Meeting Notes, 03.09.12; Participatory Governance Committee Self Appraisal Template, 03/2012
D4-06 District Committee Self-Appraisal Electronic Distribution Communications
D4-07 Participatory Governance Committees Self-Appraisal Findings and Governance Committee Meeting Notes Reflecting Discussion (i.e., Consultation Council; District Consultation Council; District Council on Student Learning (DCSL); District Technical Review Workgroup (DTRW); District Council on Human Resources (DCHR); District Council on Administrative Services (DCAS); and Administrative Technology Advisory Committee (ATAC), 04-09/2012
D4-08 Chancellor’s Monthly Updates, 03/2012-08/2012
D4-09 Citizens Advisory Body Charge/Purpose, Participatory Governance Handbook, 05.22.12 (p. 32-33)
D4-10 Presidents Council Meeting Notes, 08.20.12; District Administrative Council Meeting Notes, 09.04.12
D4-11 Citizens Advisory Body Survey, 06/2012
D4-12 Citizens Advisory Body Membership Roster, 06/2012
D4-13 Citizens Advisory Body Survey Findings, 06.26.12; Board of Trustees Meeting Minutes, 06.26.12
D4-14 Employee Formal Communications Survey Findings, Summary, and Distribution, 09-10/2012
District Recommendation 5

Recommendation, October 2010:

In order to meet the Standard, the Board of Trustees shall complete an analysis of its self assessment pursuant to Board Policy 2745 and formally adopt expected outcomes and measures for continuous quality improvement that will be assessed and reported as a component of the immediately succeeding self-assessment. (IV.B.1.g)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

District Recommendation 5 has been addressed to a considerable extent. The team found the District Board of Trustees initiated an annual self-assessment activity and has made significant progress in improving its self-evaluation process through the inclusion of objectives and outcome measures. However, the improvement component of the process will remain incomplete until the newly-developed measurable objectives for 2011-12 are analyzed during the annual Board self-evaluation session scheduled for May/June 2012. The team recommends the Board complete the self-evaluation process as scheduled and ensure the self-assessment activity is conducted on a yearly basis.

Update:

To fully meet this recommendation, the Board of Trustees reviewed its self-assessment instrument and made improvements to its content (D5-01). Further, the Board implemented an ongoing self-evaluation process and completed the annual Board self-evaluation in advance of its June 26, 2012 Board Strategic Planning Session – Part One in accordance with Board Policy/Administrative Procedure 2745 Board Self-Evaluation (D5-02). The Board also formally adopted outcomes and measures of its performance, and the assessment of those outcomes was an integral part of the annual assessment. An external constituent assessment of the Board in the form of a survey to Consultation Council was established per Board Policy/Administrative Policy 2745 as part of the Board’s annual self-assessment process (D5-03). This year’s external assessment results were discussed as part of the Board self-evaluation at the June 26, 2012 Board Strategic Planning Session – Part One (D5-04). The annual self-assessment process included the following activities:

- At its January 17, 2012 Board Meeting, the Board adopted revised Board Policy 2745 Board Self-Evaluation to include Board meeting monthly assessment findings to strengthen its self-evaluation process in evaluating Board Performance Goals (D5-05).

- The Board again amended Board Policy 2745 Board Self-Evaluation on March 13, 2012 to include language regarding an annual Board self-assessment process to further align Board Policy 2745
• On June 19, 2012, the Board accepted Board Administrative Procedure 2745 Board Self-Evaluation as aligned with Board Policy 2745 to include Consultation Council feedback through a Board Evaluation distributed electronically to Consultation Council members during the Board’s annual self-evaluation process (D5-07).

• In May 2012, the Board implemented its annual ongoing self-evaluation process per Board Policy/Administrative Procedure 2745. The Board of Trustees received the 2012 self-evaluation survey in electronic format for completion (D5-08) through the Chancellor’s Office, and Consultation Council members were provided an opportunity to complete the Board Evaluation survey electronically (D5-09) through the Chancellor’s Office. The Board Survey was designed to gather feedback regarding Board Performance Goals, general evaluation, and individual Trustee reflective perspective. Participants were asked to indicate their opinions using a rating scale of agree, partial agreement, disagree, or don’t know. An option to provide comments was provided. The full Board and 18 of 21 Consultation Council Members completed the survey.

• The annual summative Board self-evaluation was conducted at the Board’s June 26, 2012 Board Strategic Planning Session – Part One (D5-10). Expected outcomes included evaluating Board performance; identifying and discussing areas for strengthening Board performance; incorporating identified areas in need of improvement into existing Board Performance Goals; and adopting updated Board Performance Goals.

The Board’s self-evaluation process included discussion of significant findings from a summary of the Board’s Monthly Meeting Assessments (D5-11) and a results discussion of the Board’s Annual Self-Evaluation and Consultation Council Evaluation of the Board (D5-12). Significant findings suggesting possible areas of improvement included defining and limiting trustee involvement in operational matters; need for additional Citizens Advisory Body meetings; need for more information in staff reports; and need for strengthened parliamentary practice. Findings also reflected full Board agreement in spending appropriate time preparing for meetings; actively participating in meetings; unified support of Board decisions; maintaining confidentiality; and disclosing actual and/or perceived conflicts of interest. Points of Board discussion based on Consultation Council general evaluation feedback included the Board’s adherence to its policy-making role; ensuring assessment of formal communication with constituents; involving community members in strategic planning; acting as a cohesive unit and taking responsibility for the Board’s collective performance; complying with the Board’s Code of Ethics; avoiding engagement in operational matters; evaluating strategic planning; supporting the Chancellor; and understanding accreditation.

• Following Board discussion on June 26, 2012, Trustees assessed the Board’s progress in achieving performance goals and considered significant findings in the review and update of
2011-12 Board Performance Goals (D5-13). The Board agreed upon recommendations for improvement and renewed their commitment to continue to strengthen Board performance in areas including the Citizens Advisory Body, community outreach, professional development, and maintaining the Board’s policy-making role.

- At the August 9, 2012 Board Strategic Planning Session – Part Two, the full Board formally adopted its updated 2012-13 Board Performance Goals incorporating 10 measurable activities designed to strengthen Board performance (D5-14).

- Following the August 9, 2012 Board Strategic Planning Session – Part Two, the Board of Trustees completed an assessment for the planning session meetings of June 26 and August 9, 2012 to ensure continuous quality improvement and effectiveness. Findings were provided for Trustee discussion at the September 11, 2012 Board meeting (D5-15).

Evidence for District Recommendation 5:

D5-01 Revised Board Self-Assessment Instrument
D5-02 Board Meeting Strategic Planning Session – Part One Agenda/Minutes, 05.22.12; VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation
D5-03 Consultation Council Board Evaluation Instrument
D5-04 Consultation Council Board Evaluation Findings, June 26, 2012
D5-05 Board of Trustees Meeting Agenda/Minutes Item 11.03, 01.17.12
D5-06 VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 13.13, 03.13.12
D5-07 VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 16.06, 06.19.12
D5-08 Board’s 2012 Self-Evaluation Survey and Electronic Communication, 05/2012
D5-09 Consultation Council Board Evaluation Survey and Electronic Communication, 06/12
D5-10 Board Strategic Planning Session – Part One Agenda/Minutes, 06.26.12
D5-11 Summary of Board’s Monthly Meeting Assessments, 06.26.12
D5-12 Board’s Annual Self-Evaluation Survey Findings; Consultation Council’s Evaluation of the Board Findings, 06.26.12
D5-13 2011-12 Board Performance Goals, Board Strategic Planning Session – Part One, Agenda/Minutes Item 17.03, 06.26.12
D5-14 2012-13 Board Performance Goals, Board Strategic Planning Session – Part Two, Agenda/Minutes Item 10.01, 08.09.12
D5-15 Board Strategic Planning Session Assessment and Results for June 26 and August 9, 2012
District Recommendation 6

Recommendation, October 2010:

In order to meet the Standards, the Board of Trustees shall establish clearly written policies and corresponding procedures to ensure that decision-making is administered by staff in an equitable and consistent manner across and within the three Colleges. (III.A.3.a, III.A.4.c, IV.B.1.b-c)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

This recommendation has been partially addressed. The team found substantive District and College progress in developing consistent decision-making processes and positive efforts in responding to District Recommendation 6. The team recommends the Board and appropriate bodies continue their work in resolving uniform practice concerns and communicate to all constituencies the decision-making protocols and standard operating procedures.

Update:

To fulfill District Recommendation 6, the District administered a three-pronged strategy to ensure Board established policies and administrative procedures are administered district-wide in an equitable and consistent manner:

1. Board policies and procedures are reviewed on a two-year cycle with constituent input to ensure clarity and appropriateness in field implementation.

2. The Functional Mapping narrative in the Participatory Governance Handbook makes explicit the delineation of functions between the District and Colleges and clarifies where District/College sites have discretionary decision-making over operations and where uniformity in practice is mandated (D6-01).

3. Formal communication channels are utilized to ensure Board policies and procedures are communicated to district-wide constituents.

The two-year policy/procedure review cycle calendar implemented in March 2011 is being vigorously adhered to (D6-02) as evidenced by significant activity undertaken by the Policy Committee of the Board (D6-03) and the subsequent placement of proposed, reviewed and/or revised policies and administrative procedures on the monthly Board of Trustees agendas for action or information (D6-04).
District Board policies and administrative procedures have been reviewed and analyzed consistently with constituent input on the two-year cycle through governance bodies, including District Council on Student Learning (DCSL); District Technical Review Workgroup (DTRW); District Council on Human Resources (DCHR); District Council on Administrative Services (DCAS); District Consultation Council; Chancellor’s Cabinet, and District Administrative Council. Governance groups maintain meeting notes that include policy/administrative procedure actions and recommendations taken during committee meetings (D6-05). Policy and administrative procedure review related to academic affairs and student services by newly-formed District Council on Academic Affairs (DCAA), District Technical Review Workgroup-Instruction (DTRW-I), and District Technical Review Workgroup-Student Services (DRTW-SS) began in September 2012.

To address policies and procedures that may impede operational effectiveness or result in concerns about a perceived lack of uniform practices, policy/administrative procedure review and recommended changes follow the newly implemented “VCCCD Governance Advisory and Recommendation Pathways” outlined in the Participatory Governance Handbook (D6-06) to ensure broad-based constituent input, consistency, and appropriate application across the District and Colleges. The Functional Mapping narrative in the Participatory Governance Handbook explains the delineation of functions between the District and Colleges and clarifies where District-College sites have discretionary decision-making over operations and where uniformity in practice is mandated (D6-07).

As of November 2011, the following policy and administrative procedure modifications occurred as a result of dialogue by governance groups and constituent feedback to ensure uniform application across the District/Colleges (D6-08):

- In August 2012, the District launched a website for “Business Tools, Forms, and Procedures,” a SharePoint site for employee access. The site includes frequently used district-wide forms in fillable field format; detailed procedures in some areas of Accounting, Accounts Payable, Payroll, Information Technology, Purchasing, Risk Management, Police/Parking Services, and Contracts and Grants, including the specific Administrative Procedure 3280 for the completion of grant applications. “Business Tools” is designed to facilitate the consistent district-wide application of procedures. In order to respond to user needs and input, a dedicated link is provided for faculty and staff to submit feedback and/or suggestions via the site. To achieve continuous quality improvement, the site will be expanded in 2012-2013 to incorporate additional procedures, forms, and enhancements based on user suggestions. This process of regular updates will continue based on user input.

- In conjunction with faculty and staff, a Field Trip/Excursion electronic workflow process was developed in response to faculty needs. Staff and faculty with extensive experience in field trips worked during summer 2012 to develop the workflow. The workflow was implemented in August 2012 by a small number of key faculty from throughout the District to ensure a thorough testing and application of the process. The District Director of General Services provided an
overview of the process to interested faculty during Fall 2012 Flex Days at all three Colleges. This process will be refined with additional faculty input.

Governance committees and District/College constituents serving on governance committees are provided opportunities to review, analyze, and recommend suggestions for modification of policies/procedures under review that may present potential impediments or uniform application concerns in District/College departments. Committee members understand they attend meetings to represent constituent groups at a College or the District Administrative Center and serve as a conduit for information and catalyst for discussion and topics raised by District groups and within the constituent groups (D6-09).

To improve communication between Chancellor’s Cabinet and governance committees, actions taken in Chancellor’s Cabinet regarding policies and procedures are recorded in Chancellor’s Cabinet meeting notes, and the Office of Administrative Relations notifies the Chair/Co-Chairs of the appropriate governance committees of actions taken in Chancellor’s Cabinet (D6-10). In addition, through spring 2012, the Director of Administrative Relations attended DCSL and DTRW meetings as a guest to assist in maintaining consistent communication regarding review of policies and administrative procedures.

All Board policies and administrative procedures are monitored and tracked using a “Policy/Procedure Review Master Tracking Document” (D6-11) by the Director of Administrative Relations, Chancellor’s Office, and all active Board policies and procedures are available to District/College constituents and the public electronically via the District website at www.vcccd.edu (D6-12). Constituents are provided District contact information on the District website for questions or requests related to policy and administrative procedures. A hard copy master binder of all active Board policies and procedures is also maintained in the Office of Administrative Relations, Chancellor’s Office (D6-13).

District Council on Accreditation and Planning (DCAP) is identifying additional effective measures to capture further feedback from District/College constituents, analyze collected data for potential impediments, and continue modifying operating practices to ensure equitable decision-making and consistency across the District/Colleges. One measure identified and developed by DCAP included a survey designed and implemented in September 2012 that collected feedback from employees about ways to improve the flow of information to and from the District through formal channels of the committee and governance structure and to identify any policies or procedures that need clarification or that are difficult to implement in practice. Results of the newly-implemented annual survey were discussed at District Consultation Council in September 2012, summarized in the October 2012 Chancellor’s Monthly Update, and distributed to employees, students, and community advisory body members (D6-14).
Evidence for District Recommendation 6:

D6-01  District Participatory Governance Handbook, Functional Mapping Narrative, Appendix II, pp. 28-43, 05.22.12


D6-03  Policy Committee Meeting Agendas/Minutes, 11/2012-07/2012

D6-04  Board of Trustees Meeting Agendas/Minutes, 11/2012-08/2012


D6-06  Participatory Governance Handbook “VCCCD Governance Advisory and Recommendation Pathways” (p. 58), 05.22.12

D6-07  District Participatory Governance Handbook, Functional Mapping Narrative, Appendix II (pp. 28-43), 05.22.12

D6-08  Business Tools, Forms, and Procedures, 08/2012; Field Trip/Excursion Electronic Workflow Process, 08/2012

D6-09  Participatory Governance Handbook, General Operating Agreements for District Groups (p. 10)

D6-10  Email Communications/Meeting Notes regarding Policy/Procedure Chancellor’s Cabinet Actions

D6-11  Policy/Procedure Review Master Tracking Document, 08/2012

D6-12  District Public Website Posting of Board Policies/Procedures at [www.vcccd.edu](http://www.vcccd.edu)

D6-13  Hard Copy Master Binder of Board Policies/Procedures, Office of Administrative Relations, Chancellor’s Office

D6-14  Employee Formal Communications Survey Findings, Summary, and Distribution, 09-10/2012

[43]
District Recommendation 7

Recommendation, October 2010:

In order to meet the Standards, the Board of Trustees shall assess its actions in relation to its policy making role and implement a program for ongoing Board member professional development to enhance and improve the demonstration of its primary leadership role in assuring the quality, integrity, and effectiveness of the student learning programs and services delivered by the District Colleges. (IV.A.3, IV.B.1. e-g)

Conclusion (from ACCJC Follow-Up Visit Evaluation Report from October 31 to November 1, 2011 report):

Based on the limited extent of time and current evidence provided, the team finds that District Recommendation 7 has been fully addressed. However, the team remains concerned about the consistency and long-term sustainability of the Board’s demonstration of its primary leadership role and reiterates its recommendation for ongoing professional development for all Board members. The team encourages the Board to continue its professional growth related to Board roles and responsibilities, governance, organizational effectiveness and ethics, and recommends the Board be vigilant in assessing and monitoring its actions to ensure clear and effective policy and decision-making.

Update:

In response to the accrediting team’s recommendation, the Board of Trustees committed to ongoing professional development as evidenced by Board Policy/Administrative Procedure 2740 Trustee Professional Development (D7-01) and Best Practices Agreement (D7-02). To demonstrate its commitment and accomplish this goal, the Board developed and adopted a “Professional Development 2012/2013 Calendar” of activities (D7-03). In spring 2012, the Board began assessing the effectiveness of its external professional development activities to ensure that the full Board is in concordance on the content and value of its development experience. In fall 2012, to further the Board’s professional growth related to Board roles and responsibilities, the Board integrated the evaluation of its internal professional development activities as part of its monthly Board meeting assessments.

Since November 2011, Trustees have participated in the following professional development activities (D7-04):

- Community College League of California Conference, Annual Convention and Partner Conference, 11/2011
• Visit by Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 11/2011
• Parliamentary Procedure Training Presentation by Mary Dowell, Attorney, Liebert, Cassidy, and Whitmore, 12/2011
• Community College League of California Conference, Effective Trustee Workshop, Board Chair Workshop, Annual Legislative Conference, 01/2012
• Special Board Meeting with John Didion, Executive Vice Chancellor of Human Resources and Educational Services for Rancho Santiago Community College District, 02.22.12
• Role of the Faculty in Accreditation Processes Within the VCCCD presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, 02.22.12
• Role of the Academic Senates/Areas of Authority and Responsibility presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Educational Programs and Services, 03.13.12
• Community College League of California Conference, Annual Trustees Conference, 05/2012
• Ad Hoc Strategic Planning Committee and Chancellor Visit with Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 05.02.12
• External Leadership Role presented by VCCCD Director of Administrative Relations; Elements of an Integrated Strategic Plan presented by Moorpark College President, 06.26.12
• Fiscal Affairs presented by VCCCD Board Trustee Dianne McKay and VCCCD Vice Chancellor of Business and Administrative Services; Legal Affairs presented by VCCCD Board Chair Stephen Blum, Esq., 07.10.12
• Legislative presented by VCCCD Trustee Bernardo M. Perez; Human Resources presented by VCCCD Vice Chancellor of Human Resources, 08.14.12
• Student Trustee Role presented by VCCCD Student Trustee Arthur Valenzuela, Jr., and VCCCD Board Chair Arturo Hernández; Program Discontinuance Process presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, 09.11.12

Professional development activities scheduled through May 2013 include:

• Role of the Board Chair; Board Chair/CEO Relationship, 10/2012
• Community College League of California, Annual Convention and Partner Conference, 11/2012
• Effective Board and Committee Meetings, 10/2012
• Technical Assistance Visit (AB 1725), 01/2013
• Community College League of California, Effective Trustee Workshop, Board Chair Workshop, Annual Legislative Conference, 01/2013
• Board/Staff Relationships, Accreditation, 02/2013
• Emergency Preparedness, 03/2013
• Board Role in Strategic Planning, 04/2013
• Community College League of California, Annual Trustees Conference, 05/2013
A majority of Board professional development activities are based on “Board and CEO Roles, Different Jobs, Different Tasks,” provided by the Community College League of California (D7-05). Activities provided on the District premises will be attended by the full Board, with the exception of excused absences requiring action by the Board. Off-site activities requiring travel will be attended by a minimum of one or two Board members on behalf of the full Board. Board members attending off-site activities will provide a verbal report to the full Board during a regularly-scheduled Board meeting to communicate the value of the professional development experience. Effective summer 2013, the Board, through its annual planning session, will evaluate a summary of its professional development activity assessments to ensure continued growth related to roles and responsibilities, governance, effective policy and decision-making, organizational effectiveness, and ethics.

**Evidence for District Recommendation 7:**

D7-01 Board Policy/Administrative Procedure 2740 Trustee Professional Development, 03.13.12  
D7-02 Board of Trustees Best Practices Agreement, Item 7, 03.13.12  
D7-03 Board Meeting Agenda Item 9.01 Professional Development 2012/2013 Calendar, 08.09.12  
D7-04 Community College League of California Conference, Annual Convention and Partner Conference, Program, 11/2011; Visit by Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), Board of Trustees Agenda/Minutes, 11.08.11; Parliamentary Procedure Training Presentation by Mary Dowell, Attorney, Liebert, Cassidy, and Whitmore; Board of Trustees Agenda/Minutes, 12.13.12; Community College League of California Conference, Effective Trustee Workshop, Board Chair Workshop, Annual Legislative Conference, Program and Assessment, 01/2012; Special Board Meeting with John Didion, Executive Vice Chancellor of Human Resources and Educational Services for Rancho Santiago Community College District, Assessment, 02.22.12; Role of the Faculty in Accreditation Processes Within the VCCCD presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 6.05, Review of Accreditation Process, 02.22.12; Role of the Academic Senates/Areas of Authority and Responsibility presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 15.01, Professional Development, Educational Programs and Services, 03.13.12; Community College League of California Conference, Annual Trustees Conference, Program and Assessment, 05/2012; Ad Hoc Strategic Planning Committee and Chancellor Visit with Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 05.02.12, Board Minutes, 05.10.12, External Leadership Role presented by VCCCD Director of Administrative Relations; Elements of an Integrated Strategic Plan presented by Moorpark College President, Board Agenda/Minutes, 06.26.12; Fiscal Affairs presented by VCCCD Board Trustee Dianne McKay and Vice Chancellor of Business and Administrative Services; Legal Affairs presented by VCCCD Board Chair Stephen Blum, Esq., Board Agenda/Minutes, 07.10.12; Legislative presented by VCCCD
Board Trustee Bernardo M. Perez; Human Resources presented by VCCCD Vice Chancellor of Human Resources, Board Agenda/Minutes, 08.14.12; Student Trustee Role presented by VCCCD Student Trustee Arthur Valenzuela, Jr., and VCCCD Board Chair Arturo Hernández; Program Discontinuance Process presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Agenda, 09.11.12

D7-05 Community College League of California “Board and CEO Roles, Different Jobs, Different Tasks, 2000
Commission Concern Regarding Board Governance

Commission Concern as stated in Commission Action Letter, July 2, 2012:

The team report confirmed that board development activities had been provided and all board members were encouraged to attend. At the same time, the team expressed concern about the consistency and long-term sustainability of the Board’s demonstration of its primary leadership role and reiterates its recommendation for evidence of ongoing professional development for all Board members. Specifically, the Commission notes a particular board member’s disruptive and inappropriate behavior and the entire board’s responsibility to address and curtail it. (Eligibility Requirement 3; Standard IV.B.1.g, h, i) The Commission also notes that the continued behavior and non-compliance of the District jeopardizes the accreditation of the VCCCD colleges.

Conclusion (from ACCJC Follow-Up Visit Evaluation Report of Commission Concern from April 16, 2012 report):

The team acknowledges the systematic work that the Board of Trustees and Chancellor have made in addressing the Commission Concern. The Board has recognized and taken seriously that, by their lack of control of how they operate as a Board and exercise their roles and responsibilities as individual Board members, they have jeopardized the accreditation status at each of the three colleges within the VCCCD.

It is evident that even though the Trustee has blatantly and consistently violated the role of a Trustee, the entire Board has failed to respond in a decisive and timely manner to curtail the Trustee’s inappropriate behavior. The actions that the Board has taken to refine and improve the policies and procedures governing their actions provide the framework for the Board to function effectively. The question remains as to whether or not the Board Chair and other members of the Board can sustain a successful application of the policies and procedures in a way that does not distract the attention of the Board from fulfilling its duties.

The fact that the Trustee maintains an office on the Oxnard College campus by means of a facility use contract with the Trustee’s employer clearly complicates the matter. The Trustee’s presence on campus has caused a disruptive influence on the ability of the College President to conduct his business without interference. With the Trustee’s access to staff and facility on campus, selective contact is exercised with individuals to accomplish the Trustee’s own agenda and not that of the entire Board of Trustees.

Eligibility Requirement 3. In order to meet this requirement, the Board needs to demonstrate a consistent and sustainable ability to effectively function as a Board in carrying out its responsibility for the quality, integrity, and financial stability of the District and for ensuring that the District’s mission is being carried out. The individual members of the Board must demonstrate their ability to operate impartially on all matters relative to District business to secure and ensure the academic and fiscal integrity of the District.
Standard IV.B.1.g: The Board reviewed BP 2745 and modified its self-evaluation instrument following the comprehensive visit in November 2011. The follow-up team reported in its November 2011 report that the Board had developed objectives and eleven measurable activities for the 2011-2012 academic year, and an evaluation and analysis of achievement of these outcomes would occur at a Board session in May/June 2012. With the completion of this cycle and assessment of this process, compliance with this Standard would be met.

Standard IV.B.1.h: The Board took serious action to revise and strengthen BP 2715 to more clearly identify expected behavior displayed by each member of the Board of Trustees. It further added language that identified various forms of sanction that could be administered in the event of a violation of this Board policy. The Board should be commended for taking this action. To meet compliance with this Standard, the Board will need to provide evidence that this change in Board policy has improved the behavior of the Board, and there is a track record of the Board implementing this process.

Standard IV.B.1.i: The Board has demonstrated that it has a desire to be informed and involved in the accreditation process. The evidence of its study session with ACCJC staff in November 2011, its special Board meeting in February 2012 to investigate the Commission Concern and map out a plan of action, and its request for an additional technical support session with ACCJC staff in May 2012 help support this. However, to be compliant with this Standard the Board will need more time to demonstrate fully its actions to sustain its efforts to be fully engaged with all aspects of the accreditation process.

Update:

Board Acknowledgement of Commission Concern and Commitment to Reach Compliance

As evidenced by the Board’s March 15, 2012 Commission Concern Special Report (CC-01), the Board of Trustees acknowledged the need to address the Commission’s Concern regarding Board governance and implemented a systematic approach in responding to the Commission Concern. Activities and actions included the following:

- held a February 22, 2012 Special Board Meeting to determine an immediate course of action in response to the Commission's February 2, 2012 action letter;
- accepted “Ground Rules” for all Board and Board committee meetings as defined by the ACCJC;
- reviewed California Community College League “Board and CEO Roles, Different Jobs, Different Tasks” and agreed upon implementing professional development activities to clearly delineate Board roles within a scope of best practices;
discussed the Association of Community College Trustees “Role of a Trustee” and the California School Board Association’s “Professional Governance Standards”;

reviewed policies and procedures related to Board roles and responsibilities (i.e., BP 2200 Board Duties and Responsibilities; BP 2430 Delegation of Authority to CEO; BP 2434 Chancellor’s Relationship with the Board; BP 2715 Board Code of Ethics/Standards of Practice; AP 2715-A Code of Ethics; AP 2715-B Standards of Practice; BP/AP 2720 Board Member Communication; BP/AP 2740 Trustee Professional Development; BP/AP 2745 Board Self-Evaluation) and agreed to further strengthen and align policies to accreditation standards;

committed to adhere to Board policies and procedures and hold all Board members accountable to provisions contained within Board policies and procedures;

committed to participate in Board professional development activities at least once per quarter; and

developed and executed a Board of Trustees Best Practices Agreement under Board Policy 2715 Board Code of Ethics/Standards of Practice.

Board’s Role and Board Member Mutual Responsibility to Monitor for Compliance

The Board has taken significant action since its March 15, 2012 Commission Concern Special Report and the April 16, 2012 visit by the Accrediting Commission evaluating team. In response to the Commission’s Concern regarding a particular Trustee’s role violations and the entire Board’s lack of addressing and curtailing the Trustee’s behavior, Board members recognized the need to actively utilize its improved policies and procedures to govern the actions of the entire Board to function effectively.

Evidence of improved Board behavior was demonstrated when Board Policy 2715 Board Code of Ethics/Standards of Practice and Administrative Procedure 2715-A Board Code of Ethics was invoked by the Board on August 9, 2012 as a result of a verbal statement made by the Board Vice Chair at the July 10 Board Meeting regarding his perception of the April 16, 2012 Follow-Up Visit Evaluation Report of Commission Concern and July 2, 2012 Accrediting Commission’s Action Letter to VCCCD and its Colleges (CC-02). The Board Chair indicated the Vice Chair’s verbal statement violated the March 13, 2012 Board of Trustees Best Practices Agreement (CC-03) and addressed the matter in accordance with BP 2715/AP 2715-A Board Code of Ethics/Standards of Practice (CC-04) as follows:

Alleged violation was addressed initially by the Board Chair.

Upon a finding of sufficient cause, the Board Chair and Interim Chancellor met with the Vice Chair to discuss the alleged violation and reach resolution.
Upon reaching resolution, the Board Chair provided during public Open Session on August 9, 2012 a verbal statement on behalf of the Board regarding the Trustee’s misconduct.

In response, the Board Vice Chair provided a verbal statement of clarification, personal responsibility and apology related to his verbal statement made at the July 10, 2012 Board meeting and expressed full commitment in support of the Board.

To maintain successful application of policies and procedures and ensure the Board continues to fulfill its primary leadership role, the Board and Chancellor have scheduled a special September 2012 Board Retreat to develop additional strategies that will build and sustain stronger formal communication, accountability, enhance working relationships between Trustees, and ensure Trustees operate impartially on matters of the District.

Board Self-Assessment and Continuous Improvement

In order to comply with Standard IV.B.1.g, the Board of Trustees reviewed its self-assessment instrument and made improvements to its content (CC-05). Further, the Board implemented an ongoing self-evaluation process and conducted the annual summative Board self-evaluation at the June 26, 2012 Board Planning Session – Part One in accordance with Board Policy/Administrative Procedure 2745 Board Self-Evaluation (CC-06). The Board also formally adopted outcomes and measures of its performance, and the assessment of those outcomes was an integral part of the annual assessment. An external constituent assessment of the Board in the form of a survey to Consultation Council was established per Board Policy/Administrative Policy 2745 as part of the Board’s annual self-assessment process (CC-07). This year’s external assessment results were discussed as part of the Board self-evaluation at the June 26, 2012 Board Planning Session (CC-08). The annual self-assessment process included the following activities:

- At its January 17, 2012 Board Meeting, the Board adopted revised Board Policy 2745 Board Self-Evaluation to include Board meeting monthly assessment findings to strengthen its self-evaluation process in evaluating Board Performance Goals (CC-09).

- The Board again amended Board Policy 2745 Board Self-Evaluation on March 13, 2012 to include language regarding an annual Board self-assessment process to further align Board Policy 2745 to District Recommendation 4 (CC-10).

- On June 19, 2012, the Board accepted Board Administrative Procedure 2745 Board Self-Evaluation as aligned with Board Policy 2745 to include Consultation Council feedback through a Board Evaluation distributed electronically to Consultation Council members during the Board’s annual self-evaluation process (CC-11).
In May 2012, the Board implemented its annual ongoing self-evaluation process per Board Policy/Administrative Procedure 2745. The Board of Trustees received the 2012 self-evaluation survey in electronic format for completion (CC-12) through the Chancellor’s Office, and Consultation Council members were provided an opportunity to complete the Board Evaluation survey electronically (CC-13) through the Chancellor’s Office. The Board Survey was designed to gather feedback regarding Board Performance Goals, general evaluation, and individual Trustee reflective perspective. Participants were asked to indicate their opinions using a rating scale of agree, partial agreement, disagree, or don’t know. An option to provide comments was provided. The full Board and 18 of 21 Consultation Council Members completed the survey.

The annual summative Board self-evaluation was conducted at the Board’s June 26, 2012 Board Strategic Planning Session – Part One (CC-14). Expected outcomes included evaluating Board performance; identifying and discussing areas for strengthening Board performance; incorporating identified areas in need of improvement into existing Board Performance Goals; and adopting updated Board Performance Goals.

The Board’s self-evaluation process included discussion of significant findings from a summary of the Board’s Monthly Meeting Assessments (CC-15) and a results discussion of the Board’s Annual Self-Evaluation and Consultation Council Evaluation of the Board (CC-16). Significant findings suggesting possible areas of improvement included trustee involvement in operational matters; need for additional Citizens Advisory Body meetings; need for more information in staff reports; and need for strengthened parliamentary practice. Findings also reflected full Board agreement in spending appropriate time preparing for meetings; actively participating in meetings; unified support of Board decisions; maintaining confidentiality; and disclosing actual and/or perceived conflicts of interest. Points of Board discussion based on Consultation Council general evaluation feedback included the Board’s adherence to its policy-making role; ensuring assessment of formal communication with constituents; involving community members in strategic planning; acting as a cohesive unit and taking responsibility for the Board’s collective performance; complying with the Board’s Code of Ethics; avoiding engagement in operational matters; evaluating strategic planning; supporting the Chancellor; and understanding accreditation.

Following Board discussion on June 26, 2012, Trustees assessed the Board’s progress in achieving performance goals and considered significant findings in the review and update of 2011-12 Board Performance Goals (CC-17). The Board agreed upon recommendations for improvement and renewed the Board’s commitment to continue to strengthen Board performance in areas including the Citizens Advisory Body, community outreach, professional development, and maintaining the Board’s policy-making role.
At the August 9, 2012 Board Strategic Planning Session – Part Two, the full Board formally adopted its updated 2012-13 Board Performance Goals incorporating the following 10 measurable activities designed to strengthen Board performance (CC-18):

1. Continue to strengthen Board performance through training in best practices by the Accrediting Commission of Community and Junior Colleges ACCJC.

2. Continue to strengthen Board decision making through improved communication with county constituents through the Citizens Advisory Body and community forums.

3. Continue to strengthen, with Trustee involvement, understanding and performance through staff reports on:
   a. The Governance Structure
   b. Budget and Finance
   c. Accreditation Processes
   d. Student Success, Transfer, Certificate Completion, Employment
   e. Program Performance
   f. Human Resource Planning
   g. Facilities Planning
   h. Technology Planning
   i. Fiscal Planning
   j. District Allocation Model
   k. Organizational efficiency and effectiveness
   l. District goals and objectives progress
   m. Accreditation recommendations updates
   n. Recruitment and hiring

4. Understand and respect the governance process. Continue to refrain from direct Board or individual Trustee involvement in operational matters.

5. Continue to strive for a common understanding of the Board’s role as an effective and efficient policy-making body.

6. Continue to thoroughly review new or modified policies and/or procedures as the first item of business during public meetings. Board policy and corresponding procedure will be reviewed concurrently to enhance Board understanding.

7. Continue to prepare an annual calendar of professional development opportunities from which Board members might benefit. Trustees will attend at least one conference annually as a full Board.
8. Continue to strengthen Board understanding of Robert’s Rules and the Brown Act to ensure meetings run efficiently and effectively.

9. Continue to review and further clarify areas of operational interest to Trustees and amend the Chancellor’s delegated authority to operate the District, if necessary.

10. Continue to discuss and understand District formal communication channels.

Following the August 9, 2012 Board Strategic Planning Session – Part Two, the Board of Trustees completed an assessment for the planning session meetings of June 26 and August 9, 2012 to ensure continuous quality improvement and effectiveness (CC-19). Findings were provided for Trustee discussion at the September 11, 2012 Board meeting.

**Professional Development Focus on Accreditation: Eligibility Requirement 3 and Accreditation Standard IV**

In order to comply with Standard IV.B.1.i, the Board of Trustees committed to ongoing professional development as evidenced by Board Policy/Administrative Procedure 2740 Trustee Professional Development (CC-20) and Best Practices Agreement (CC-21). To demonstrate its commitment and actions to sustain its efforts to be fully engaged with all aspects of the accreditation process, the Board developed and adopted a “Professional Development 2012/2013 Calendar” of activities (CC-22) that includes professional development activities in the area of accreditation. Since November 2011, Trustees have participated in the following professional development activities involving the accreditation process (CC-23):

- Visit by Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 11/2011
- Community College League of California Conference, 01/2012
- Special Board Meeting with John Didion, Executive Vice Chancellor of Human Resources and Educational Services for Rancho Santiago Community College District, 02.22.12
- Role of the Faculty in Accreditation Processes Within the VCCCD presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, 02.22.12
- Role of the Academic Senates/Areas of Authority and Responsibility presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, 03.13.12

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Future professional development activities related to the accreditation process include a Technical Assistance Visit (AB 1725) scheduled for January 2013; Community College League of California, Effective Trustee Workshop, January 2013; and a presentation/study session regarding the Board’s role in strategic planning to be held in April 2013. Activities provided on VCCCD premises will be attended by the full Board, with the exception of excused absences requiring action by the Board. Off-site activities requiring travel will be attended by a minimum of one or two Board members on behalf of the full Board. Board members attending off-site activities will provide a verbal report to the full Board during a regularly-scheduled Board meeting to communicate the value of the professional development experience. Effective summer 2013, the Board, through its annual planning session, will evaluate a summary of its professional development activity assessments to ensure continued growth related to roles and responsibilities, governance, effective policy and decision-making, organizational effectiveness, accreditation, and ethics.

At its August 14, 2012 meeting, the Board formally established the Planning, Accreditation, and Communication (PAC) Committee (CC-24). PAC ensures that District and College planning is comprehensive and meets organizational and community needs, as well as Accrediting Commission Standards. The committee also reviews and tracks District practices and activities for alignment with Accrediting Commission Standards and receives reports on college progress toward meeting Accrediting Commission Standards. PAC ensures the Board is informed regarding all accreditation matters within the District, and that Board communication is ongoing, timely, transparent, and meets organizational and community needs.

Evidence for Commission Concern:

CC-01 Board’s Commission Concern Special Report, 03.15.12  
CC-02 Board Meeting Agendas/Minutes, 07.10.12, 08.09.12  
CC-03 Board of Trustees Best Practices Agreement, 03.13.12  
CC-04 Board Policy 2715 Board Code of Ethics/Standards of Practice and Administrative Procedure 2715-A Board Code of Ethics  
CC-05 Revised Board Self-Assessment Instrument  
CC-06 Board Meeting Strategic Planning Session – Part One Agenda/Minutes, 05.22.12; VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation  
CC-07 Consultation Council Board Evaluation Instrument  
CC-08 Consultation Council Board Evaluation Findings, 06.26.12  
CC-09 Board of Trustees Meeting Agenda/Minutes Item 11.03, 01.17.12  
CC-10 VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of
Trustees Meeting Agenda/Minutes Item 13.13, 03.13.12

CC-11 VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 16.06, 06.19.12

CC-12 Board’s 2012 Self-Evaluation Survey and Electronic Communication, 05/2012

CC-13 Consultation Council Board Evaluation Survey and Electronic Communication, 06/2012

CC-14 Board Strategic Planning Session – Part One Agenda/Minutes, 06.26.12

CC-15 Summary of Board’s Monthly Meeting Assessments, 06.26.12

CC-16 Board’s Annual Self-Evaluation Survey Findings; Consultation Council’s Evaluation of the Board Findings, 06.26.12

CC-17 2011-12 Board Performance Goals, Board Strategic Planning Session – Part One, Agenda/Minutes Item 17.03, 06.26.12

CC-18 2012-13 Board Performance Goals, Board Strategic Planning Session – Part Two, Agenda/Minutes Item 10.01, 08.09.12

CC-19 Board Strategic Planning Session Assessment for June 26 and August 9, 2012

CC-20 Board Policy/Administrative Procedure 2740 Trustee Professional Development, 03.13.12

CC-21 Board of Trustees Best Practices Agreement, Item 7, 03.13.12

CC-22 Board Meeting Agenda Item 9.01 Professional Development 2012/2013 Calendar, 08.09.12

CC-23 Visit by Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), Board of Trustees Agenda/Minutes, 11.08.2011; Community College League of California Conference, 01/2012; Special Board Meeting with John Didion, Executive Vice Chancellor of Human Resources and Educational Services for Rancho Santiago Community College District, 02.22.12; Role of the Faculty in Accreditation Processes Within the VCCCD presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 6.05, Review of Accreditation Process, 02.22.12; Role of the Academic Senates/Areas of Authority and Responsibility presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 15.01, Professional Development, Educational Programs and Services, 03.13.12; Community College League of California Conference, Annual Trustees Conference, 05/2012; Ad Hoc Strategic Planning Committee and Chancellor Visit with Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 05.02.12

CC-24 Board Meeting Agenda/Minutes, Planning, Accreditation, and Communication (PAC) Committee, 08.14.12
Appendix 1: Evidence to Support Ventura College Response to Recommendations

Evidence for College Recommendation 3:

C3-01 Ventura College Planning Parameters, Fall 2011
C3-02 District Council on Student Learning (DCSL) agendas and minutes, Fall 2011
C3-03 VCCCD Administrative Procedure (AP) 4021 – Program Discontinuance
C3-04 Program Review Presentation Template and Samples, Fall 2011 and Fall 2012
C3-05 College Planning Council Agendas and Minutes for 2011/2012 Academic Year
C3-06 Ventura College Planning Parameters, Fall 2012
C3-07 Program Review Report, January 2012
C3-08 Annual Planning Report, Fall 2012
C3-09 Program Review Process Committee Agendas and Minutes, May 2012

Evidence for College Recommendation 4:

C4-01 Ventura College Organizational Chart, July 2012
C4-02 Making Decisions at Ventura College, 2012-2013
C4-03 President’s Update #50, January 10, 2012 (regarding online survey of college employees)
C4-04 Assessment of Campus Organization (online survey results)
C4-05 President’s Update #52, January 25, 2012 (invitation to open forum regarding organizational structure feedback)
C4-06 President’s Update #53, January 31, 2012 (reminder regarding open forum regarding organizational structure feedback)
C4-07 President’s Update #55, February 14, 2012 (summary of feedback regarding open forum focus groups and online survey)
C4-08 College Planning Council survey results
C4-09 Budget Resource Council survey results
C4-10 Academic Senate survey results
C4-11 Classified Senate survey results
C4-12 Curriculum Committee survey results
C4-13 SLO Committee survey results
C4-14 Basic Skills Committee survey results
C4-15 Professional Development committee survey results
C4-16 Distance Education committee survey results
C4-17 Ventura College Integrated Planning Manual, July 2012, page 3 (planning cycle flowchart)

Evidence for College Recommendation 6:

C6-01 Budget Allocation Model
C6-02 Infrastructure Funding Model
C6-03 Facilities Improvements List

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Evidence for College Recommendation 8:
C8-01 Academic Senate and CPC Minutes (regarding Core Indicators)
C8-02 Core Indicators of Institutional Effectiveness, May 2012
C8-03 Institutional Effectiveness: Moorpark, Oxnard and Ventura Colleges, June 2012
Appendix 2: Evidence to Support District Response to Recommendations

Evidence for District Recommendation 1:

D1-01  Participatory Governance Handbook, including Functional Mapping narrative (p. 28) and VCCCD Governance Advisory and Recommendation Pathways (p. 58), 05.22.12
D1-02  Consultation Council Membership, Participatory Governance Handbook (pp. 16-17), 05.22.12
D1-03  Consultation Council Meeting Notes, 01.12.12, 02.03.12, 02.22.12, 03.02.12, 03.09.12, 03.30.12, 04.06.12, 04.27.12, 05.10.12, 06.07.12
D1-04  Membership of District Council on Academic Affairs (DCAA), District Technical Review Workgroup-Instructional (DTRW-I), and District Technical Review Workgroup (DTRW-SS), Participatory Governance Handbook (pp. 21-25), 05.22.12
D1-05  District/College communications regarding Participatory Governance Handbook and functional mapping documents, Ventura College Emails 04.09.12, 04.16.12, 08.15.12; Moorpark College Email 04.19.12; Oxnard College Emails 04.27.12, 05.02.12; District Administrative Center Emails 04.13.12, 05.08.12; District-wide Posting 07.02.12
D1-06  Board of Trustees Regular Meeting Minutes, Agenda Item 27, 06.19.12
D1-07  District Public Website Posting of Participatory Governance Handbook at www.vcccd.edu
D1-08  Board of Trustees Regular Meeting Agenda, Item 16.03, pp. 527, 529, 06.19.12; Board of Trustees Regular Meeting Minutes, Agenda Item 16.03, 06.19.12

Evidence for District Recommendation 2:

D2-02  Policy Committee Meeting Agendas/Minutes, 11/2012-07/2012
D2-03  Board of Trustees Meeting Agendas/Minutes, 11/2012-08/2012
D2-04  Participatory Governance Handbook “VCCCD Governance Advisory and Recommendation Pathways” (p. 58)
D2-05  Participatory Governance Handbook, General Operating Agreements for District Groups (p. 10)
D2-07  Communication implementing DCAA, DTRW-I, and DTRW-SS, 08/2012
D2-08  Business Tools, Forms, and Procedures, 08/2012; Field Trip/Excursion Electronic Workflow Process, 08/2012
D2-09  Employee Formal Communications Survey, 09/2012
D2-10  Employee Formal Communications Survey Findings, Summary, and Distribution, 09-10/2012
Evidence for District Recommendation 3:

D3-01  Board Strategic Planning Session – Part One Agenda/Minutes, 06.26.12
D3-02  Integrated Planning Model Presentation, Board Strategic Planning Session – Part One, 06.26.12
D3-03  Board of Trustees Approval of Transition Plan and Revised Planning Cycle Timeline, Board Strategic Planning Session – Part Two, Agenda/Minutes Item 12.05, 08.09.12
D3-04  District-wide Planning Manual, 09/2012
D3-05  Institutional Effectiveness Report, Board Strategic Planning Session – Part One, 06.26.12
D3-06  District Participatory Governance Handbook, Advisory and Recommendation Pathways,” 05.22.12
D3-07  Consultation Council Meeting Notes, 01.12.12, 02.03.12, 02.22.12, 03.02.12, 03.09.12, 03.30.12, 04.06.12, 04.27.12, 05.10.12, 06.07.12

Evidence for District Recommendation 4:

D4-01  Consultation Council Meeting Notes, 01.12.12, 02.03.12, 02.22.12, 03.02.12, 03.09.12, 03.30.12, 04.06.12, 04.27.12, 05.10.12, 06.07.12
D4-02  Participatory Governance Handbook, 05.22.12
D4-03  VCCCD Governance Advisory and Recommendation Pathways (p. 58), 05.22.12
D4-04  Participatory Governance Handbook, (pp. 10-11), 05.22.12
D4-05  Consultation Council Meeting Notes, 03.09.12; Participatory Governance Committee Self Appraisal Template, 03/2012
D4-06  District Committee Self-Appraisal Electronic Distribution Communications
D4-07  Participatory Governance Committees Self-Appraisal Findings and Governance Committee Meeting Notes Reflecting Discussion (i.e., Consultation Council; District Consultation Council; District Council on Student Learning (DCSL); District Technical Review Workgroup (DTRW); District Council on Human Resources (DCHR); District Council on Administrative Services (DCAS); and Administrative Technology Advisory Committee (ATAC), 04-09/2012
D4-08  Chancellor’s Monthly Updates, 03/2012-08/2012
D4-09  Citizens Advisory Body Charge/Purpose, Participatory Governance Handbook, 05.22.12 (p. 32-33)
D4-10  Presidents Council Meeting Notes, 08.20.12; District Administrative Council Meeting Notes, 09.04.12
D4-11  Citizens Advisory Body Survey, 06/2012
D4-12  Citizens Advisory Body Membership Roster, 06/2012
D4-13  Citizens Advisory Body Survey Findings, 06.26.12; Board of Trustees Meeting Minutes, 06.26.12
D4-14  Employee Formal Communications Survey Findings, Summary, and Distribution, 09-10/2012

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Evidence for District Recommendation 5:

D5-01 Revised Board Self-Assessment Instrument
D5-02 Board Meeting Strategic Planning Session – Part One Agenda/Minutes, 05.22.12; VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation
D5-03 Consultation Council Board Evaluation Instrument
D5-04 Consultation Council Board Evaluation Findings, June 26, 2012
D5-05 Board of Trustees Meeting Agenda/Minutes Item 11.03, 01.17.12
D5-06 VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 13.13, 03.13.12
D5-07 VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 16.06, 06.19.12
D5-08 Board’s 2012 Self-Evaluation Survey and Electronic Communication, 05/2012
D5-09 Consultation Council Board Evaluation Survey and Electronic Communication, 06/12
D5-10 Board Strategic Planning Session – Part One Agenda/Minutes, 06.26.12
D5-11 Summary of Board’s Monthly Meeting Assessments, 06.26.12
D5-12 Board’s Annual Self-Evaluation Survey Findings; Consultation Council’s Evaluation of the Board Findings, 06.26.12
D5-13 2011-12 Board Performance Goals, Board Strategic Planning Session – Part One, Agenda/Minutes Item 17.03, 06.26.12
D5-14 2012-13 Board Performance Goals, Board Strategic Planning Session – Part Two, Agenda/Minutes Item 10.01, 08.09.12
D5-15 Board Strategic Planning Session Assessment and Results for June 26 and August 9, 2012

Evidence for District Recommendation 6:

D6-01 District Participatory Governance Handbook, Functional Mapping Narrative, Appendix II, pp. 28-43, 05.22.12
D6-03 Policy Committee Meeting Agendas/Minutes, 11/2012-07/2012
D6-04 Board of Trustees Meeting Agendas/Minutes, 11/2012-08/2012
D6-06 Participatory Governance Handbook “VCCCD Governance Advisory and Recommendation Pathways” (p. 58), 05.22.12

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D6-07 District Participatory Governance Handbook, Functional Mapping Narrative, Appendix II (pp. 28-43), 05.22.12
D6-08 Business Tools, Forms, and Procedures, 08/2012; Field Trip/Excursion Electronic Workflow Process, 08/2012
D6-09 Participatory Governance Handbook, General Operating Agreements for District Groups (p. 10)
D6-10 Email Communications/Meeting Notes regarding Policy/Procedure Chancellor’s Cabinet Actions
D6-11 Policy/Procedure Review Master Tracking Document, 08/2012
D6-12 District Public Website Posting of Board Policies/Procedures at www.vcccd.edu
D6-13 Hard Copy Master Binder of Board Policies/Procedures, Office of Administrative Relations, Chancellor’s Office
D6-14 Employee Formal Communications Survey Findings, Summary, and Distribution, 09-10/2012

Evidence for District Recommendation 7:

D7-01 Board Policy/Administrative Procedure 2740 Trustee Professional Development, 03.13.12
D7-02 Board of Trustees Best Practices Agreement, Item 7, 03.13.12
D7-03 Board Meeting Agenda Item 9.01 Professional Development 2012/2013 Calendar, 08.09.12
D7-04 Community College League of California Conference, Annual Convention and Partner Conference, Program, 11/2011; Visit by Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), Board of Trustees Agenda/Minutes, 11.08.11; Parliamentary Procedure Training Presentation by Mary Dowell, Attorney, Liebert, Cassidy, and Whitmore; Board of Trustees Agenda/Minutes, 12.13.12; Community College League of California Conference, Effective Trustee Workshop, Board Chair Workshop, Annual Legislative Conference, Program and Assessment, 01/2012; Special Board Meeting with John Didion, Executive Vice Chancellor of Human Resources and Educational Services for Rancho Santiago Community College District, Assessment, 02.22.12; Role of the Faculty in Accreditation Processes Within the VCCCD presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 6.05, Review of Accreditation Process, 02.22.12; Role of the Academic Senates/Areas of Authority and Responsibility presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 15.01, Professional Development, Educational Programs and Services, 03.13.12; Community College League of California Conference, Annual Trustees Conference, Program and Assessment, 05/2012; Ad Hoc Strategic Planning Committee and Chancellor Visit with Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 05.02.12, Board Minutes, 05.10.12; External Leadership Role presented by VCCCD Director of Administrative Relations; Elements of an Integrated Strategic Plan presented by Moorpark College President, Board Agenda/Minutes, 06.26.12; Fiscal Affairs presented by VCCCD Board Trustee Dianne McKay and Vice Chancellor of Business and Administrative Services; Legal Affairs presented by VCCCD Board Chair Stephen Blum, Esq., Board Agenda/Minutes, 07.10.12; Legislative presented by VCCCD
Board Trustee Bernardo M. Perez; Human Resources presented by VCCCD Vice Chancellor of Human Resources, Board Agenda/Minutes, 08.14.12; Student Trustee Role presented by VCCCD Student Trustee Arthur Valenzuela, Jr., and VCCCD Board Chair Arturo Hernández; Program Discontinuance Process presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Agenda, 09.11.12

D7-05 Community College League of California “Board and CEO Roles, Different Jobs, Different Tasks, 2000
Appendix 3: Evidence to Support District Response to Commission Concern Regarding Board Governance

Evidence for Commission Concern:

CC-01 Board’s Commission Concern Special Report, 03.15.12
CC-02 Board Meeting Agendas/Minutes, 07.10.12, 08.09.12
CC-03 Board of Trustees Best Practices Agreement, 03.13.12
CC-04 Board Policy 2715 Board Code of Ethics/Standards of Practice and Administrative Procedure 2715-A Board Code of Ethics
CC-05 Revised Board Self-Assessment Instrument
CC-06 Board Meeting Strategic Planning Session – Part One Agenda/Minutes, 05.22.12; VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation
CC-07 Consultation Council Board Evaluation Instrument
CC-08 Consultation Council Board Evaluation Findings, 06.26.12
CC-09 Board of Trustees Meeting Agenda/Minutes Item 11.03, 01.17.12
CC-10 VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 13.13, 03.13.12
CC-11 VCCCD Board Policy/Administrative Procedure 2745 Board Self-Evaluation, Board of Trustees Meeting Agenda/Minutes Item 16.06, 06.19.12
CC-12 Board’s 2012 Self-Evaluation Survey and Electronic Communication, 05/2012
CC-13 Consultation Council Board Evaluation Survey and Electronic Communication, 06/2012
CC-14 Board Strategic Planning Session – Part One Agenda/Minutes, 06.26.12
CC-15 Summary of Board’s Monthly Meeting Assessments, 06.26.12
CC-16 Board’s Annual Self-Evaluation Survey Findings; Consultation Council’s Evaluation of the Board Findings, 06.26.12
CC-17 2011-12 Board Performance Goals, Board Strategic Planning Session – Part One, Agenda/Minutes Item 17.03, 06.26.12
CC-18 2012-13 Board Performance Goals, Board Strategic Planning Session – Part Two, Agenda/Minutes Item 10.01, 08.09.12
CC-19 Board Strategic Planning Session Assessment for June 26 and August 9, 2012
CC-20 Board Policy/Administrative Procedure 2740 Trustee Professional Development, 03.13.12
CC-21 Board of Trustees Best Practices Agreement, Item 7, 03.13.12
CC-22 Board Meeting Agenda Item 9.01 Professional Development 2012/2013 Calendar, 08.09.12
CC-23 Visit by Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), Board of Trustees Agenda/Minutes, 11.08.2011; Community College League of California Conference, 01/2012; Special Board Meeting with John Didion, Executive Vice Chancellor of Human Resources and Educational Services for Rancho Santiago Community College District, 02.22.12; Role of the Faculty in Accreditation Processes Within the VCCCD presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 6.05, Review of
Accreditation Process, 02.22.12; Role of the Academic Senates/Areas of Authority and Responsibility presented by Moorpark College Academic Senate President, Oxnard College Academic Senate President, and Ventura College Academic Senate President, Board Meeting, Item 15.01, Professional Development, Educational Programs and Services, 03.13.12; Community College League of California Conference, Annual Trustees Conference, 05/2012; Ad Hoc Strategic Planning Committee and Chancellor Visit with Barbara Beno, Ph.D., President, Accrediting Commission for Community and Junior Colleges (ACCJC), 05.02.12

CC-24 Board Meeting Agenda/Minutes, Planning, Accreditation, and Communication (PAC) Committee, 08.14.12
## Agenda Item Details

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<td>13.06 FIRST READING: OXNARD COLLEGE RESPONSE TO ACCJC SPECIAL REPORT. This presents for First Reading Oxnard College Response to ACCJC Special Report.</td>
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## Public Content


## Administrative Content
Agenda Item Details

Meeting: Sep 11, 2012 - Board of Trustees
Category: 13. Accreditation
Subject: 13.07 FIRST READING: VENTURA COLLEGE RESPONSE TO ACCJC SPECIAL REPORT. This presents for First Reading Ventura College Response to ACCJC Special Report.
Access: Public
Type:

Public Content

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VC Special Report Financial Aid 8-29-12.pdf (289 KB)

Administrative Content
Ventura College

Special Report

Submitted
by
Ventura College
4667 Telegraph Road
Ventura, CA 93003

Submitted
to
Accrediting Commission for Community and Junior Colleges
Western Association of Schools and Colleges

October 15, 2012
This *Special Report* is submitted to the ACCJC for the purpose of assisting in the determination of the institution’s accreditation status.

We certify that there was broad participation by the campus community in the preparation and review of the report, and we believe that the *Special Report* accurately reflects the nature and substance of this institution.

_______________________
Dr. Jamillah Moore,
Chancellor, Ventura County Community College District

_______________________
Dr. Robin Calote
President, Ventura College

_______________________
Mr. Stephen P. Blum, Esquire
Chair, Board of Trustees, Ventura County Community College District
Contents

Report Preparation ...................................................................................................................................................... 1
Response to the Commission Letter .......................................................................................................................... 2
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This Special Report is intended to address the ACCJC’s concerns articulated in their letter to Ventura College dated July 16, 2012. Specifically, the Commission received notification from the U.S. Department of Education about the audit of Title IV funds at the Ventura County Community College District, and expressed concerns regarding the recurrence of an audit finding with respect to the timely return of Title IV funds (R2T4), and the District’s ability to meet Eligibility Requirement 5 (Administrative Capacity), Eligibility Requirement 18 (Financial Accountability), and Standards III.D.2 and III.D.3 (Financial Resources).

This report will address, as requested, the college’s failure to resolve the audit finding issue when first raised, the steps undertaken to resolve compliance audit deficiencies in a timely manner, the college’s administrative capacity to meet Title IV requirements, and additional internal controls now in place to manage the Title IV funds.

The following District Office/College staff provided input to this Special Report:

1. Dean of Students, Ventura College – the Student Financial Aid function falls under this administrator’s area of responsibility.
2. Financial Aid Officer, Ventura College.
3. Data Analyst, District Administrative Center – the Data Analyst is knowledgeable of and provided technical support for the prior Student Financial Aid database (PowerFAIDS) and is knowledgeable in the current system (Banner Financial Aid).
4. Director of Fiscal Services, District Administrative Center – the Director is the external auditor liaison and is responsible for submitting the District’s responses to all audit findings.

Documentation was provided from agendas, emails, notes and documentation developed during the implementation of Banner Financial Aid and in subsequent go-live trainings and meetings.

All members of the faculty, staff, and administration had the opportunity to review and suggest modifications to the document prior to its submission to the Board of Trustees for final review.
Response to the Commission Letter

Prior to the 2011-12 Aid Year, student financial aid award and disbursement data for each of the District’s three colleges were in separate databases (PowerFAIDS) that did not integrate with the District’s administrative software system (Banner). In addition, at Ventura College, the R2T4 process was maintained by a single employee using an external database to perform R2T4 calculations. This was primarily a manual process that was subject to human error.

Well before the release of the federal audit finding for Fiscal Year 2009-10, the District recognized the need for a fully integrated system to automate many critical processes like the calculation of R2T4. In March of 2010, the District began the implementation of the Banner Student Financial Aid module, for a target go-live date for the 2011-12 Aid Year (Appendix A). As part of this 18-month conversion process, the first data load of Financial Aid students was scheduled in January of 2011, and the first disbursement for the 2011-12 Aid Year was scheduled for August 2011.

The District engaged the services of a consultant to assist with all aspects of the implementation, including training, development of data standards and conversion specifications.

As part of implementation, databases and reports were identified or developed, to ensure that responsible college Financial Aid Office staff had the necessary tools to complete the R2T4 process in a timely manner, for example:

1. Withdraw Pending Status Change Report (SFRNOWD). This report identifies students who have zero enrollment hours but have not been officially withdrawn, and have grades that indicate they did not successfully complete the course (Appendix B).

2. Withdrawn Student Report (SFRWDRD). This report identifies students whose enrollment status has been changed to withdrawn and have no withdrawal record created yet. This report can also record the student’s withdrawal date for Title IV purposes, and create a withdrawal record for those students who received Title IV funds. This report also identifies students for which the withdrawal record and the enrollment status code or date or total of original institutional charges has changed (Appendix C).

3. Return of Title IV Funds Recipient Withdrawn Status Report (RPRTIVR). This report identifies and prints a summary of all the students who have had a withdrawal status code entered on their student record. The user can view just those students who have received Title IV funds, or students who have received any type of financial aid. In addition, the user can choose to view only the students who have had the Title IV repayment calculation performed (Appendix D).

4. Return of Title IV Funds Calculation Process (RPRTIVC). This process calculates Title IV repayments for students who have withdrawn from the term (Appendix E).
5. Return of Title IV Funds Withdrawal Calculation Report (RPRTIVI) (Appendix F). This report prints summarized Title IV repayment information from the Return of Title IV Funds Calculation Form (RPATIVC). The college Financial Aid staff can print information for a single student, a particular group of students, or all students falling within a date range specified.

In addition, during the 2011-12 Aid Year an R2 Early Alert database was developed by the District Office to calculate the number of days leading to the R2T4 deadline for each student (Appendix G), and an R2T4 Worksheet was prepared for each college as a guide (Appendix H).

Training was provided, specifically on the R2T4 process, as follows:

1. The College Financial Aid Officers received Banner application training and resource publications for R2T4 from the consultant on September 13, 2011 (Appendix I).

2. To ensure consistency among the campuses, the three College Financial Aid Officers scheduled joint training sessions on R2T4 on November 16, 2011 and January 27, 2012 for their responsible staff (Appendix J).

3. The College Financial Aid Officers met via conference calls to resolve R2T4 cases and other processing concerns when deemed necessary.

With the successful implementation of Banner Financial Aid, student financial aid award and disbursement data for each of the three colleges are now fully integrated within the District’s administrative software system. Ventura College Financial Aid Office staff members have the capability to access time-sensitive weekly student enrollment reports as well as a report that provides a listing of students who have withdrawn from classes. This allows staff to monitor these students on a more regular basis. Based on the results of their review of the system reports mentioned, Financial Aid Office staff are now able to calculate and adjust a student’s award if necessary, thus allowing the District staff to return funds within the set federal deadlines.

The District Office will continue to coordinate training sessions on the R2T4 reconciliation process, will continue to assist the colleges in identifying reporting tools needed, and will monitor each college to ensure reconciliation is being performed on a timely basis to ensure compliance with proper management of Title IV funds.

During FY 2012-13 the following activities were adopted as standard operating procedure:

1. Each college in the District will generate its own Withdrawal Report with the Banner report SFRWDRDL and will provide to the District Office a signed copy of the Return of Title IV Funds Withdrawal Calculation Report (RPRTIVI), to provide assurances that the calculation is being performed on a timely and consistent basis throughout the aid year.
2. District Office staff will transmit/retrieve Title IV records at least twice a week, ensuring that the funds are returned in a timely manner to the United States Department of Education via the Federal G5 payment system.

3. R2T4 staff training dates have been set for September 7, 2012 and January 18, 2013 (Appendix K). Training will continue on an ongoing basis as staffing changes occur or as there are changes to federal regulations.

Ventura College understands and accepts its responsibility to appropriately manage Title IV funds, and is confident that the staff members now possess the tools and resources needed to ensure ongoing compliance and monitoring. A positive illustration of that is evidenced by the fact that the District has received confirmation that there are no reportable R2T4 findings in the District’s FY 2011-12 annual audit (Appendix L).
Appendices

Appendix A  Banner Financial Aid Implementation Calendar
Appendix B  Withdraw Pending Status Change Report (SFRNOWD)
Appendix C  Withdrawn Student Report (SFRWDRL)
Appendix D  Return of Title IV Funds Recipient Withdrawn Status Report (RPRTIVR)
Appendix E  Return of Title IV Funds Calculation Process (RPRTIVC)
Appendix F  Return of Title IV Funds Withdrawal Calculation Report (RPRTIVI)
Appendix G  R2 Early Alert database
Appendix H  R2T4 Worksheet
Appendix I  Agenda and resource publications provided for R2T4 training on September 13, 2011
Appendix J  Agenda for January 27, 2012 training for R2T4
Appendix K  Email confirming Fiscal Year 2012-13 R2T4 training dates
Appendix L  Memo from District’s contracted auditor regarding lack of any R2T4 findings for Fiscal Year 2011-12 (pending)
**Agenda Item Details**

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**Public Content**

**Administrative Content**
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 15. Trustees/Chancellor's Office
Subject 15.01 ACTION TO APPROVE DISTRICT STRATEGIC PLANNING GOALS AND OBJECTIVES. This item presents for approval the 2012-2013 District Strategic Planning Goals and Objectives from the June 26, 2012 Strategic Planning Meeting Part One and the August 9, 2012 Strategic Planning Meeting Part Two.

Access Public
Type Action

Public Content

BOARD GOAL ONE: PROVIDE ACCESS AND STUDENT SUCCESS

Strategic Objective 1-A:
Students are served more efficiently by expedited movement through District Programs resulting associate, transfer, and CTE degree and certificate completion. Student learning opportunities are enhanced by implementing system-wide efficiencies. Establish a Districtwide General Education subcommittee to develop ideas and strategies to improve commonality among courses at each college. Responsible Parties: District Council for Academic Affairs (DCAA)

Strategic Objective 1-B:
Review collegiate level English and Science courses to ensure comparability in units and learning objectives with equivalent courses at four-year CSUs or transfer model curriculum. Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committee, Local English and Science Faculty

Strategic Objective 1-C:
Review English and Mathematics objectives for pre-collegiate courses to ensure comparability among District colleges. Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committee, Local English and Mathematics Faculty

Strategic Objective 1-D:
Participate in the SB 1440 (TMC - Transfer Model Curriculum) and C-ID (Course Identification Number System) initiative to ensure college courses are comparable District-wide and within the California Community College system. Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committees

BOARD GOAL TWO: MAINTAIN INSTRUCTIONAL QUALITY WITHIN BUDGETARY LIMITS

Strategic Objective 2-A:
Technical and vocational college courses and programs are aligned with employer and market needs. Responsible Parties: Local Curriculum Committees, Local Program Review Committees

**Strategic Objective 2-B:**
Professional development activities for faculty and staff promote organizational best practices and technological activities that empower employees to work smarter allowing greater time to be expended on activities linked to student access, persistence, and success. Responsible Party: Local Professional Development Committees, Human Resources Department

**BOARD GOAL THREE: PRUDENT FISCAL STEWARDSHIP**

**Strategic Objective 3-A:**
The link between discretionary budgeting and strategic planning is strengthened. Responsible Parties: District Committee for Accreditation and Planning (DCAP), Consultation Council

**Strategic Objective 3-B:**
Expenditures linked to District Planning are reviewed on an annual basis. Responsible Party: District Council for Administrative Services (DCAS)

**Strategic Objective 3-C:**
The effectiveness and efficiency of all District operations, programs, and services are improved and associated cost savings are redirected to student learning and support. Responsible Parties: Program Review Committees, Management, All Constituencies

**Strategic Objective 3-D:**
District long-term retirement obligations (GASB45) are funded and adequate cash reserves are maintained to handle cash flow requirements, including state funding deferrals and unanticipated expenditures. Responsible Party: District Council for Administrative Services (DCAS)

**Strategic Objective 3-E:**
Costs in areas such as healthcare, work-related injuries, facilities and operations, etc. are contained or reduced and cost savings are redirected to student learning and support. Responsible Parties: Employee Health Benefits Committees, Risk Management, Human Resources Department

**Strategic Objective 3-F:**
The state’s financial condition is monitored and assessed to allow for timely budgetary intervention to avoid crises and unanticipated disruptions in District operations and programs. Responsible Parties: Vice Chancellor of Finance, District Council for Administrative Services (DCAS)
**Agenda Item Details**

**Meeting**  
Sep 11, 2012 - Board of Trustees

**Category**  
15. Trustees/Chancellor's Office

**Subject**  
15.02 STUDY SESSION. PRIORITY REGISTRATION. Colleges will provide a report on college enrollment priorities as related to Board Policy/Administrative Procedure 5055 Enrollment Priorities

**Access**  
Public

**Type**  
Report

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**Public Content**

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**Public Content**

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1. I was present for the August 14, 2012 Board of Trustees meeting.

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Comments about the agenda distribution or content?

2. The Board of Trustees meeting agenda was distributed and posted timely, electronically or in paper copy.

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Comments about the agenda distribution or content?

 answered question 6
 skipped question 0
3. Closed session items were explained and supported, either orally and/or through written reports, in a clear and concise manner.

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Comments and recommendations for improvement: 0

answered question 6
skipped question 0

4. Human Resources, Business Services, Capital Planning, and Student Learning items were explained and supported by clear and concise detail.

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If not, please comment on items not fully explained or supported. 1

answered question 6
skipped question 0
5. Chancellor's Office/Board of Trustees items were explained and supported by clear and concise detail.

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If not, please comment on items not fully explained or supported.

- answered question: 6
- skipped question: 0

6. Trustee sub-committee reports were explained and supported by clear and concise detail.

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If not, please comment on items not fully explained or supported.

- answered question: 6
- skipped question: 0
7. Questions/concerns regarding specific items were adequately addressed prior to the Board of Trustees meeting.

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If no, please provide detailed comments below related to unaddressed questions/concerns.

8. The Board of Trustees conducted themselves in accordance with its Code of Ethics/Standards of Practice (e.g., was prepared, read materials and raised questions prior to public meeting, respected divergent opinions and avoided the perception of conflicts of interest and involvement in institutional operations, and took actions in the best interest of the entire community. See Board Policy BP 2715 Code of Ethics/Standards of Practice).

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Comments and recommendations for improvement:

| Answered question | 6 |
| Skipped question  | 0 |
9. During the Board of Trustees public meeting, Trustees remained open-minded, courteous, and respectful of each other and staff.

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Comments: 0

answered question 6
skipped question 0

10. The Board acted in a professional manner and communicated through focused and relevant discussion specific to the agenda.

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Comments: 0

answered question 6
skipped question 0
11. The Board of Trustees followed appropriate Parliamentary Procedure in their public meeting.

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Comments: 0

answered question 6
skipped question 0

12. The Board of Trustees managed public comment in a lawful, respectful, and efficient manner. Presenters completed public speaker cards. (e.g., speakers were allowed a maximum of three minutes per topic; speakers were limited to one (1) presentation per specific agenda item, and to one (1) presentation per meeting on non-agenda items; and the Board did not discuss unagendized business with speakers (see BP 2340 Speakers).

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Comments and recommendations for improvement: 0

answered question 6
skipped question 0
13. The Board of Trustees meeting was led in a timely, organized manner? A balance was maintained among open exploration of opinions, running the meeting efficiently, and reaching closure on agenda items.

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Comments and recommendations for improvement:
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14. To increase the effectiveness of the Board of Trustees in strengthening its activities in relation to its policy-making role, please provide any additional comments or recommendations.

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15. I completed the August 14, 2012 Board of Trustees Meeting Assessment.

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<td>A.J. Valenzuela, Student Trustee</td>
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- answered question: 6
- skipped question: 0
Q2. The Board of Trustees meeting agenda was distributed and posted timely, electronically or in paper copy.

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<td>I like Board Docs.</td>
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Q4. Human Resources, Business Services, Capital Planning, and Student Learning items were explained and supported by clear and concise detail.

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<td>The human resources professional development presentation was well done.</td>
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Q13. The Board of Trustees meeting was led in a timely, organized manner? A balance was maintained among open exploration of opinions, running the meeting efficiently, and reaching closure on agenda items.

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<td>1</td>
<td>There were a lot of policies to review and it was done efficiently yet thoroughly.</td>
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Q14. To increase the effectiveness of the Board of Trustees in strengthening its activities in relation to its policy-making role, please provide any additional comments or recommendations.

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<td>I appreciate the discussion and the chancellor’s willingness to have committee meetings at alternate locations.</td>
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<td>2</td>
<td>Very good meeting.</td>
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### Public Content

- [08.14.12 BoT Meeting Assessment.pdf (36 KB)](08.14.12_BoT_Meeting_Assessment.pdf)

### Administrative Content
Agenda Item Details

Meeting       Sep 11, 2012 - Board of Trustees
Category      15. Trustees/Chancellor's Office
Subject       15.06 STUDY SESSION. BOARD MEETING ASSESSMENT FROM THE JUNE 26, 2012 STRATEGIC
               PLANNING MEETING AND AUGUST 9, 2012 STRATEGIC PLANNING MEETING. This item
               presents for review a Board meeting assessment for the June 26, 2012 and August 9, 2012
               Board Strategic Planning Session.
Access        Public
Type

Public Content

Administrative Content
### Agenda Item Details

Meeting: Sep 11, 2012 - Board of Trustees  
Category: 15. Trustees/Chancellor's Office  
Subject: 15.07 ACTION TO APPROVE THE 2012 REVISED MEETINGS OF THE BOARD CALENDAR. This item presents for approval the revised 2012 Board of Trustees Meeting Calendar.  
Access: Public  
Type: Action  
Recommended Action: The Chancellor recommends the Board of Trustees approve the 2012 Revised Meetings of the Board Calendar.

### Public Content

<table>
<thead>
<tr>
<th>DATE</th>
<th>TIME</th>
<th>PURPOSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 17, Tuesday</td>
<td>5:30 p.m.</td>
<td>Closed Session</td>
</tr>
<tr>
<td></td>
<td>7:00 p.m.</td>
<td>General Purpose Meeting</td>
</tr>
<tr>
<td>February 14, Tuesday</td>
<td>5:30 p.m.</td>
<td>Closed Session</td>
</tr>
<tr>
<td></td>
<td>7:00 p.m.</td>
<td>General Purpose Meeting</td>
</tr>
<tr>
<td>March 13, Tuesday</td>
<td>5:30 p.m.</td>
<td>Closed Session</td>
</tr>
<tr>
<td></td>
<td>7:00 p.m.</td>
<td>General Purpose Meeting</td>
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<tr>
<td>April 10, Tuesday</td>
<td>5:30 p.m.</td>
<td>Closed Session</td>
</tr>
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<td>7:00 p.m.</td>
<td>General Purpose Meeting</td>
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<tr>
<td>May 8, Tuesday</td>
<td>5:30 p.m.</td>
<td>Closed Session</td>
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<td>7:00 p.m.</td>
<td>General Purpose Meeting</td>
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<tr>
<td>June 19, Tuesday</td>
<td>5:30 p.m.</td>
<td>Closed Session</td>
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<td>7:00 p.m.</td>
<td>General Purpose Meeting</td>
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<tr>
<td>June 26, Tuesday</td>
<td>5:30 p.m.</td>
<td>Board Planning Session</td>
</tr>
<tr>
<td>July 10, Tuesday</td>
<td>5:30 p.m.</td>
<td>Closed Session</td>
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<td></td>
<td>7:00 p.m.</td>
<td>General Purpose Meeting</td>
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<tr>
<td>August 9, Thursday</td>
<td>5:00 p.m.</td>
<td>Board Planning Session</td>
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<tr>
<td>August 14, Tuesday</td>
<td>5:30 p.m.</td>
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<td></td>
<td>7:00 p.m.</td>
<td>General Purpose Meeting</td>
</tr>
<tr>
<td>September 11, Tuesday</td>
<td>5:30 p.m.</td>
<td>Closed Session</td>
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<tr>
<td></td>
<td>7:00 p.m.</td>
<td>General Purpose Meeting</td>
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<tr>
<td>September 21, Friday</td>
<td>*1:00 p.m.</td>
<td>Board Retreat [1]</td>
</tr>
<tr>
<td>October 9, Tuesday</td>
<td>*3:00 p.m.</td>
<td>Closed Session</td>
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<td></td>
<td>*3:30 p.m.</td>
<td>General Purpose Meeting</td>
</tr>
<tr>
<td></td>
<td>*6:30 p.m.</td>
<td>Citizens Advisory Body [2]</td>
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<tr>
<td>November 13, Tuesday</td>
<td>5:30 p.m.</td>
<td>Closed Session</td>
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<tr>
<td></td>
<td>7:00 p.m.</td>
<td>General Purpose/Planning Update</td>
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<tr>
<td>December 11, Tuesday</td>
<td>5:30 p.m.</td>
<td>Closed Session</td>
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<tr>
<td></td>
<td>7:00 p.m.</td>
<td>Annual Organizational Meeting</td>
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</table>

[1] The September Board Retreat was added.
[2] The Citizens Advisory Body meeting was added to the October 9, 2012 Regular Board Meeting.
Agenda Item Details

Meeting  Sep 11, 2012 - Board of Trustees
Category  15. Trustees/Chancellor's Office
Subject  15.08 ACTION TO APPROVE GOVERNING BOARD MEMBER ABSENCE. This item presents for approval the absence of a Board of Trustees member.

Access  Public
Type  Action
Fiscal Impact  No
Budgeted  No
Recommended Action  That the Board of Trustees approve the absence of the Trustee(s) identified below.

Public Content

Background

In accordance with Education Code Section 72024(d):

“A member may be paid for any meeting when absent if the board, by resolution duly adopted and included in its minutes, finds that, at the time of the meeting, he or she is performing services outside the meeting for the community college district, he or she was ill or on jury duty, or the absence was due to a hardship deemed acceptable by the Board.”

The Board of Trustees is to approve the absence of ____________ who is absent from the _________ meeting due to the specified reason.

<table>
<thead>
<tr>
<th>Staff Position Review</th>
<th>N/A</th>
<th>Primary</th>
<th>Advisory</th>
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<tbody>
<tr>
<td>President</td>
<td>X</td>
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<tr>
<td>Academic Senate</td>
<td>X</td>
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<tr>
<td>Legal Counsel</td>
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<tr>
<td>Further Information</td>
<td>Jamillah Moore/Patti Blair</td>
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**Agenda Item Details**

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<tr>
<td>Category</td>
<td>16. Business Services</td>
</tr>
<tr>
<td>Subject</td>
<td>16.01 Trustees: Audit and Budget Committee met on August 30, 2012.</td>
</tr>
<tr>
<td>Access</td>
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**Public Content**

**Administrative Content**
### Agenda Item Details

**Meeting**  
Sep 11, 2012 - Board of Trustees

**Category**  
16. Business Services

**Subject**  
16.02 OPEN PUBLIC HEARING: Proposed Budget for Ventura County Community College District for Fiscal Year 2012-13. (The Proposed Budget became available for public inspection on September 6, 2012 at 255 West Stanley Avenue, Suite 150, Ventura, CA 93001 and is available during normal business hours.

**Access**  
Public

### Public Content

### Administrative Content
**Agenda Item Details**

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<tr>
<td>Category</td>
<td>16. Business Services</td>
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<tr>
<td>Subject</td>
<td>16.03 CLOSE PUBLIC HEARING: Proposed budget for Ventura County Community College District for Fiscal year 2012-13.</td>
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<td>Access</td>
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<td>Type</td>
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**Public Content**

**Administrative Content**
Agenda Item Details
Meeting Sep 11, 2012 - Board of Trustees
Category 16. Business Services
Subject 16.04 APPROVAL OF FY13 ADOPTION BUDGET (REQUIRES 2/3 VOTE): This item requests Board of Trustees approval of the 2012-13 Adoption Budget for all funds of the Ventura County Community College District. Approval of the Adoption Budget authorizes expenditures as proposed within various fund categories of this budget (requires 2/3 vote).
Access Public
Type Action
Recommended Action The Chancellor recommends that the Board of Trustees approve the FY 2012-2013 Adoption Budget for all funds of the District.

Public Content

Background/Analysis
The Adoption Budget has been developed utilizing the 2012-13 Budget Assumptions approved by the Board in March 2012 and the District-wide Resource Budget Allocation Model. The colleges, with input from the college budget committees, and the District Administrative Center, have developed their respective Adoption Budgets.

Consistent with prior Board approval, if Proposition 30 fails in November and the District experiences mid-year cuts as a result of the "triggers" approved by the legislature, reserves will be used to cover the revenue shortfall in order to provide the colleges with additional time to prepare a sustainable plan for the additional reductions. Any use of reserves will result in reductions in FY 2013-14.

The Adoption Budget provides a responsible allocation plan and is designed to allow the colleges to fund priorities and plans for FY 2012-13 and to ensure fiscal stability and sustainability of the District in times of serious statewide fiscal decline within a highly volatile process of budget determination within the State. In developing this budget, the first priority is to allocate resources sufficient to maintain those functions that support the mission of the District and colleges in providing high quality instructional services and utilizes one time funds to address structural deficits.

The Adoption Budget, as presented, was reviewed by the District's participatory governance council (DCAS) at its August 23, 2012 meeting and recommended for approval by the Board. The Board of Trustee's Audit and Budget Committee reviewed the Adoption Budget at its August 30, 2012 meeting.

Fiscal Impact
N/A

<table>
<thead>
<tr>
<th>Staff Position Review</th>
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<td>Academic Senate</td>
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<td>through DCAS</td>
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<td>Legal Counsel</td>
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<tr>
<td>Further Information</td>
<td>Sue Johnson</td>
<td></td>
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**Administrative Content**
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT

2012-2013 ADOPTION BUDGET

MOORPARK COLLEGE
OXNARD COLLEGE
VENTURA COLLEGE
DISTRICT ADMINISTRATIVE CENTER

SEPTEMBER 11, 2012
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT

BOARD OF TRUSTEES

MR. STEPHEN P. BLUM, ESQ., CHAIR

MR. ARTURO D. HERNÁNDEZ, VICE-CHAIR

MS. DIANNE MC KAY, TRUSTEE

DR. LARRY MILLER, TRUSTEE

MR. BERNARDO PEREZ, TRUSTEE

ADMINISTRATION

DR. JAMILLAH MOORE, CHANCELLOR

MS. SUSAN JOHNSON, VICE CHANCELLOR,
BUSINESS AND ADMINISTRATIVE SERVICES

MS. PATRICIA PARHAM, VICE CHANCELLOR,
HUMAN RESOURCES

DR. PAM EDDINGER, PRESIDENT, MOORPARK COLLEGE

DR. RICHARD DURÁN, PRESIDENT, OXNARD COLLEGE

DR. ROBIN CALOTE, PRESIDENT, VENTURA COLLEGE
District Mission Statement

The Ventura County Community College District (VCCCD) is committed to assisting students in the attainment of its primary mission as a system of state supported two-year colleges.

The primary mission of the District is to produce student learning in lower division level academic transfer and career/vocational degree and certificate programs. Effective, efficient student support services are offered to assist in the accomplishment of the District’s primary mission based on need and available resources.

Ventura County Community College District works to enhance state, regional, and local economic growth and global competitiveness within the pursuit of its primary mission. Additionally, workforce and economic development activities and services are offered based on need and available resources.

English as a Second Language instruction, remedial, adult education, and supplemental learning services that contribute to student success are offered and operated based on need and available resources.

Ventura County Community College District improves the quality of community life by offering non-credit, recreational, vocational, cultural, and civic programming based on community demand and available resources.

All District programs, services, and activities operate within a framework of integrated planning and budgeting. Ongoing, student learning outcome assessment and systematic program review are used to ensure District-wide excellence through sustainable, continuous quality improvement in compliance with its mission.
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<td>General Fund Restricted – Detail</td>
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<tr>
<td>Capital Projects Fund – Detail</td>
<td>A-5</td>
</tr>
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</table>
2012-2013
ADOPTION BUDGET

STATE BUDGET PROCESS TIMELINE
Governor’s January Proposal - includes estimates of state revenues

Governor’s May Revise - revised estimates of state revenues

* The State adoption budget should be approved by July, but in recent years has been as late as September/October.

Final State Budget - final state revenue

P1 - estimates of statewide budget shortfalls in property tax and enrollment fees; deficit factor to growth funding; may allocate special funding

P2 - revised estimates of statewide budget shortfalls in property tax and enrollment fees; deficit factor to growth funding; may allocate special funding

Final Recalc - Final calculation of state revenue- includes any final deficit, distribution of unclaimed dollars that are not returned by Budget Act/Law
<table>
<thead>
<tr>
<th>Month</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>October</td>
<td>District Council on Administrative Services reviews General Fund Allocation model for considerations of modifications.</td>
</tr>
<tr>
<td>November/December</td>
<td>Estimate upcoming and subsequent budget years to identify gaps between estimated revenues, estimated expenses, and consideration of managed use or increase of reserves. Colleges and district office receive preliminary allocations for the coming fiscal year based on the budget allocation model.</td>
</tr>
<tr>
<td>January</td>
<td>Compare Governor’s budget to budget projections and adjust. Refine projections to districtwide personnel costs such as step/column, movements, increases in health &amp; welfare, etc, and college and district office allocations.</td>
</tr>
<tr>
<td>February/March</td>
<td>Board of Trustees provide strategic budget direction.</td>
</tr>
<tr>
<td>March/April</td>
<td>Board of Trustees approve budget assumptions.</td>
</tr>
<tr>
<td>May</td>
<td>Compare Governor’s May revise to budget projections and adjust. Reconsideration of managed use or increase of reserves. Colleges and district office receive allocations for tentative budget for the coming fiscal year based on the budget allocation model and build a site-specific tentative budget.</td>
</tr>
<tr>
<td>June</td>
<td>Board of Trustees approves the Tentative budget.</td>
</tr>
<tr>
<td>July/August</td>
<td>Budget Officers analyze year-end results and incorporate these results into local planning processes. Compare State signed budget with projections and adjust. Colleges and district office receive final allocations for the coming fiscal year based on the budget allocation model and build a site-specific adoption budget.</td>
</tr>
<tr>
<td>September</td>
<td>Board of Trustees approve the Adoption budget.</td>
</tr>
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</table>
2012-2013

ADOPTION BUDGET

VENTURA COUNTY COMMUNITY COLLEGE DISTRICT

MOORPARK  OXNARD  VENTURA

ALLOCATION MODEL
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT

DISTRICTWIDE RESOURCE BUDGET ALLOCATION MODEL
GENERAL FUND – UNRESTRICTED BUDGET

Fiscal Year 2012-13

Background

Effective in fiscal year 2003-04, the District set aside the then-existing budget allocation model, which had been used to distribute district resources for the prior six years.

The model was primarily revenue-driven while providing for college base allocations and other fixed costs which did not necessarily equate directly to FTES generation. As such, the model relied both on revenue (FTES) and expenditure elements (dual characteristics) to serve as the mechanisms to produce the colleges and district level budget allocations. The model was, however, primarily FTES driven, with no cap placed on the funding of growth at the colleges, although the district as a whole had a funding cap. As the colleges evolved over time, the shift of resources favored the college(s) growing most rapidly and disadvantaged the college(s) growing more slowly, and the movement happened in an uncontrolled fashion. As a result, the model had been adjusted several times during its six-year period, and was believed to no longer meet the needs of the district and its colleges.

In 2003-04 when we set the model aside we distributed resources using the fiscal year 2002-03 allocation as a base, increasing or decreasing it proportionately each subsequent year based on changes in additional available resources from that point forward. That process continued over the next four years. Although we had a method to distribute funds, we did not have an agreed-upon budget allocation model. Distribution of new resources did not consider how the colleges had evolved since 2003-04. That method of allocating funds did not reflect how we received our funding from the state, the uniqueness of our colleges, nor the priorities of the district. In addition, the lack of an agreed-upon allocation model had been cited in the accreditation reports and would have been a major issue if not resolved.

New Model

During fiscal year 2006-07 the District Council on Administrative Services (DCAS) and the Cabinet worked simultaneously toward identifying the features of a model that would reflect the unique characteristics of each college, while
recognizing how we are funded by the state, and be perceived as more equitable than the then existing arrangement.

The allocation model was adopted for use in the 2007-08 fiscal year.

Elements of the Model

The district recognized the value in developing a model with dual characteristics, i.e. one that includes elements based on both revenue (FTES), as well as expenditures. The model considers how the colleges have evolved, and is responsive to changes that will occur in the future. The model also considers how we are funded from the state. The model is objective based, formula-driven, readily understood, reasonably applied, flexible and responsive, widely communicated, adequately documented, and perceived as equitable.

The adopted budget allocation model addresses the distribution of resources, and is not prescriptive in how funds are to be spent at the various locations (colleges and district office). The district acknowledges differences between its colleges and recognizes the colleges' needs to direct their resources based on their own plans and objectives in meeting the needs of their diverse populations and constituencies. The colleges have separate and specific budget development processes unique to each college, reflecting their organizational culture and priorities. It is at this level that the budget must be tied to each college's strategic plans and address accreditation requirements. DCAS will consider processes/templates to be used for this accreditation purpose.

Revenue

The budget allocation model is designed for the distribution of general fund-unrestricted revenue only. Other sources of funding are allocated either by the state directly to a specific college or the district has agreed on a separate allocation method for those funds.

All general fund – unrestricted revenue will be distributed through the model, including, but not limited to, state apportionment for FTES, local revenues such as lottery, non-resident tuition, interest income, and miscellaneous revenue traditionally accounted for in the general fund – unrestricted, unless agreed to be distributed using a separate allocation model.

Districtwide Support

The district recognizes that it is fiscally prudent to provide some services centrally through the operation of a district office (District Administrative Center –}
DAC). These services should primarily represent those functions that can be most effectively and efficiently administered in a centralized fashion.

In addition, the allocation model will continue to provide a pool of resources to support expenditures required to meet general districtwide obligations such as property and liability insurance, legal expenses, governing board expenses, financial and compliance audits, central technology hardware, software and management services, and other activities which support the district as a whole and cannot be conveniently or economically assigned to the other operating locations through a cost center referred to as Districtwide Services.

The district will continue to account for utilities in a central location, so as to mitigate the significant differences in utilization due to building size, construction, age, and climatic conditions affected by college locations.

**College Allocations**

In an attempt to develop a model that would be accepted as fair and equitable, areas of differences or unique characteristics between the colleges, as well as similarities, were identified. A model that considers and reflects these differences is consistent with the objective of equitability.

The differences, unique characteristics, and similarities identified include, but are not limited to, areas such as:

- **Facility constraints/classroom capacity on each campus**
  How many rooms hold 25, 35, 100, etc. students?  
  How will capacity change over the new few years?

- **Program Mix - mix of general education and vocational programs**
  Does each college have the same proportion of vocational/career tech to general education classes?  
  Does the difference in program costs impact the college’s decision on what programs to maintain or develop?

- **Students’ level of educational preparedness**
  Does each college have the same proportion of students who are prepared to take college-level classes?  Are needs for basic skills classes the same?  (Some of the additional requirements/services of these students are to be met through special funding, such as categorical, not necessarily general fund – unrestricted dollars distributed through this model)

- **Does each college have the same proportion of senior faculty (salary schedule placement)?**
• How do fulltime / part time ratios of faculty compare?

• Are the contractual obligations, such as reassigned time and leaves, disproportionately distributed?

• What are the similarities/differences in core services?

• How does the size of each student body compare? (FTES)

It was imperative that each of these elements were considered in one or more of the components of the budget allocation model/calculation to ensure an equitable allocation process.

**Year- end Balances**

The allocation model recognizes the incentive in allowing budget locations to maintain their unexpended funds for future needs.

**MECHANISM OF THE MODEL**

**Revenue**

All projected general fund – unrestricted revenue will be included, unless identified to be distributed in a different fashion (such as to fund structural deficits). Restoration and growth revenue will not be included until the year after it is earned.

**Districtwide Support**

**Districtwide Services (DWS)**

The definition of DWS will be reviewed regularly. Components and specific line item budgets will be considered each year by DCAS for inclusion in this budget category or movement to another budget location.

**Utilities**

The budget for utilities will be based on historical and projected rates and usage, and presented to DCAS for review and concurrence.

**District Administrative Center (DAC)**

The District Administrative Center will receive a percentage (initially 5.8%) of projected revenue. Each year, after review, if it is determined that specific budget items are to be reassigned between DWS and DAC or the colleges and DAC, the percentage of revenue will change accordingly, maintaining the same effective rate. (Effective with the FY12 Tentative Budget, costs had been redirected and the DAC’s proportionate percentage was 6.64%. )
College Allocations

Class Schedule Delivery Allocation

Using each college’s productivity factor (as defined below) and FTES from the current year, we derive a Full Time Equivalent Faculty (FTEF) number for the budget year. The college receives an allocation for the actual cost (salary and benefits) for the full time classroom faculty currently employed. This allocation is adjusted to reflect non-teaching assignment for these faculty, such as those on leave or reassigned time, and planned additional full-time faculty for the budget year. The balance of the allocation is distributed based on the average cost of a non-contractual FTEF.

The productivity factor (which is the college’s average weekly student contact hours (WSCH) taught by a full time faculty equivalent (FTEF)) reflects, among other things, differences in class sizes (and subsequently costs) due to facility limitations, program mix (general education vs CTE), and educational preparedness of the student population of each college. Effective FY10, the model was changed to utilize an average of a budget year productivity factor (i.e. the goal) and the prior year actual productivity factor.

The productivity goal for a budget year is independently set for each college, and is based upon historical data and takes into consideration a college’s unique circumstances and the economic environment. Because a portion of funding to a college is based on that goal, it is essential that the productivity goal-setting process be thoughtful and have integrity. It is therefore recommended that each college’s goal-setting team, which will determined by each college and may include not only the college president, but also the instructional and business vice presidents as well as the academic senate president, establish a process to project a realistic and attainable goal. The college president meets with the chancellor to discuss the environment and challenges, and set the goal.

Base Allocation (Fixed Allocation)

Each college receives an equal dollar amount that recognizes the fixed expenses/core services associated with operating a college, regardless of the size of its enrollment.

This base allocation was established at 15% of revenue available for distribution, divided equally among the colleges. This recognizes economies of scale and provides a “small college” factor to the model.
FTES Allocation

The remainder of the available revenue is allocated to the colleges proportionate to their FTES (%) actually earned in the prior year, and recognizes how the District receives the bulk of its revenue through SB361.

Colleges are funded proportionate to their FTES (%) for their actual growth, up to the maximum percentage that the District was funded. Each college may then carry unfunded FTES (as does the District as a whole), and be entitled to use that excess if and when the District does. By using a blended average in the productivity factor as recommended above, colleges are not penalized for “overgrowth” if attained through efficiencies, i.e. because they experience less costs.

Transition/Implementation Funding

As implementation of the new allocation model shifted resources, the district recognized the need to provide for stability during the transition for colleges to gradually move towards full implementation of the new model.

During the implementation year, FY08, $2 million of total revenue was allocated - 50% each to Oxnard and Ventura colleges. In FY09, $1 million of available resources was available to be allocated - 50% each to Oxnard and Ventura colleges. Once applied, the amount of transition/implementation funding was assessed to ensure the colleges were able to transition without undue financial hardship.

Carry-over

In addition to the allocation derived through the mechanism of the model, the colleges and district office are allowed to carry-over any unexpended funds as of June 30 into the new budget year, up to a maximum of 1% of their respective prior year budgets. (There was no maximum for carryover from June 30, 2007 to July 1, 2007). These amounts are placed in a designated reserve as of June 30, to be distributed for expenditures as of July 1 of the budget year. (This percentage has been increased to 2% in years where fiscal difficulties were anticipated for the following year.)

Updates

Since the adoption of this new model for 2007-08 fiscal year, and in accordance with the commitment to the Board to regularly review the model components to
ensure a more sustainable model, the District Council of Administrative Services (DCAS) reviews the model annually. During the first part of 2009, they recommended modifications to the Class Schedule Delivery Allocation and the FTES Allocation segments of the model. The Board of Trustees approved the recommended changes at its March 2009 Meeting.

In 2010-11 DCAS developed a plan to address the district’s capital structural deficits and recommended that specific revenues (lottery, interest income and administration fee revenue) be removed over time from the general budget allocation model and allocated in a different method.

**In Summary**

The District resource budget allocation model is complex enough to reflect the unique characteristics of our colleges and the needs of a multi-college district while recognizing how the district is funded from the state, yet simple enough to be readily understood, easily maintained, and transparent. Finally, it is driven by factors which command accountability, predictability, and equity.

Overall, the model addresses the Basic Principles for a budget allocation model previously adopted by the board. It utilizes formulas and variables that have been meaningfully studied, readily defined, easily measured, and consistently reported. As with this budget, no model will ever be perfect and it is doubtful that the district will ever achieve complete consensus as to how its resources should be distributed; however the model as proposed, adopted, and modified comes as close to that consensus as we can reasonably expect. DCAS and Cabinet independently reviewed the model prior to recommendation to the Board and concurred that it meets the budget principles established by the board and is “fair and equitable” for all colleges and the district operational units. Annually, the model is reviewed by DCAS and Cabinet and revised consistent with the requirements identified and agreed upon at that time. Any proposed revisions to the model are presented to the board for approval with the budget assumptions document.
2012-2013
ADOPTION BUDGET

INFRASTRUCTURE FUNDING ALLOCATION MODEL
Ventura County Community College District

Infrastructure Funding Model

Recommendation

The District general Budget Allocation Model be revised to exclude specific revenues, and that revenue be re-directed, through a new and different allocation process, to the colleges to address infrastructure needs such as scheduled maintenance, furniture and equipment, library materials and databases, technology refresh, etc., and the revenue be re-allocated gradually through a transition process over the next several years.

Introduction

This proposal is meant to concentrate upon a multi-faceted and interlocked issue. The proposal addresses: providing partial funding for each college’s infrastructure at a time when the state has eliminated or reduced that funding; taking action to correct the Accreditation Recommendations from the ACCJC’s identified problem of “Total Cost of Ownership”; and, further stabilizing the District’s General Fund – Unrestricted Budget Allocation Model, used primarily for instruction, some student services, and general operations.

In the last few years, the State has reduced or eliminated funding for Instructional Equipment/Library Materials (IELM), Telecommunications and Technology Infrastructure Program (TTIP), and scheduled maintenance. All of which seems invisible but essential aspects of our institutions’ infrastructure. The District’s past practice of including variable, and sometimes volatile, funds in its General Fund Unrestricted Budget Allocation Model further destabilizes funding. In 2010, our colleges received Accreditation Recommendations from the ACCJC to address resource allocations for the “Total Cost of Ownership.” In an effort to initialize the foundational funding of these needs and take direct corrective action to remedy the Accreditation Recommendations, the District Council of Administrative Services (DCAS) proposes a modification to the general Budget Allocation Model and an establishment of an Infrastructure Funding Model. This proposed modification stabilizes the general Budget Allocation Model by moving the variable revenues to a model to be created for purposes that have variable needs.

Background

Currently, the District distributes nearly all its unrestricted general fund resources through a single funding allocation model. Those resources include state apportionment (enrollment fees, property taxes and state appropriation), non-resident tuition and fees, lottery revenue, interest income, and miscellaneous other fees and revenues. The general Budget Allocation Model recognizes that certain services, such
as payroll, purchasing, accounting and human resources are best provided centrally. The costs of these centralized services are removed from the funds to be allocated to the colleges. Through the general Budget Allocation Model, the balance of the resources is distributed to the colleges using three allocation segments: Class Schedule Delivery Allocation, Base Allocation, and FTES Allocation.

The general Budget Allocation Model considers the instructional program and what is necessary to deliver the class schedule, based on several factors. Approximately 52 to 54% of the funding is based on the colleges’ respective instructional programs. The Base Allocation recognizes and provides for the fact that, regardless of size, a college has particular fixed costs, for example administrative salaries. That assumption is evidenced in the Base Allocation of 15% of available resources being distributed equally to each college. FTES Allocation, which is the remaining approximate 31%, is distributed based on each college’s share of the District’s total FTES.

FTES is the basis for the State’s allocation of General Fund – Unrestricted funding to the District. Conspicuously, neither the State allocation model nor our current district Budget Allocation Model considers funding based on, or for, college infrastructure (e.g. size of the campus (number of buildings), age of the buildings, number and age of equipment, etc.)

**Rationale**

Several years ago, faced with its own funding constraints, the District eliminated the majority of General Fund – Unrestricted (Fund 111) support for library books and materials, instructional materials and equipment (IELM), scheduled maintenance, and technology equipment refresh and replacement and relied primarily on restricted (categorical) funding provided by the State for those purposes as well as college carryover of general funds unspent from the prior year.

During the past several budget cycles, the State has eliminated categorical funding for IELM, TTIP and scheduled maintenance. Furthermore, the receipt of Restricted Lottery Funds, which could also be used for those purposes, has also significantly decreased. Faced with the elimination and reduced funding from the State for these items coupled with the ongoing and growing need to support facility maintenance, the District faces a structural budget deficit and must alleviate the strains on the infrastructure.

For several years, the District has faced these infrastructural financing deficits in several critical elements that are central to the core mission of the colleges and the District. These internal circumstances have been called to the attention of the Board of Trustees over the past several years and specifically during the approval processes for the Adoption Budget for 2010-11 and the Tentative Budget for 2011-12, as well as through the recent accreditation process, with an acknowledgement that they must be addressed.

**Status**
Over approximately a two-year period, DCAS has diligently studied and discussed this matter extensively and now, after months of review and deliberation, is presenting an Infrastructure Funding Model (IFM) to address this multi-faceted problem. Although the proposed Model will not fully address all funding needs identified, the intention is to establish a foundational allocation process that will provide each college a dedicated, ongoing (although variable) source of funds for mitigating some operating concerns while assisting in the maintenance of facilities and equipment in order to provide quality instructional programs. In addition to the pressing need to address the deficits in deferred maintenance and other infrastructure needs, the Board of Trustees long recognized that the inclusion of certain variable revenues such as interest income, lottery, and miscellaneous revenue in the existing resource Budget Allocation Model was not optimal. The historical practice of mixing on-going—and therefore relatively stable—revenue streams such as apportionment, with unpredictable and less reliable revenue such as interest income is out of alignment with sound financial management.

Additionally, colleges received “Recommendations” from the ACCJC for giving insufficient attention to the “total cost of ownership” in their operating budgets as it relates to their facilities and infrastructure. This is a strong “recommendation”; the visiting teams cited Standard III.B.2.a most frequently. The proposed changes to the Budget Allocation Model would begin to address this recommendation and demonstrate progress to remedying the deficiency cited.

Considerations

DCAS’ emphasis has been focused on the identification of:

- Structural deficit categories that demanded the most attention,
- Revenue sources that could best be used to resolve the deficits,
- A rational basis for allocation of funding to each category,
- A reasonable funding rate, and
- A method of transition to redirect resources from the general Budget Allocation Model to address the issue, while resulting in the least impact to ongoing college operations.

It was emphasized throughout the review process that the reallocation of resources from the General Allocation Model to an Infrastructure Funding Model would not generate additional resources. It would, however, provide a dedicated, ongoing foundational allocation that the colleges could use annually to address these needs. DCAS both understood and accepted this concept and saw the benefit in the reallocation and the resultant easing of contention from competing factions for the use of these resources during budget development.
**Recommendations**

The results of this review and deliberation are as follows:

**Specific Revenue Categories** would be segregated from the current general Budget Allocation Model. They are:
- Lottery Proceeds
- Interest Income
- Enrollment Fee Admin Fee
- Miscellaneous - other

These revenue sources were identified as a result of their relative instability to other funding sources and in recognition that a number of districts, statewide, did not include these resources as a part of their general Budget Allocation Model, but instead allocated them for specific purposes. Further, based on their unrestricted nature, the redirection of these sources does not violate any state regulations or statutes. Finally, DCAS fully understands that the colleges were currently using a portion of their General Fund allocations to address their infrastructure needs and, thus, the redirection of these sources could, over time, be mitigated.

**Specific Expenditure Categories** would be established for:
- Scheduled Maintenance and Capital Furniture (including classroom, faculty and administration)
- Library Materials and Databases
- Instructional and Non-instructional Equipment
- Technology Refresh and Replacement (hardware and software)
- Other – To be restricted to one-time and not on-going expenditures, such as new program/process start-up costs, staff innovation, and program specific accreditation (e.g., nursing, dental hygiene, child development)

Although these costs are necessary and fundamental to the maintenance of a quality educational institution, each category’s need and frequency is ongoing and variable and, therefore, is better funded from resources which demonstrate a similar pattern.

**Specific Funding Rates** would be agreed to and regularly reviewed.
A transition plan would be used as a vehicle to move the funds from the current general Budget Allocation Model to the Infrastructure Funding Model over a period of years beginning with FY13. The transition process reallocates the funding as follows:

- In the first year move receipts in excess of that budgeted for those specific revenues in FY12 to the Infrastructure Funding Model.
- Reallocate any savings between budget and actual expenditures in FY12 in budgets that are not eligible for carryover (i.e. Districtwide Services and Utilities)

These resources were identified for the initial implementation as they would not impact general operations as these dollars would otherwise flow into Unallocated Reserves as stated in the general Budget Allocation Model. The use of these resources for one-time/capital expenditures is consistent with the current philosophy regarding the use of reserves.

- In subsequent years (FY13 and beyond) a portion of the budgeted revenue in the specific revenue sources identified (lottery, interest and enrollment fee admin fee) be moved from the general Budget Allocation Model to the Infrastructure Funding Model each year based on the plan attached.

These dollars would be moved in their entirety within eight years of gradual realignment. The movement would be a part of the annual budget assumptions, and the gradual transition plan could therefore be modified at any point to slow down or accelerate the results.

As part of DCAS’s annual review, the elements of the Infrastructure Funding Model will be reviewed in a parallel process similar to that of the Allocation Model review.

Conclusion

For the past several years, the District has faced structural deficits with financing several critical elements which are central to the core mission of the colleges and the District. These internal circumstances have been acknowledged by the District over the past several years but not addressed.

Although the proposed Model will not fully address all funding needs identified, it is intended to establish a foundational allocation process which will provide the colleges a dedicated, ongoing source of funds to use in mitigating these operating concerns and maintain quality facilities and equipment in order to provide quality instructional programs.

Even though this will eliminate one of the sources of increase to District reserves (unbudgeted and under-budgeted revenue), the call on reserves would be somewhat
mitigated by providing resources for the current structural deficits, and growth revenue in the first year of receipt would continue to be directed to reserves as an in-flow.

Great care has been exercised in developing the Model to ensure the colleges’ General Fund operating budgets will be buffered from any long-term impact and that the instructional and student service needs of the District will be preserved and adequately funded to meet the needs of our students.
Specific Considerations and Details

After months of data review, discussions, and model simulations, DCAS has agreed on the following recommendations:

Categories to be addressed for Infrastructure Funding Model:

- Scheduled Maintenance and Capital Furniture (including classroom, faculty and administration)
- Library Materials and Databases
- Instructional and Non-instructional Equipment
- Technology Refresh and Replacement (hardware and software)
- Other – To be restricted to one-time and not on-going expenditures, such as new program/process start-up costs, staff innovation, and program specific accreditation (e.g., nursing, dental hygiene, child development)

Next, DCAS examined the various revenue sources in the General Budget Allocation Model to determine which were the best candidates for reallocation. Once the specific sources were identified, they focused on a phase-in process to minimize the impact on the colleges’ ongoing operating budgets. The result of these discussions is as follows:

- Lottery Proceeds
- Interest Income
- Enrollment Fee Admin Fee
- Miscellaneous - other

Proposed Transition/Phase-in (Triggers) for Reallocation of Identified Resources

To minimize the reallocation impact of the above identified resources from the General Allocation Model on the colleges’ budgets, DCAS recommends the following implementation phasing:

- Year 1 (FY 2012-13)
  - Any net increase in General Fund Unrestricted lottery, interest, or enrollment fee local share revenue above budget for FY12.
  - Any unbudgeted General Fund revenue (with the exception of growth and COLA) received in FY12, such as state mandated cost reimbursement for collective bargaining.
  - Any net savings between budget and actual expenses from District Wide Services and Utilities for FY12
It was the consensus of DCAS that these items should be re-directed as resources for the Infrastructure Funding Model as opposed to flowing to Unallocated Reserves as is stated in the current General Allocation Model, and that the use of these resources for one-time/capital expenditures is consistent with the current philosophy regarding the use of reserves.

- Year 2 (FY 2013-14)
  - Those items included in Year 1 (2012-13) reallocation, and
  - Enrollment fee local revenue (approx $326K), and
  - Interest income over two years (50%)

- Year 3 (FY 2014-15)
  - Those items included in Year 2 (2013-14) reallocation, and
  - Reallocate remaining 50% of interest income
  - Lottery Income over five years (20%)
  - If growth funding is received, reallocate an additional 25% of lottery income balance

- Years 4-8
  - Those items included in the prior year
  - Reallocate an additional 20% of lottery income each year until fully reallocated
  - If growth funding is received, reallocate an additional 25% of the lottery income balance. (The goal of reallocation will be met sooner than year 8 if growth revenue is received.)

This implementation strategy should provide the colleges adequate time to restructure their General Fund operating budgets and properly transfer their structural deficit expenditures to the new allocation base and adjust their ongoing operating expenses within the General Fund.

As part of DCAS’s annual review, the implementation strategies of the Infrastructure Funding Model will be reviewed in a parallel process similar to that of the Allocation Model review.
## Basis for Allocation of Resources to Identified Categories:

<table>
<thead>
<tr>
<th>Category</th>
<th>Allocation Basis</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled Maintenance and Capital Furniture</td>
<td>Assignable Square Footage</td>
</tr>
<tr>
<td>Library Materials and Databases</td>
<td>FTES</td>
</tr>
<tr>
<td>Instructional and Non-instructional Equipment</td>
<td>FTES</td>
</tr>
<tr>
<td>Technology Refresh and Replacement</td>
<td>Number of Computers</td>
</tr>
<tr>
<td>Other</td>
<td>Equal shares (1/3, 1/3, 1/3)</td>
</tr>
</tbody>
</table>

## Funding Rate Proposed for Each Category:

<table>
<thead>
<tr>
<th>Category</th>
<th>Funding Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Scheduled Maintenance and Capital Furniture</td>
<td>$1.60/square foot</td>
</tr>
<tr>
<td>Library Materials and Databases</td>
<td>$10.00/FTES</td>
</tr>
<tr>
<td>Instructional and Non-instructional Equipment</td>
<td>$30.00/FTES</td>
</tr>
<tr>
<td>Technology Refresh and Replacement</td>
<td>$150.00/computer</td>
</tr>
<tr>
<td>Other</td>
<td>$150,000/college</td>
</tr>
</tbody>
</table>

The rates were determined based on the most recent experience/estimate of need, previous funding levels used by state, etc. It will be necessary that as a part of the annual review by DCAS the categories and goal funding rates be assessed for appropriateness.

- **Other**

DCAS finally recommends the following for implementation of the Infrastructure Funding Model:

- All resources reallocated will be budgeted and accounted for in a new fund separate from the General Fund – Unrestricted (111).
- The colleges will be allowed to carry over all unspent balances in these accounts from year to year in order to meet fluctuating needs.
In the first two years of implementation, the colleges will not be required to spend their allocation in accordance with the specific categories which generated the allocations, but will be restricted to use these funds for only expenses associated with allocation categories in total. For example, for the first two years, a college may elect to fully expend its entire annual allocation for scheduled maintenance even though the allocation was derived from all infrastructure funding categories.

As with the General Fund, the colleges will have control over the internal budgeting of these funds as long as they are within the allocation categories. These budgets will be presented to the Board for approval as part of the overall budget development process.

During years when the total dollar allocation to the Infrastructure Fund is insufficient to fully fund the Model, based on the then approved funding rates, the funding rates for all categories will be adjusted downward by a coefficient equal to the total of the funds available divided by the calculated full funding amount. For example, if the calculated full funding amount, based upon funding rates and allocation bases is $4 million and the available funds based upon the allocation parameter is only $3 million, then the funding rate for all categories will be computed at 75% (3 million/4 million) of their then approved rate.

As the District Office does not participate in the Infrastructure Funding Model allocation, as revenue is removed from the General Budget Allocation Model, the DAC percentage of revenue in that model will be adjusted to hold them harmless.

DCAS has agreed, as with the General Fund Budget Allocation Model, to oversee the Infrastructure Funding Model and review it annually. Any proposed revisions to the Model will be presented to the Board for review and approval.
2012-2013

ADOPTION BUDGET

BUDGET ASSUMPTIONS

Adopted by the Board of Trustees 03/13/12
Budget Assumptions are the basis for the financial projections of revenue and expenditures contained within the budget allocation process. While these Assumptions are based on the most current information available, it is recognized that ever-changing circumstances can alter the economic foundation upon which the Assumptions have been built.

The Governor has proposed a budget that addresses a state budget deficit of $9.2 billion. This budget relies on expenditure reductions, revenue increases (tax increases that must be approved by the voters); and other measures. If the tax increases are not on the ballot or the voters fail to pass the increases in November 2012, the Community College system can anticipate significantly greater cuts (approximately $6.8 million to VCCCD in additional reductions) for the fiscal year. In addition, the Governor’s Initial Budget Proposal is only the beginning of the State budget process, and many variations to that proposal could occur prior to final approval of the State budget. In order to address these possibilities, while ensuring an adequate level of financial stability, it is recommended that the budget be built utilizing a combination of reductions in expenditures (class schedule reductions, organizational structural changes, and other staff and operational reductions), as well as the potential use of reserves.

Similar to the prior year, the Governor’s initial budget includes midyear “trigger” cuts if the tax initiatives fail. In the current year (FY12), the District’s expenditures are approximately $3 million greater than our ongoing revenue (based on the triggers for this year). In addition, the District expects inflationary increases in personnel-related costs of approximately $3 million district-wide. Therefore, the District will begin FY13 with a budget shortfall of approximately $6 million dollars (without state action). It is probable that trigger cuts again will be implemented in the FY13 year due to failure of the tax initiative, a potential midyear revenue reduction to the District of an additional $6.8 million. It is therefore recommended that the Tentative Budget be built to eliminate a budget shortfall of approximately $8 million; approximately $3 million attributed to cost inflation, approximately $3 million in initial FY12 budget deficit and FY12 triggers, plus an additional $2 million to partially protect the District in the event of failure to pass the tax initiatives and the resulting FY13 trigger cuts. This will still leave the potential trigger cut exposure to the District of $4.8 million, which we recommend that the Board authorize be covered by reserves in FY13 should that occur.

If this recommendation is approved, and the tax initiative fails, the FY14 budget year will need to address the $4.8 million of remaining FY13 trigger cuts as well as additional inflationary increase in expenditures of approximately $3 million, for a total of $7.8 million in FY14, plus any other FY13 on-going mid-year reduction as
well as any additional state reduction for FY14. Planning for the potential in FY14 will begin immediately.

**DCAS recommends, for the Adoption Budget, that if the District’s projected revenue shortfall for General Fund-Unrestricted is greater than that projected in the Tentative Budget; the Board will authorize the additional use of reserves. This use of reserves allows for a one-year transition in order to develop more permanent and well-planned solutions**

Although these proposed reductions are significant, these guidelines provide a responsible allocation plan and are designed to allow the colleges to fund core priorities for FY13. They further allow adequate time to better prepare for more additional significant reductions beyond those to be experienced in the upcoming budget year, and to ensure fiscal stability and sustainability of the District in times of a historical statewide fiscal decline within a highly volatile process of State budget determination. In developing the final budget, the first priority will be to allocate resources sufficient to maintain those functions that support the core mission of the District and colleges in providing high quality instructional services.

The initial Budget Assumptions and Guidelines presented at this time are preliminary in nature and will be revised whenever significant and reliable information becomes available during the State budget development process. Events such as the “May Revise” of the Governor’s Budget, state mid- and year-end adjustments (P2 apportionment) in June, ballot results, and legislative actions to approve a State budget may impact these Assumptions and the development of the Ventura County Community College District’s budget. The Tentative and Adoption Budget will include personnel actions presented to the Board in March and April.

The budget is developed through a collaborative district-wide process that involves the Board of Trustees, the Chancellor and his Cabinet, DCAS (the District Council on Administrative Services, the district-wide budget committee), the Chancellor’s Consultation Council, and in more specific detail through collaboration at each college.

The budget development process, the Tentative Budget, and the Adoption Budget will be based on the assumptions described in this document as modified periodically.

**Revenue**

The Governor’s budget provides the Community College System $218.3 million to partially "buy back" the accounting deferral on the state's books. This would provide no additional operating funds for community colleges in 2012-13. **To partially protect the District in the event of midyear trigger cuts, $2 million will be removed from revenue and be set aside as a contingency.**
Student Services

Because of past years’ budget reductions to categorical programs, the colleges developed integrated models to maintain core and/or mandated student services with the goal of meeting the unique needs of special populations beyond those mandates, and to better coordinate outreach, orientation, advisement and retention activities.

The Governor’s 2012-13 Budget proposes to consolidate funding for essentially all categorical programs into one “flex item”. This proposal is in contrast to the current flexibility option, which allowed consolidation of a smaller number of categorical programs and, once exercised, required that those funds only be spent for categorical purposes.

With the Governor’s proposal, districts would have broad discretion, with the exception of appropriations protection for Foster Care Education Program and a portion of Disabled Students Program funds, to spend these monies on whatever they deem to be their local priorities to achieve student success. Categorical funds would, in effect, become general purpose monies. Under the Governor's plan, this new flexibility is intended to be permanent, with implementation beginning in 2012–13.

This consolidation proposal is contrary to the final recommendations of the Student Success Task Force, and is opposed by various student services and advocacy groups.

Because of the time expected to be required for transition, should this proposal be approved, the FY 2012-13 student services budgets will initially be developed within the existing individual categorical programs. The colleges are mindful that, should the consolidation proposal be included in the final State Adopted Budget, local priorities will need to be identified and a transition plan for the allocation of resources developed and ultimately implemented.

Enrollment Management

The District receives revenue primarily through the generation of FTES (full-time equivalent students). The FTES are generated by campus; however, the state funded cap (the maximum number of full-time equivalent students for which the state will pay) is allocated by the State at a District level as opposed to an individual campus level. Since the budget has been declining over the past several years, the District has been serving a significant number of students (FTES) for which we do not receive funding. The budgets (and class offerings) for FY12 were built with the intent of significantly reducing that number of unfunded students, however the trigger reduction in funding was coupled with an additional reduction in funded FTES. It is projected that we will end FY12 with approximately 1,700 unfunded FTES.
Similar to past years, in FY13 it is our intent to build the class schedule and resulting budgets to include a significant reduction in the unfunded FTES. The goal is to bring the unfunded FTES down to 500, approximately 2% of the District’s total FTES. This goal is to ensure a cushion so that the district doesn’t fall below funded cap. Each college will determine their specific class schedule and offerings, which will be gradually reduced and focused toward the colleges’ core missions, resulting in serving students for which we are funded. The distribution of FTES reduction will be strategically made to ensure that Ventura College maintains its “medium size college” designation and further ensuring that Oxnard College does not reduce too rapidly causing a spiral effect.

If the FY13 trigger cuts are enacted, the results would be an additional workload reduction to the District of approximately 1,500 FTES. The colleges’ will have time to make adjustments to the spring schedule to partially reduce some of those unfunded FTES. If the tax initiatives are approved by the voters, we do not anticipate increasing the spring schedule, since we will still have approximately 500 unfunded FTES.

**Expenses**

Expenditures will be developed with the goal of being sustainable within the projected reduction in state revenue. However, if reserves are used to mitigate the impact of the reductions in FY13, that solution will be temporary and will need to be addressed in FY14. **Budgets will be built to support preliminary priorities and plans for FY 13 and include the implementation of significant structural changes to the colleges and DAC.**

If upon passage of the State budget, the District’s projected overall shortfall for General Fund-Unrestricted is greater than that included in the Tentative Budget, it is recommended that the Board authorize the additional use of reserves so that mid-year operational reductions are avoided. These reserves will come from the Revenue Shortfall Contingency and, if exhausted, the Unallocated Reserves. **The use of reserves allows for a one-year transition** in order to develop more permanent solutions to those solutions already included in the FY13 budget plan. Expenditure budgets will be built assuming there will be no mid-year reductions to the FY13 operating budgets.

**Position Control**

Although there have been no general salary increases for the past several years, the costs of personnel (i.e., salary columns, steps and benefits) continue to increase. Care will be given to review and eliminate vacant positions and redundancies, and create consolidations where possible and necessary to reduce costs and increase efficiencies. Salaries include step and column increases only.
Proprietary (Enterprise) and Auxiliary Funds
Bookstore/Food Service and Child Care Center

The enterprise/auxiliary funds account for business operations that are managed similar to private enterprise and need to be self-supporting. Because of that requirement, as well as the difficulty to operate competitively within the changing commercial environment, we will be proposing significant changes to our commercial operations in order to be financially viable and avoid the need to use general fund to cover operating losses.

Over the past several years, the bookstores and food service operations have seen significant declines in sales and gross profit. This trend is expected to continue as students benefit from off-campus book and food service options. In FY13 the bookstore will no longer offer online sales as this option proved to be very labor intensive and there are numerous commercial options available to students.

The cafeterias have seen ongoing net operating losses over the past five years due to the decline of sales and the high cost of personnel. Although we have made significant changes to staffing patterns, losses continue. In FY13, food services at Moorpark and Ventura colleges will change to an all vending operation. Oxnard College will continue to offer food service through their CRM lab, augmented with expanded vending services. The expanded vending services will not require personnel. Therefore, those positions are being presented for elimination. In an effort to maintain the students’ social environment, the cafeteria seating area will remain open for student use.

Structural Deficits

Over the past several years the State has eliminated categorical funding for such items as Instructional Equipment/Library Materials (IELM), Scheduled Maintenance, Telecommunications and Technology Infrastructure Program (TTIP) funding for libraries, and the receipt of restricted lottery funds has significantly decreased. In addition, when that funding was provided by the State, the District eliminated the majority of any General Fund support for those items. The cost of these items has remained and, in fact, is growing. These items are central to the core mission of the colleges and the District, and remain un-addressed from a budgetary standpoint.

In order to address this structural need, a solution and phased-in funding plan will be presented to the Board under separate cover as a recommendation for modification to the current Budget Allocation Model.

Reserves

The District has designated its ending balance into four categories: State Required 5% Minimum Reserve, Revenue Shortfall Contingency Reserve, Budget Carryover, and Unallocated.
Budget Carryover
As a part of the current Budget Allocation Model, funds designated for Budget Carryover are currently limited to 1% of the prior year budget. Because of the uncertainty of the state fiscal condition and the expected magnitude of the FY13 budget shortfall following the significant reductions in the prior three years, the sites will be allowed to carryover (into FY13) up to 2% of their prior year budget if those funds are available at the end of this year (FY12). The limitation of 1% will be reinstated in subsequent years, perhaps through a recommendation of phase-in.

State Required 5% Minimum Reserve
In accordance with the State Chancellor’s Office Accounting Advisory FS 05-05: Monitoring and Assessment of Fiscal Condition, the State Chancellor’s Office requires a minimum prudent unrestricted general fund balance of 5%. To ensure the District does not drop below this minimum requirement, the Board authorizes the segregation of this amount in a reserve designated for that purpose.

The Revenue Shortfall Contingency Reserve
This reserve is designated to cover any mid-year reductions (including, but not limited to, statewide property tax shortfall, enrollment fee shortfall, general statewide deficit, mid-year “triggers”, etc.), thus negating the need for mid-year reduction in operating budgets. This reserve was exhausted in FY12 due to trigger cuts, enrollment fee and property tax shortfalls, etc. The District faces these same potential mid-year revenue reductions in FY13; at a minimum, our remaining trigger cut exposure is $4.8 million. We recommend the Board authorize the segregation of $6 million (an increase of $1 million from the prior year) to be transferred from the unallocated reserves to replenish the Revenue Shortfall Contingency Reserve for FY13 in order to cover any trigger cut exposure as well as any enrollment fee and property tax shortfall.

Unallocated Ending Balance
Unallocated ending balance is the remaining balance that has not been designated for the other three reserves or uses. This balance is maintained in large part to augment cash to handle the significant cash flow requirements of the District as the State continues to delay our payments of millions of dollars in state apportionment (deferrals). The Unallocated balance would also be used to cover any mid-year budget reductions beyond what has been designated in the Revenue Shortfall Contingency Reserve, and for any other unanticipated/unbudgeted expenditures approved by the Board.

DCAS recommends that the Tentative Budget be built utilizing $2 million contingency against the failure of the tax initiatives. DCAS also recommends if, upon passage of the State budget, the District’s projected revenue shortfall for general fund-unrestricted is greater than that assumed in the Tentative Budget; the Board authorize the use of additional unallocated reserves. Any reserves used to mitigate the impact of the reductions in FY13 will provide a temporary solution and will need to be addressed in FY14. The use of reserves allows for a one-year transition in order to develop more permanent and well-planned solutions beyond that already included in the FY13 budget plan.
The balance of these Unallocated Reserves may be needed in subsequent years as current projections include the continuing decline of state revenue due to the uncertainty of the Community Colleges’ share of Proposition 98, the under-funded growth rates, continuing property tax and enrollment fee shortfalls, uncertain prospect of tax increases, and the State’s failure to yet identify a permanent solution to the overall statewide budget structural deficit, which could result in additional, subsequent year budget reductions.

Compliance

Budgeted expenditures will reflect compliance with all existing collective bargaining agreements, external requirements, laws, including the Education Code, Title 5 regulations, Full Time Faculty Obligation Numbers, the 50% law, and financial accounting standards (such as GASB, including post retirement health benefit costs), etc.

Allocation

The allocation of resources will be in accordance with the Budget Allocation Model approved by the Board in May 2007 and modified on March 10, 2009.

Timeline

The Tentative Budget will be presented to the Board for approval in June 2012 with the Adoption Budget planned for presentation to the Board for approval in September 2012.
2012-2013

ADOPTION BUDGET

BUDGET NARRATIVE
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
ADOPTION BUDGET NARRATIVE
Fiscal Year 2012-2013 (FY 13)

PURPOSE
Title 5, California Code of Regulations (CCR), Section 58305 requires the District to adopt a budget on or before the first day of July. A Tentative Budget, which served as authorization for the District to incur expenses and issue checks in the new fiscal year, was approved by the Board on June 19, 2012. The Adoption Budget is an update to the Tentative Budget, reflects the Governor’s signed State Budget, and must be adopted by the Board no later than September 15.

BACKGROUND

State of California
When the Governor released his Initial Budget Proposal in January, the State of California was facing an estimated $9.2 billion budget shortfall for FY 2012-13. As a part of his May Revise, the Governor updated his estimate of the shortfall to be $15.7 billion. For the second year in a row the State enacted an on-time budget, however, this year’s budget (similar to last year’s) includes built-in contingencies. The approved budget (AB 1464) enacts spending reductions totaling $8.1 billion, assumes approximately $6 billion in new revenues through voter approval of Proposition 30 (Prop 30), and $2.5 billion in other solutions (e.g., fund transfers, loan repayment delays, etc.). Similar to the prior year, the approved budget includes significant midyear “trigger” reductions ($6 billion - the majority [$5.4 billion] of which is in education) if Prop 30 fails.
For the California Community College System, the approved budget contains two very different budget scenarios. The results of the November tax measures will determine which scenario prevails. Assuming passage of Prop 30, the approved budget would augment base funding for the California Community Colleges by $210 million. Of this increase, $159.9 million is targeted toward reducing the State’s “wall of debt” and buying back a portion of the $961 million in total year-over-year deferrals that have been assigned to the System, while $50 million is restoration funding to help restore some of the funded full-time equivalent students (FTES) lost in recent years. The budget does not include a cost of living adjustment (COLA) and no additional increase in student fees. Unlike other segments of California’s higher education, community colleges do not have the constitutional authority to assess tuition. Student fees are determined by the Legislature as a part of the budget, rather than by the system or local college district, and the fees are then used by the State to offset the funding of community colleges. Fees were increased to $46/unit effective with summer 2012, and remain at that rate.

If Prop 30 is rejected by the voters in November, a total of $6 billion in reductions would be enacted; the Community College System portion of that reduction is $338.6 million and a 7.3% reduction in funded FTES.

Based on the polling information currently available and the fact that there is a competing tax measure, the passage of the tax increases in Prop 30 necessary to sustain our revenue base is not assured. Therefore, the impact of the mid-year budget reduction (triggers) must be planned.

**Ventura County Community College District**

The District is currently projecting that revenue from the State will increase by approximately $1 million in FY13 if Prop 30 passes, but will decrease by nearly $8 million if the initiative fails. Over the past three years, the District has suffered revenue reductions totaling over $16 million. These reductions are in addition to increased costs without the relief of state-funded COLA. The impact of this magnitude of reductions in State funding to the community colleges is that colleges have been forced to reassess the programs and services we can deliver and the number of classes we can offer.
VCCCD can no longer provide all the services previously offered; however, we will continue to focus on the delivery of quality education and core services.

**Because of the uncertainty regarding the passage of Proposition 30, the budget was developed assuming that the mid-year triggers will occur and includes a combination of a reduction in expenditures and commitment of reserves.** The Adoption Budget provides a responsible allocation plan and is designed to allow the colleges to fund priorities and plans for FY 2012-13 and to ensure fiscal stability and sustainability of the District during these times of serious uncertainty and decline in statewide funding. In developing this budget, the first priority was to allocate resources sufficient to maintain those functions that support the mission of the District and colleges in providing high quality instructional services.

The District began the FY13 budget process with an identified budget gap of approximately $6 million dollars prior to any budget-year action by the State. In addition, because of the potential failure of Prop 30, it is possible that “trigger” reductions will be implemented again in the FY13 - an estimated midyear reduction in revenue to the District of approximately $8 million.

Expenditure budgets were built to eliminate a budget gap of approximately $8 million: approximately $3 million carried forward from the FY12 deficit budget and triggers; approximately $3 million attributed to inflationary costs; and an additional $2 million as a contingency to partially protect the District in the event of the failure of Prop 30.

**Developing the budget in this manner will leave an additional $6 million in potential revenue exposure (triggers) should Prop 30 fail.** The Board authorizes the use of reserves in FY13 should the mid-year triggers be implemented and revenue to the District reduced. Any use of reserves—both as part of the Board-approved budget and any unanticipated mid-year reductions—will result in the need for further reductions in the subsequent year (FY 14).
REVENUE and ENROLLMENT MANAGEMENT

The District’s general revenue represents the combination of state and local revenues, the majority of which must be earned through the generation of full-time equivalent student enrollment (FTES).

As a result of declining revenue over the past several years, the number of students (FTES) for which the District is funded has also been declining considerably. Although the District has decreased the number of students we serve, we continue to serve a significant number for which we do not receive funding. The budgets (and class offerings) for FY12 were built with the intent of reducing that number of unfunded students. Because the mid-year trigger reduction in funding was matched with an additional reduction in funded FTES, the District ended FY12 with 1,960 unfunded FTES. In FY13, the budget includes additional reductions in FTES toward the funded cap. The District goal is to reduce the unfunded FTES to 500, approximately 2% of the District’s total FTES, without consideration of potential triggers in FY13. Those triggers, should they occur, would increase the unfunded FTES to over 2200, which would be addressed in FY14.

EXPENDITURES

Expenditures were developed to be sustainable within the projected reduction in state revenue. Expenditure budgets were built assuming there will be no mid-year reductions in operating budgets. Any mid-year reductions in revenue will be covered, as noted earlier, by the use of reserves.

Salary and Benefit Costs

The Adoption Budget reflects no general salary increases. The budget includes contractual step and column increases. The District Anthem Blue Cross health plan premiums for faculty increased by 19%. This increase is paid by the District and is included in the budget. Premium rates for the Administrator (managers), Supervisor, Confidential, and Classified group (ASCC) increased by 3%, resulting in a monthly employee contribution for employees in that group. The District has a maximum funding cap for the ASCC employees, which is included in the budget; cost above that is paid by the employee. Health Net and Kaiser increased significantly above their funding cap
levels, necessitating monthly employee contributions for employees (other than faculty) enrolled in these programs.

Retiree Health Liability
Based on the requirements of GASB 45, an actuarial study for post-retirement benefits was performed in December 2010, estimating the amount that should be accumulated under the requirements of GASB 45. The District’s long-term liability as of that time was estimated at approximately $147 million. Actuarial studies are performed every two years. In order to reduce the overall cost to the District, in FY11 the District established an irrevocable trust fund for the partial funding of that liability. An updated actuarial study will be prepared in December 2012.

In the Adoption Budget, the expenditure for post-retirement benefits is projected to be approximately $11.3 million for all funds. Premiums for retirees are paid directly from the Retiree Health Benefits fund and are estimated at $10 million. The difference between the two amounts will be transferred to the irrevocable trust to help mitigate our long-term liability. As a means of accruing the annual required contribution (ARC), the District assesses, as an employer expense, a benefit rate of 17% on average. The rates range from 7% to 20%, depending on employee type and funding source. These fringe benefit rates are assessed to all eligible employees’ salaries in all funds, including categorical, grants and contracts, auxiliary services, etc.

INFRASTRUCTURE
Over the past several years the State has eliminated categorical funding for such items as Scheduled Maintenance, Instructional Equipment/Library Materials (IELM), Telecommunications and Technology Infrastructure Program (TTIP) funding for libraries while the receipt of restricted lottery funds has also significantly decreased. When these categorical funding sources were provided by the State, the District eliminated the majority of General Fund support for those items and transferred their costs to the categorical funds. The cost of these items remains and is growing even though the previous funding sources have been eliminated.
As these costs are on-going, the significant decrease in revenue and increase in costs resulted in a significant structural deficit that needed to be addressed. Maintaining these items are central to the core mission of the colleges and the District and addressing the total cost of ownership (TCO) is a requirement of Accreditation as well as a prudent business practice.

In March 2012, the Board approved an infrastructure funding plan and allocation model to provide foundational funding for these critical needs. A separate sub-fund (General Fund – Unrestricted Designated – Infrastructure) has been established to account for this redistribution of resources and the associated expenditures. As part of DCAS’s annual review, the implementation strategies of the Infrastructure Funding Model will be reviewed in a parallel process similar to that of the Budget Allocation Model review.

**GENERAL FUND**
The General Fund is the principal operating fund of the District. All revenues and expenditures not required by statutory law to be accounted for in a different fund are budgeted and accounted for in the General Fund. Four sub-funds exist within the General Fund, which are briefly described as follows:

- **General Fund – Unrestricted (111):** Represents revenues and expenditures that support most educational programs and services throughout the district, including instruction, student services, maintenance and operations, administration, and so forth.

- **General Fund - Unrestricted – Designated (114):** Represents revenues and expenditures associated with contract education, entrepreneurial programs, civic center, and other activities which are initiated by the colleges and are intended to be self-supporting. This sub-fund is reported to the State as a part of the General Fund – Unrestricted.

- **General Fund – Unrestricted Designated- Infrastructure (113):** Represents revenues and transfers that have been specifically designated by the Board to be used for infrastructure needs including: Scheduled
Maintenance and Capital Furniture (including classroom, faculty and administration); Library Materials and Databases; Instructional and Non-instructional Equipment; and Technology Refresh and Replacement (hardware and software). This sub-fund is reported to the State as a part of the General Fund – Unrestricted.

- **General Fund – Restricted (12X):** Represents revenues and expenditures supporting educational services whose resources are restricted by law, regulation, grant terms and conditions, categorical funding agencies, or other externally-imposed restrictions. This sub-fund is reported to the State as a part of the Total General Fund.

**GENERAL FUND – UNRESTRICTED (111)**

The VCCCD budget development process emphasizes the building of the General Fund-Unrestricted (111) budget, since this is the budget that most heavily impacts ongoing college and district operations. The Adoption Budget reflects an overall decrease in revenues from the 2011-12 Adoption Budget of $2.7 million.

The Budget Allocation Model, which is reviewed each year by DCAS, was utilized for the purpose of allocating resources to the various operational units within the District.

**Budget Allocation Model**

The Budget Allocation Model was adopted by the Board in May 2007, and modified in March 2009 and March of 2012. The model is reviewed annually by DCAS in accordance with the commitment to regularly review the model components to ensure a more sustainable model that incorporates variables that are meaningful, readily defined, easily measured, and consistently reported. Each college has a separate process by which it allocates the resources received through the model.
Reserves
The District has designated its ending balance into four categories: State Required 5% Minimum Reserve; Revenue Shortfall Contingency Reserve; Unallocated Reserves; and Budget Carryover.

State Required 5% Minimum
In accordance the State Chancellor’s Office Accounting Advisory FS 05-05: Monitoring and Assessment of Fiscal Condition, the State Chancellor’s Office requires a minimum prudent unrestricted general fund balance of 5 percent. To ensure the District does not drop below this minimum requirement, the amount is segregated in a reserve designated for that purpose.

Revenue Shortfall Contingency
The Revenue Shortfall Contingency Reserve is designated by the Board to cover any mid-year reductions (including, but not limited to, statewide property tax shortfall, enrollment fee shortfall, and general statewide deficit), thus negating the need for mid-year reductions in site operating budgets.

Budget Carryover
As a part of the current Budget Allocation Model, funds designated for Budget Carryover are currently limited to 1% of the prior year adopted budget.

Because of the uncertainty of the state fiscal condition and the expected magnitude of the FY13 statewide budget shortfall, following the significant reductions in FY11 and FY12, the four budget sites were allowed to carryover up to 2% of their prior year adopted budget if those funds are unexpended in FY12. Unless changed, this amount will return to a 1% limitation for development of the FY14 budget.

Unallocated Reserves
Unallocated Reserves is the remaining ending balance that has not been designated for the other three uses. This balance has been maintained to allow for gradual adjustment to the significant reductions in revenue and, along with other cash reserves, to handle
the significant cash flow requirements as the State continues to defer millions of dollars in state apportionment and other cash payments to the districts.

The Unallocated Reserve would also be used to avoid budget reductions beyond the provided for in the Adoption Budget for FY13. This reserve may also be allocated to cover any other unanticipated expenditures approved by the Board.

It is expected that the balance of these Unallocated Reserves will be needed in subsequent years because of the uncertainty of funding for community colleges, including the hesitancy of the voters regarding tax increases, the community colleges’ varying share of Proposition 98 funds, the under-funded growth rates, continuing property tax and enrollment fee shortfalls, and the State’s failure to fully identify a permanent solution to the overall statewide budget structural deficit.

**Any use of reserves – both as part of the Board-approved budget and any mid-year reductions – will result in subsequent reductions in FY 14.**

**GENERAL FUND – UNRESTRICTED DESIGNATED- INFRASTRUCTURE (113)**

New to the budget this year, this sub-fund was created to account for the recently Board-approved Infrastructure Funding Model to help address the total cost of ownership (TCO) and growing structural deficits in specific infrastructure categories. As specified in the funding plan and model approved by the Board, resources were re-allocated from the General Fund – Unrestricted. In the first year, the proposed transition/phase-in plan for re-allocation provided for the transfer of any variance between prior year budget and actual in specific revenue and expenditure categories to this Infrastructure Funding sub-fund. The variance in GF- unrestricted (111) revenue and expense categories in FY12 was transferred to this sub-fund (113) rather than to GF – Unrestricted reserves. In FY13, those funds were distributed to the colleges utilizing the Infrastructure Funding Model. Funds may be accumulated from year-to-year to address the infrastructure needs.
GENERAL FUND – RESTRICTED (12X)

Major programs accounted for in this fund include state categorical programs such as EOPS (Extended Opportunity Programs and Services), DSP&S (Disabled Students Programs and Services), CalWORKS (California Work Opportunities and Responsibility to Kids), Economic and Workforce Development programs, as well as Perkins IV (VTEA/Vocational and Technical Education Act) federal grants, Restricted Lottery (Proposition 20) funds, Nursing Education grants, and Title V (HSI, STEM) federal grants.

The Governor's proposal to consolidate funding for essentially all categorical programs into one "flex item" was rejected by the Legislature and was not part of the State Adopted Budget.

The FY 2012-13 Adoption Budgets for student services programs have been developed within the existing individual categorical programs based on a projected 5% cut from the prior year level. This is consistent with prior years' Budget Assumptions and is also comparable to the 95% funding guarantee that many student services categorical programs were accorded in past years, given that the final allocations for most student services programs are not finalized until after the Governor signs the state budget and the State Chancellor's Office allocates funds to the districts based on MIS data that is submitted during the first quarter of the fiscal year.

The administrative relief measures, provided three years ago by the State Chancellor's Office in response to the substantial and still un-restored cuts to categorical programs of 40% to assist in administering various programs such as EOPS and DSP&S, remain in effect during FY 2012-13.
HEALTH SERVICES FUND
This restricted fund accounts for the revenues and expenditures related to the operation of the colleges’ Student Health Centers. The primary resources historically have been Student Health Fees and State Mandated Cost reimbursements. In 2010-11, after several years of receiving no state mandated reimbursements, our three college Student Health Centers received a combined approx $1,000,000 in reimbursements. The remaining mandated cost reimbursements, however, have continued to be deferred to a future fiscal period, even though the centers are still required to provide the same level of service as was provided in prior years.

The approved State budget contains a new mandates block grant. This block grant will distribute $28 per funded FTES to cover all compliance costs incurred during the 2012-13 fiscal year, including those associated with Student Health Centers. Otherwise, districts may go through the normal claiming process for reimbursement for each of the qualifying areas.

PARKING SERVICES FUND
This fund accounts for parking revenues (fees and fines) and expenditures associated with parking (including District police services), safety, and transportation. The College-wide Parking Lot Maintenance program supports repairs and renovations of parking areas district-wide. The Adoption Budget includes $629,271 of General Fund-Unrestricted (Districtwide Services) support towards the cost of providing police services at all sites in addition to that supported by parking revenues. Police services have been reduced significantly (e.g., no longer providing 24/7 coverage) to focus coverage on when student, faculty and staff are on-campus.

CHILD CARE CENTER FUND
This fund accounts for all revenues and expenditures related to the operation of the colleges’ Child Care Centers. The Child Development Centers receive grant funding as a supplemental source of funding from the State of California in addition to client enrollment fees. With cuts to the state grant funding over the past two years and the need to maintain competitive child care rates, the Child Development Centers have
operated close to or in deficit. These auxiliary operations are being modified as needed to maintain expenditures within revenue.

**PROPRIETARY (ENTERPRISE) FUNDS (Bookstore/Food Service)**
The enterprise funds account for business operations financed and managed similar to private enterprise and considered to be self-supporting. These funds consist of a separate Bookstore Fund and Food Service Fund to account for the revenues, expenses, and profits and/or losses at each college.

**Bookstore**
The District operates bookstores at all three campuses. The textbook industry has been rapidly changing, offering many alternatives to students. The availability to purchase textbooks online, receive digital delivery of materials, and the ability to rent textbooks provides students greater flexibility, resulting in declining bookstores' sales. Overall sales and gross profit at each of the stores have decreased significantly over the past three years and additional declines are expected. The bookstores remain profitable, allowing support of other college activities and self-supporting of capital needs. Changes have been made to the operations to reduce operational costs in 2012-13 to ensure a minimal profit. The Adoption Budget reflects these changes.

**Food Service**
After many years of operating losses, in March 2012 the Board took action to support the closure of the cafeterias. The colleges have expanded vending operations to include both hot and cold food and close the food preparation portion of the cafeteria service. The dining areas will remain open for student use.

**CRM (Culinary and Restaurant Management)**
At Oxnard College, the CRM (Culinary and Restaurant Management) program will provide some food service during lunch period as an outlet of their CRM instructional lab. Oxnard College made the transition between a full service cafeteria and a CRM outlet in January 2012.
INTERNAL SERVICES FUND
The Self-Insurance Fund provides funding for the level of risk retention held by the District. This fund is used to reimburse individuals or other entities for claims against the District up to our deductible levels ($25,000/$50,000) and for some settlement costs.

The Workload Balancing Fund is used to account for non-contract assignment pay that has been deferred (“banked”) to a subsequent semester or academic year by full-time faculty members. As faculty use their load “banked” hours, a transfer is made to the General Fund as a partial offset to the salary costs of the faculty member while on leave. The current liability in this account is approximately $930,000 and is fully funded.

The Retiree Health Benefits Fund is the accrual for the funding of GASB 45 as presented previously. All current retiree health benefits are paid out of this fund. The net difference between the annual required contribution expense (ARC) and the current retiree health premiums is periodically remitted to the District's irrevocable trust.

STUDENT FINANCIAL AID FUND
This fund accounts for the receipt and disbursement of government-funded student financial assistance programs. The major federally funded programs include Pell Grants, SEOG (Supplemental Educational Opportunity Grants), and Direct Loans. The major state-funded programs include EOPS (Educational Opportunity Programs and Services) Grants and Cal Grants. College Work-Study program costs, as well as all expenses incurred in the administration of all student financial assistance programs, are recorded in the General Fund.

CAPITAL PROJECTS FUND
This fund accounts for the financial resources used in the acquisition and/or construction of major capital outlay projects. Project elements may include site improvements including parking lots, walkways and monument signs, building renovations, new construction, scheduled maintenance projects, hazardous substance abatement projects, and fixed assets, and may be funded from a combination of state capital outlay funds, local funds, redevelopment agency funds, nonresident student capital outlay surcharges, and General Obligation (GO) bonds (Measure S).
COMPLIANCE

The Adoption Budget reflects all compliance with external standards, such as GASB, post retirement health, Ed Code, Title 5 regulations, Full Time Faculty Obligation, the 50% law, etc.

RECOMMENDATION

The Adoption Budget, as presented, was reviewed by the District’s participatory governance council (DCAS) at its August 23, 2012 meeting, and the August 30, 2012 Audit & Budget Committee and is recommended for approval by the Board.
### SUMMARY OF BUDGET RESOURCES BY FUND

<table>
<thead>
<tr>
<th>Fund</th>
<th>2012-13 BUDGET**</th>
<th>PERCENT OF TOTAL BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Fund - Unrestricted</td>
<td>150,075,673</td>
<td>54.6%</td>
</tr>
<tr>
<td>General Fund - Unrestricted Designated</td>
<td>8,232,340</td>
<td>3.0%</td>
</tr>
<tr>
<td>General Fund - Restricted</td>
<td>16,615,968</td>
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</tr>
<tr>
<td>Health Services Fund</td>
<td>6,317,731</td>
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</tr>
<tr>
<td>Parking Services Fund</td>
<td>3,129,166</td>
<td>1.1%</td>
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<tr>
<td>Special Revenue Fund (CRM)</td>
<td>173,294</td>
<td>0.1%</td>
</tr>
<tr>
<td>Child Care Center Fund</td>
<td>1,504,858</td>
<td>0.5%</td>
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<tr>
<td>Bookstore Fund</td>
<td>12,825,915</td>
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<tr>
<td>Food Service Fund</td>
<td>615,275</td>
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<td>Internal Services Fund</td>
<td>3,052,031</td>
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<tr>
<td>Financial Aid Fund</td>
<td>50,031,304</td>
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<tr>
<td>Capital Projects Fund</td>
<td>22,485,426</td>
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<tr>
<td><strong>Total All Funds</strong></td>
<td>275,058,981</td>
<td>100%</td>
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</table>

* Does not include budgeted GO Bonds (Measure S) of $64,416,927.

** Change of methodology. Resources include fund/ending balance.
2012-2013

ADOPTION BUDGET

GENERAL FUND – UNRESTRICTED
2012-2013

ADOPTION BUDGET

REVENUE PROJECTIONS
# VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
## GENERAL FUND - UNRESTRICTED (Fund 111)
### REVENUE PROJECTIONS - FY13

<table>
<thead>
<tr>
<th>ACCOUNT DESCRIPTION</th>
<th>RATE</th>
<th>2011-12 Adoption</th>
<th>2012-13 Adoption</th>
<th>Change FY12 Actual</th>
<th>VS FY13 Adoption</th>
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<tr>
<td><strong>BASIC ALLOCATION</strong></td>
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<tr>
<td>FY12=</td>
<td>2</td>
<td>$3,875,136</td>
<td>7,750,272</td>
<td>7,750,272</td>
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<tr>
<td>FY13=</td>
<td>2</td>
<td>$3,875,136</td>
<td>7,750,272</td>
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<tr>
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<td>1</td>
<td>$3,321,545</td>
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<tr>
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<td>1</td>
<td>$3,321,545</td>
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<tr>
<td><strong>CREDIT FTES</strong></td>
<td></td>
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<tr>
<td>FY12=</td>
<td>26,023 FTES</td>
<td>$4,565</td>
<td>119,062,370</td>
<td>118,788,590</td>
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<td>FY13=</td>
<td>24,033 FTES</td>
<td>$4,565</td>
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<td>109,706,880</td>
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<tr>
<td><strong>NON CREDIT FTES</strong></td>
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<td></td>
</tr>
<tr>
<td>FY12=</td>
<td>507 FTES</td>
<td>$2,745</td>
<td>1,135,918</td>
<td>1,392,819</td>
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<tr>
<td>FY13=</td>
<td>469 FTES</td>
<td>$2,745</td>
<td></td>
<td>1,286,333</td>
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</tr>
<tr>
<td><strong>WORKLOAD REDUCTION From FY12</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CREDIT</td>
<td>(1,989) FTES</td>
<td>$4,565</td>
<td>(7,500,000)</td>
<td>(9,081,710)</td>
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<tr>
<td>NON CREDIT</td>
<td>(39) FTES</td>
<td>$2,745</td>
<td></td>
<td>(106,485)</td>
<td></td>
</tr>
</tbody>
</table>

**TOTAL GENERAL APPORTIONMENT**

|                  | 123,770,106 | 122,065,031 | 122,065,031 | (0) |

**CURRENT YEAR ADJUSTMENT (Deficit)**
- (2,867,846)

**PRIOR YEAR ADJUSTMENT (Recalc)**
- (255,205)

**TIER I Adjustment**
- (87,705)

**PT FACULTY EQUITY COMP (Categorical Funds)**
556,000
556,000

**ENROLL FEE WAIVERS (2%)**
139,000
139,000

**LOTTERY PROCEEDS**
3,147,000
3,147,000

**LOTTERY PROCEEDS PRIOR YEAR**
- 63,335

**PT FACULTY OFFICE HOURS**
- 8,293

**PT FACULTY HEALTH INS**
- 6,894

**INTEREST INCOME**
700,000
468,041
460,000

**ENROLL FEES - LOC SH (2%)**
205,000
227,536
205,000

**NONRES TUITION - INTL**
610,000
620,779
631,000
10,221

**NONRES TUITION - DOM**
1,070,000
1,102,100
1,095,000

**OTHER LOCAL REVENUE**
241,780
209,716
128,000

**TOTAL OTHER REVENUE**
6,668,780
4,116,970
5,657,530
(1,011,250)

**TOTAL GENERAL FUND UNRESTRICTED REV**
130,438,886
126,182,001
127,722,561
(2,716,325)

---

**FTES:**
- FY12 = 24,502 projected funded, 26,463 actual; 1,961 unfunded
- FY13 = 24,502 projected funded

**Contingency for FY13 Triggers**
(2,000,000)

**Eliminate FY12 use of reserves**
(551,463)

**Total Resource decline**
(5,267,788)

---

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08.31.12 Consultation Council
2012-2013
ADOPTION BUDGET

BUDGET ALLOCATION
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
FY13 ADOPTION BUDGET ALLOCATION

<table>
<thead>
<tr>
<th>FY13 Projected Revenue</th>
<th>Adoption</th>
</tr>
</thead>
<tbody>
<tr>
<td>$127,722,561</td>
<td></td>
</tr>
<tr>
<td>less: FY13 Trigger Contingency</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Adjusted Revenue</td>
<td>$125,722,561</td>
</tr>
<tr>
<td>Less:District-wide</td>
<td>($6,231,971)</td>
</tr>
<tr>
<td>Less:Utilities</td>
<td>($3,865,000)</td>
</tr>
<tr>
<td>Less: District Office (6.64% revenue)</td>
<td>($8,347,978)</td>
</tr>
<tr>
<td>Available for Distribution</td>
<td>$107,277,612</td>
</tr>
</tbody>
</table>

### Class Schedule Delivery Allocation

<table>
<thead>
<tr>
<th></th>
<th>Moorpark</th>
<th>Oxnard</th>
<th>Ventura</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FTES (FY12 actual, includes NonResident)</td>
<td>11,576</td>
<td>4,710</td>
<td>10,610</td>
<td>26,896</td>
</tr>
<tr>
<td>WSCH</td>
<td>173,640</td>
<td>70,650</td>
<td>159,150</td>
<td></td>
</tr>
<tr>
<td>Productivity Factor</td>
<td>559</td>
<td>545</td>
<td>541</td>
<td></td>
</tr>
<tr>
<td>FTEF</td>
<td>311</td>
<td>130</td>
<td>294</td>
<td></td>
</tr>
<tr>
<td>FTEF adjustment</td>
<td>9</td>
<td>8</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>less: Full Time positions (FTEF)</td>
<td>137</td>
<td>70</td>
<td>113</td>
<td>$41,360,372</td>
</tr>
<tr>
<td>=Hourly FTEF</td>
<td>8,918,634</td>
<td>3,298,383</td>
<td>9,175,104</td>
<td>$21,392,121</td>
</tr>
<tr>
<td>Total Class Schedule Delivery Allocation</td>
<td>$26,605,122</td>
<td>$12,627,863</td>
<td>$23,519,508</td>
<td>$62,752,493</td>
</tr>
</tbody>
</table>

### Base Allocation

<table>
<thead>
<tr>
<th></th>
<th>Moorpark</th>
<th>Oxnard</th>
<th>Ventura</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$5,363,881</td>
<td>$5,363,881</td>
<td>$5,363,881</td>
<td>16,091,642</td>
<td>15.0%</td>
</tr>
</tbody>
</table>

\[ FTES (FY12 funded, includes workload reduction) \]

<table>
<thead>
<tr>
<th></th>
<th>Moorpark</th>
<th>Oxnard</th>
<th>Ventura</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>10,857</td>
<td>4,355</td>
<td>9,290</td>
<td>24,502</td>
<td></td>
</tr>
</tbody>
</table>

### FTES Allocation

<table>
<thead>
<tr>
<th></th>
<th>Moorpark</th>
<th>Oxnard</th>
<th>Ventura</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$12,598,827</td>
<td>$5,053,521</td>
<td>$10,781,128</td>
<td>28,433,477</td>
<td>26.5%</td>
</tr>
</tbody>
</table>

### Total Allocation FY13

<table>
<thead>
<tr>
<th></th>
<th>Moorpark</th>
<th>Oxnard</th>
<th>Ventura</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$44,567,830</td>
<td>$23,045,265</td>
<td>$39,664,517</td>
<td>$107,277,612</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

### Campus FY12 Carryover

<table>
<thead>
<tr>
<th></th>
<th>Moorpark</th>
<th>Oxnard</th>
<th>Ventura</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$944,725</td>
<td>$490,656</td>
<td>$849,768</td>
<td>$2,285,149</td>
<td></td>
</tr>
</tbody>
</table>

### FY13 Adoption Budget Allocation

<table>
<thead>
<tr>
<th></th>
<th>Moorpark</th>
<th>Oxnard</th>
<th>Ventura</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$45,512,555</td>
<td>$23,535,921</td>
<td>$40,514,285</td>
<td>$109,562,761</td>
<td></td>
</tr>
</tbody>
</table>
### 2012-2013 Adoption Budget

<table>
<thead>
<tr>
<th></th>
<th>2011-12 ADOPTION BUDGET</th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 BUDGET*</th>
</tr>
</thead>
<tbody>
<tr>
<td>MOORPARK</td>
<td>47,236,244</td>
<td>46,291,518</td>
<td>45,512,555</td>
</tr>
<tr>
<td>OXNARD</td>
<td>24,532,800</td>
<td>24,042,144</td>
<td>23,535,921</td>
</tr>
<tr>
<td>VENTURA</td>
<td>42,488,379</td>
<td>41,638,611</td>
<td>40,514,285</td>
</tr>
<tr>
<td>DISTRICT ADM CENTER</td>
<td>8,873,943</td>
<td>8,724,332</td>
<td>8,497,589</td>
</tr>
<tr>
<td>DISTRICTWIDE SVCS</td>
<td>6,083,637</td>
<td>6,538,529</td>
<td>6,231,971</td>
</tr>
<tr>
<td>UTILITIES</td>
<td>4,325,413</td>
<td>4,325,413</td>
<td>3,865,000</td>
</tr>
<tr>
<td>TOTAL EXPENSES</td>
<td>133,540,416</td>
<td>131,560,547</td>
<td>128,157,322</td>
</tr>
</tbody>
</table>

* Includes site carryover funds.
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT  
2012-2013 ADOPTION BUDGET  
COMPARATIVE BUDGET SUMMARY  
GENERAL FUND - UNRESTRICTED

**ALL LOCATIONS**

<table>
<thead>
<tr>
<th></th>
<th>2011-12 ADOPTION BUDGET</th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 BUDGET*</th>
<th>PERCENT OF TOTAL BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000 FACULTY SALARIES</td>
<td>53,483,271</td>
<td>53,292,636</td>
<td>50,207,705</td>
<td>39.2%</td>
</tr>
<tr>
<td>2000 MANAGEMENT SALARIES</td>
<td>5,948,764</td>
<td>5,871,959</td>
<td>5,776,046</td>
<td>4.5%</td>
</tr>
<tr>
<td>2000 CLASSIFIED SALARIES</td>
<td>22,219,749</td>
<td>21,012,573</td>
<td>20,341,505</td>
<td>15.9%</td>
</tr>
<tr>
<td>3000 EMPLOYEE BENEFITS</td>
<td>32,954,308</td>
<td>32,263,764</td>
<td>33,449,464</td>
<td>26.1%</td>
</tr>
</tbody>
</table>

**SALARY & BENEFIT SUBTOTAL**  
114,606,092  
112,440,932  
109,774,720  
85.7%   

<table>
<thead>
<tr>
<th></th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 BUDGET*</th>
</tr>
</thead>
<tbody>
<tr>
<td>4000 SUPPLIES &amp; MATERIALS</td>
<td>2,210,207</td>
<td>2,086,303</td>
</tr>
<tr>
<td>5000 OPERATING EXP</td>
<td>13,090,673</td>
<td>13,128,389</td>
</tr>
<tr>
<td>6000 CAPITAL OUTLAY</td>
<td>633,156</td>
<td>438,489</td>
</tr>
<tr>
<td>7000 TRANSFERS</td>
<td>1,930,770</td>
<td>1,113,971</td>
</tr>
<tr>
<td>7999 CONTINGENCY</td>
<td>1,069,518</td>
<td>1,615,451</td>
</tr>
</tbody>
</table>

**DIRECT EXPENDITURE SUBTOTAL**  
18,934,324  
19,119,615  
18,382,602  
14.3%   

**TOTAL BUDGETED EXPENDITURES**  
133,540,416  
131,560,547  
128,157,322  
100.0%   

* Includes site carryover funds.
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT  
2012-2013 ADOPTION BUDGET  
COMPARATIVE BUDGET SUMMARY  
GENERAL FUND - UNRESTRICTED

**MOORPARK COLLEGE**

<table>
<thead>
<tr>
<th></th>
<th>2011-12 ADOPTION BUDGET</th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 BUDGET*</th>
<th>PERCENT OF TOTAL BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000 FACULTY SALARIES</td>
<td>22,497,895</td>
<td>22,498,921</td>
<td>21,098,034</td>
<td>46.4%</td>
</tr>
<tr>
<td>2000 MANAGEMENT SALARIES</td>
<td>1,518,480</td>
<td>1,410,911</td>
<td>1,552,147</td>
<td>3.4%</td>
</tr>
<tr>
<td>2000 CLASSIFIED SALARIES</td>
<td>7,235,265</td>
<td>6,703,103</td>
<td>6,510,577</td>
<td>14.3%</td>
</tr>
<tr>
<td>3000 EMPLOYEE BENEFITS</td>
<td>12,218,476</td>
<td>11,927,547</td>
<td>12,518,122</td>
<td>27.5%</td>
</tr>
<tr>
<td><strong>SALARY &amp; BENEFIT SUBTOTAL</strong></td>
<td>43,470,116</td>
<td>42,540,482</td>
<td>41,678,881</td>
<td>91.6%</td>
</tr>
<tr>
<td>4000 SUPPLIES &amp; MATERIALS</td>
<td>1,033,696</td>
<td>882,469</td>
<td>923,384</td>
<td>2.0%</td>
</tr>
<tr>
<td>5000 OPERATING EXP</td>
<td>1,947,101</td>
<td>1,528,921</td>
<td>1,792,410</td>
<td>3.9%</td>
</tr>
<tr>
<td>6000 CAPITAL OUTLAY</td>
<td>411,190</td>
<td>378,798</td>
<td>307,628</td>
<td>0.7%</td>
</tr>
<tr>
<td>7000 TRANSFERS</td>
<td>(130,000)</td>
<td>960,848</td>
<td>(100,000)</td>
<td>-0.2%</td>
</tr>
<tr>
<td>7999 CONTINGENCY</td>
<td>504,141</td>
<td>-</td>
<td>910,251</td>
<td>2.0%</td>
</tr>
<tr>
<td><strong>DIRECT EXPENDITURE SUBTOTAL</strong></td>
<td>3,766,128</td>
<td>3,751,036</td>
<td>3,833,674</td>
<td>8.4%</td>
</tr>
<tr>
<td><strong>TOTAL BUDGETED EXPENDITURES</strong></td>
<td>47,236,244</td>
<td>46,291,518</td>
<td>45,512,555</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

* Includes site carryover funds.
## Oxnard College

<table>
<thead>
<tr>
<th>Category</th>
<th>2011-12 ADOPTION BUDGET</th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 BUDGET*</th>
<th>PERCENT OF TOTAL BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty Salaries</td>
<td>10,331,386</td>
<td>10,410,131</td>
<td>10,076,983</td>
<td>42.8%</td>
</tr>
<tr>
<td>Management Salaries</td>
<td>1,274,222</td>
<td>1,224,750</td>
<td>1,262,661</td>
<td>5.4%</td>
</tr>
<tr>
<td>Classified Salaries</td>
<td>4,378,989</td>
<td>4,180,358</td>
<td>3,879,787</td>
<td>16.5%</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>6,794,640</td>
<td>6,593,701</td>
<td>6,808,922</td>
<td>28.9%</td>
</tr>
<tr>
<td><strong>Salary &amp; Benefit Subtotal</strong></td>
<td>22,779,237</td>
<td>22,408,939</td>
<td>22,028,353</td>
<td>93.6%</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>494,981</td>
<td>380,127</td>
<td>506,979</td>
<td>2.2%</td>
</tr>
<tr>
<td>Operating Exp</td>
<td>922,879</td>
<td>814,088</td>
<td>923,442</td>
<td>3.9%</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>101,732</td>
<td>76,301</td>
<td>92,625</td>
<td>0.4%</td>
</tr>
<tr>
<td>Transfers</td>
<td>-</td>
<td>362,688</td>
<td>(272,300)</td>
<td>-1.2%</td>
</tr>
<tr>
<td>Contingency</td>
<td>233,971</td>
<td></td>
<td>256,822</td>
<td>1.1%</td>
</tr>
<tr>
<td><strong>Direct Expenditure Subtotal</strong></td>
<td>1,753,563</td>
<td>1,633,205</td>
<td>1,507,568</td>
<td>6.4%</td>
</tr>
<tr>
<td><strong>Total Budgeted Expenditures</strong></td>
<td>24,532,800</td>
<td>24,042,144</td>
<td>23,535,921</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

*Includes site carryover funds.
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT  
2012-2013 ADOPTION BUDGET  
COMPARATIVE BUDGET SUMMARY  
GENERAL FUND - UNRESTRICTED

VENTURA COLLEGE

<table>
<thead>
<tr>
<th>Category</th>
<th>2011-12 ADOPTION BUDGET</th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 BUDGET*</th>
<th>PERCENT OF TOTAL BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000 Faculty Salaries</td>
<td>20,640,207</td>
<td>20,383,584</td>
<td>19,032,687</td>
<td>47.0%</td>
</tr>
<tr>
<td>2000 Management Salaries</td>
<td>1,622,622</td>
<td>1,675,069</td>
<td>1,532,488</td>
<td>3.8%</td>
</tr>
<tr>
<td>2000 Classified Salaries</td>
<td>6,712,140</td>
<td>6,351,397</td>
<td>6,279,642</td>
<td>15.5%</td>
</tr>
<tr>
<td>3000 Employee Benefits</td>
<td>10,971,027</td>
<td>10,807,735</td>
<td>11,166,738</td>
<td>27.6%</td>
</tr>
<tr>
<td><strong>Salary &amp; Benefit Subtotal</strong></td>
<td>39,945,996</td>
<td>39,217,784</td>
<td>38,011,554</td>
<td>93.8%</td>
</tr>
<tr>
<td>4000 Supplies &amp; Materials</td>
<td>625,145</td>
<td>547,927</td>
<td>592,593</td>
<td>1.5%</td>
</tr>
<tr>
<td>5000 Operating Exp</td>
<td>1,469,018</td>
<td>1,190,782</td>
<td>1,451,272</td>
<td>3.6%</td>
</tr>
<tr>
<td>6000 Capital Outlay</td>
<td>116,815</td>
<td>106,282</td>
<td>35,435</td>
<td>0.1%</td>
</tr>
<tr>
<td>7000 Transfers</td>
<td>-</td>
<td>575,835</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>7999 Contingency</td>
<td>331,406</td>
<td>-</td>
<td>423,431</td>
<td>1.0%</td>
</tr>
<tr>
<td><strong>Direct Expenditure Subtotal</strong></td>
<td>2,542,383</td>
<td>2,420,827</td>
<td>2,502,731</td>
<td>6.2%</td>
</tr>
<tr>
<td><strong>Total Budgeted Expenditures</strong></td>
<td>42,488,379</td>
<td>41,638,611</td>
<td>40,514,285</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

* Includes site carryover funds.
### VENTURA COUNTY COMMUNITY COLLEGE DISTRICT

#### 2012-2013 ADOPTION BUDGET

**COMPARATIVE BUDGET SUMMARY**

**GENERAL FUND - UNRESTRICTED**

### DISTRICT ADMINISTRATIVE CENTER

<table>
<thead>
<tr>
<th>Account</th>
<th>2011-12 Adoption Budget</th>
<th>2011-12 Actual Expenditures</th>
<th>2012-13 Budget*</th>
<th>Percent of Total Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000 FACULTY SALARIES</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>2000 MANAGEMENT SALARIES</td>
<td>1,533,440</td>
<td>1,561,230</td>
<td>1,428,750</td>
<td>16.8%</td>
</tr>
<tr>
<td>2000 CLASSIFIED SALARIES</td>
<td>3,825,456</td>
<td>3,721,499</td>
<td>3,581,849</td>
<td>42.2%</td>
</tr>
<tr>
<td>3000 EMPLOYEE BENEFITS</td>
<td>2,886,279</td>
<td>2,863,072</td>
<td>2,865,818</td>
<td>33.7%</td>
</tr>
<tr>
<td><strong>SALARY &amp; BENEFIT SUBTOTAL</strong></td>
<td>8,245,175</td>
<td>8,145,801</td>
<td>7,876,417</td>
<td>92.7%</td>
</tr>
<tr>
<td>4000 SUPPLIES &amp; MATERIALS</td>
<td>46,655</td>
<td>46,298</td>
<td>50,950</td>
<td>0.6%</td>
</tr>
<tr>
<td>5000 OPERATING EXP</td>
<td>582,113</td>
<td>532,233</td>
<td>545,275</td>
<td>6.4%</td>
</tr>
<tr>
<td>6000 CAPITAL OUTLAY</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>7000 TRANSFERS</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>7999 CONTINGENCY</td>
<td>-</td>
<td>-</td>
<td>24,947</td>
<td>0.3%</td>
</tr>
<tr>
<td><strong>DIRECT EXPENDITURE SUBTOTAL</strong></td>
<td>628,768</td>
<td>578,531</td>
<td>621,172</td>
<td>7.3%</td>
</tr>
<tr>
<td>TOTAL BUDGETED EXPENDITURES</td>
<td>8,873,943</td>
<td>8,724,332</td>
<td>8,497,589</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

* Includes site carryover funds.
## DISTRICTWIDE SERVICES

<table>
<thead>
<tr>
<th>2011-12 ADOPTION BUDGET</th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 BUDGET*</th>
<th>PERCENT OF TOTAL BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>1000 FACULTY SALARIES</td>
<td>13,782</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2000 MANAGEMENT SALARIES</td>
<td>-</td>
<td>-</td>
<td>0.0%</td>
</tr>
<tr>
<td>2000 BOARD,COMMISSIONERS, OTHER</td>
<td>67,900</td>
<td>56,216</td>
<td>89,650</td>
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<tr>
<td>3000 EMPLOYEE BENEFITS</td>
<td>83,886</td>
<td>71,709</td>
<td>89,864</td>
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<tr>
<td>SALARY &amp; BENEFIT SUBTOTAL</td>
<td>165,568</td>
<td>127,925</td>
<td>179,514</td>
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<tr>
<td>4000 SUPPLIES &amp; MATERIALS</td>
<td>9,730</td>
<td>7,732</td>
<td>12,397</td>
</tr>
<tr>
<td>5000 OPERATING EXP</td>
<td>4,410,648</td>
<td>3,858,513</td>
<td>4,695,789 [1]</td>
</tr>
<tr>
<td>6000 CAPITAL OUTLAY</td>
<td>3,420</td>
<td>-</td>
<td>-</td>
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<tr>
<td>7000 TRANSFERS</td>
<td>1,494,271</td>
<td>2,544,359</td>
<td>1,344,271 [2]</td>
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<tr>
<td>DIRECT EXPENDITURE SUBTOTAL</td>
<td>5,918,069</td>
<td>6,410,604</td>
<td>6,052,457</td>
</tr>
<tr>
<td>TOTAL BUDGETED EXPENDITURES</td>
<td>6,083,637</td>
<td>6,538,529</td>
<td>6,231,971</td>
</tr>
</tbody>
</table>

[1] Operating Exp includes:
- Database/License/Tech $1,643,000
- Prof and Liability Insurance $1,270,000
- Bank & Credit Card Charges $275,000
- Unemployment insurance $250,000
- Audit Costs $160,000
- Health Insurance Broker $125,000
- Districtwide memberships $110,000
- Legal & Collective Bargaining $40,000
- Reserve for Uncollectible Enrollment $30,000
- Other Miscellaneous Expense $789,989
- Total $4,692,989

[2] Transfers in/out includes:
- Campus Police Services $629,271
- New Info Technology $250,000
- College Work Study Match $225,000
- Scheduled Maintenance $150,000
- Self-Insurance $75,000
- Gr Tchr/Acad Sen Travel $15,000
- Total $1,344,271

<table>
<thead>
<tr>
<th></th>
<th>2011-12 ADOPTION BUDGET</th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>5000 OPERATING EXP</td>
<td>3,758,914</td>
<td>3,358,897</td>
<td>3,723,000</td>
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<tr>
<td>7000 TRANSFERS</td>
<td>566,499</td>
<td>966,516</td>
<td>142,000</td>
</tr>
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<td>DIRECT EXPENDITURE SUBTOTAL</td>
<td>4,325,413</td>
<td>4,325,413</td>
<td>3,865,000</td>
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<tr>
<td>TOTAL BUDGETED EXPENDITURES</td>
<td>4,325,413</td>
<td>4,325,413</td>
<td>3,865,000</td>
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</table>

[1] Debt Service
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT  
2012-2013 ADOPTION BUDGET  

GENERAL FUND - UNRESTRICTED  

RESERVES  

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>2012-13 BUDGET</td>
<td></td>
</tr>
<tr>
<td>Beginning Balance</td>
<td>19,918,351</td>
</tr>
<tr>
<td>FY13 Budget (protection against triggers)</td>
<td>2,000,000</td>
</tr>
<tr>
<td></td>
<td>21,918,351</td>
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<tr>
<td>Commitments:</td>
<td></td>
</tr>
<tr>
<td>State Required Minimum 5%</td>
<td>(6,616,746)</td>
</tr>
<tr>
<td>Potential Triggers (tax initiative failure)</td>
<td>(8,000,000)</td>
</tr>
<tr>
<td>Rev Shortfall Contingency (P1, P2, Recalc, etc.)</td>
<td>(6,000,000)</td>
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<tr>
<td>Unallocated</td>
<td>1,301,605</td>
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VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
2012-2013 ADOPTION BUDGET
GENERAL FUND- UNRESTRICTED (DESIGNATED) INFRASTRUCTURE

FUND 113 BY MAJOR OBJECT

<table>
<thead>
<tr>
<th>Major Objective</th>
<th>2011-12 Adoption Budget</th>
<th>2011-12 Actual Expenditures</th>
<th>2012-13 Adoption Budget</th>
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<tr>
<td>8000 REVENUES</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>1000 FACULTY SALARIES</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2000 CLASSIFIED SALARIES</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>3000 EMPLOYEE BENEFITS</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>SALARY &amp; BENEFIT SUBTOTAL</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>4000 SUPPLIES &amp; MATERIALS</td>
<td>-</td>
<td>-</td>
<td>240,649</td>
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<tr>
<td>5000 OTHER OPERATING EXP</td>
<td>-</td>
<td>-</td>
<td>663,810</td>
</tr>
<tr>
<td>6000 CAPITAL OUTLAY</td>
<td>-</td>
<td>-</td>
<td>280,504</td>
</tr>
<tr>
<td>7000 TRANSFERS (IN)/OUT</td>
<td>-</td>
<td>(1,184,963) *</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL BUDGETED EXPENDITURES</td>
<td>-</td>
<td>(1,184,963)</td>
<td>1,184,963</td>
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</tbody>
</table>

Net Change Fund Balance (1,184,963)
Beginning Fund Balance 1,184,963
Ending Fund Balance -

Expenditure Budget by Site

- Ventura 37%
- Moorpark 37%
- Oxnard 26%

* First year of this fund. As of June 30, 2012 dollars were transferred based on infrastructure funding model. see Appendix A-3 for detail.
### FUND 114 BY MAJOR OBJECT

<table>
<thead>
<tr>
<th></th>
<th>2011-12 ADOPTION BUDGET</th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 ADOPTION BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>8000 REVENUES</td>
<td>3,803,008</td>
<td>3,649,426</td>
<td>3,815,498</td>
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<tr>
<td>1000 FACULTY SALARIES</td>
<td>35,195</td>
<td>27,256</td>
<td>19,200</td>
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<tr>
<td>2000 CLASSIFIED SALARIES</td>
<td>1,057,065</td>
<td>864,289</td>
<td>814,066</td>
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<td>3000 EMPLOYEE BENEFITS</td>
<td>392,933</td>
<td>322,158</td>
<td>361,457</td>
</tr>
<tr>
<td>SALARY &amp; BENEFIT SUBTOTAL</td>
<td>1,485,193</td>
<td>1,213,703</td>
<td>1,194,722</td>
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<tr>
<td>4000 SUPPLIES &amp; MATERIALS</td>
<td>400,537</td>
<td>186,573</td>
<td>326,457</td>
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<tr>
<td>5000 OTHER OPERATING EXP</td>
<td>2,004,489</td>
<td>1,007,363</td>
<td>956,164</td>
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<tr>
<td>6000 CAPITAL OUTLAY</td>
<td>82,852</td>
<td>24,880</td>
<td>83,313</td>
</tr>
<tr>
<td>7000 TRANSFERS IN/OUT</td>
<td>1,033,801</td>
<td>756,275</td>
<td>1,246,979</td>
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<tr>
<td>TOTAL BUDGETED EXPENDITURES</td>
<td>5,006,871</td>
<td>3,188,793</td>
<td>3,807,635</td>
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</tbody>
</table>

Net Change Fund Balance: 7,863
Beginning Fund Balance: 3,231,879
Ending Fund Balance: 3,239,742

### Expenditure Budget by Site

- Econ Dev: 46%
- Oxnard: 27%
- Ventura: 6%
- Moorpark: 11%
- DAC/DW: 10%

See Appendix A-3 for detail.
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
2012-2013 ADOPTION BUDGET
GENERAL FUND-RESTRICTED

FUND 12x BY MAJOR OBJECT

<table>
<thead>
<tr>
<th></th>
<th>2011-12 ADOPTION BUDGET</th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 ADOPTION BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>8000 REVENUES</td>
<td>15,602,267</td>
<td>13,103,359</td>
<td>16,263,244</td>
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<tr>
<td>1000 FACULTY SALARIES</td>
<td>2,917,228</td>
<td>2,597,315</td>
<td>2,646,659</td>
</tr>
<tr>
<td>2000 CLASSIFIED SALARIES</td>
<td>5,273,578</td>
<td>4,876,212</td>
<td>5,187,434</td>
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<tr>
<td>3000 EMPLOYEE BENEFITS</td>
<td>2,350,652</td>
<td>2,221,148</td>
<td>2,459,209</td>
</tr>
<tr>
<td>SALARY &amp; BENEFIT SUBTOTAL</td>
<td>10,541,458</td>
<td>9,694,675</td>
<td>10,293,302</td>
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<tr>
<td>4000 SUPPLIES &amp; MATERIALS</td>
<td>1,679,743</td>
<td>706,361</td>
<td>2,335,374</td>
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<tr>
<td>5000 OTHER OPERATING EXP</td>
<td>1,883,907</td>
<td>1,389,420</td>
<td>2,012,909</td>
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<tr>
<td>6000 CAPITAL OUTLAY</td>
<td>1,088,474</td>
<td>735,936</td>
<td>1,286,944</td>
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<tr>
<td>7000 TRANSFERS IN/OUT</td>
<td>410,184</td>
<td>500,594</td>
<td>304,105</td>
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<td>TOTAL BUDGETED EXPENDITURES</td>
<td>15,603,767</td>
<td>13,026,987</td>
<td>16,232,634</td>
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</table>

Net Change Fund Balance 30,610
Beginning Fund Balance 352,724
Ending Fund Balance 383,334

Expenditure Budget by Site

- Ventura 38%
- Oxnard 37%
- Moorpark 23%
- Econ Dev 2%
- DW 0%

see Appendix A-4 for detail.
2012-2013
ADOPTION BUDGET

HEALTH SERVICES FUND
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>BEGINNING FUND BALANCE</td>
<td>1,535,303</td>
<td>1,544,655</td>
<td>784,247</td>
<td>773,493</td>
<td>1,222,585</td>
<td>1,218,166</td>
<td>1,273,266</td>
<td>1,273,266</td>
<td>4,815,402</td>
<td>4,809,581</td>
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<td>REVENUES</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>State Mandated Costs</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Student Health Fees</td>
<td>616,508</td>
<td>620,000</td>
<td>259,065</td>
<td>260,000</td>
<td>541,601</td>
<td>542,000</td>
<td>-</td>
<td>-</td>
<td>1,417,174</td>
<td>1,422,000</td>
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<tr>
<td>Other Student Charges</td>
<td>34,550</td>
<td>30,000</td>
<td>17,638</td>
<td>17,000</td>
<td>37,545</td>
<td>37,000</td>
<td>-</td>
<td>-</td>
<td>89,733</td>
<td>84,000</td>
</tr>
<tr>
<td>Other Local Income</td>
<td>1,320</td>
<td>1,500</td>
<td>721</td>
<td>400</td>
<td>760</td>
<td>250</td>
<td>-</td>
<td>-</td>
<td>2,801</td>
<td>2,150</td>
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<td>TOTAL REVENUES</td>
<td>652,378</td>
<td>651,500</td>
<td>277,424</td>
<td>277,400</td>
<td>579,906</td>
<td>579,250</td>
<td>-</td>
<td>-</td>
<td>1,509,708</td>
<td>1,508,150</td>
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<td>EXPENDITURES</td>
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<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Academic Salaries</td>
<td>98,057</td>
<td>93,379</td>
<td>93,042</td>
<td>72,746</td>
<td>105,809</td>
<td>89,224</td>
<td>-</td>
<td>-</td>
<td>296,908</td>
<td>255,349</td>
</tr>
<tr>
<td>Classified Salaries</td>
<td>244,490</td>
<td>242,988</td>
<td>55,480</td>
<td>67,913</td>
<td>203,134</td>
<td>254,495</td>
<td>-</td>
<td>-</td>
<td>503,104</td>
<td>565,396</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>150,540</td>
<td>161,822</td>
<td>75,572</td>
<td>76,550</td>
<td>151,215</td>
<td>186,543</td>
<td>-</td>
<td>-</td>
<td>377,327</td>
<td>424,915</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>35,516</td>
<td>38,500</td>
<td>21,132</td>
<td>27,000</td>
<td>29,647</td>
<td>40,000</td>
<td>-</td>
<td>-</td>
<td>86,295</td>
<td>105,500</td>
</tr>
<tr>
<td>Operating Expenses</td>
<td>91,115</td>
<td>83,284</td>
<td>42,177</td>
<td>48,666</td>
<td>82,315</td>
<td>85,433</td>
<td>-</td>
<td>-</td>
<td>215,607</td>
<td>217,383</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>23,308</td>
<td>53,000</td>
<td>775</td>
<td>51,000</td>
<td>12,205</td>
<td>50,000</td>
<td>-</td>
<td>-</td>
<td>36,288</td>
<td>154,000</td>
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<tr>
<td>TOTAL EXPENDITURES</td>
<td>643,026</td>
<td>672,973</td>
<td>288,178</td>
<td>343,875</td>
<td>584,326</td>
<td>705,695</td>
<td>-</td>
<td>-</td>
<td>1,515,529</td>
<td>1,722,543</td>
</tr>
<tr>
<td>OPERATING SURPLUS(DEFICIT)</td>
<td>9,352  (21,473)</td>
<td>(10,754)</td>
<td>(66,475)</td>
<td>(4,419)</td>
<td>(126,445)</td>
<td>(5,821)</td>
<td>(214,393)</td>
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<td></td>
</tr>
<tr>
<td>INTRAFUND TRANSFER IN(OUT)</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>ENDING FUND BALANCE</td>
<td>1,544,655</td>
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<td>707,018</td>
<td>1,218,166</td>
<td>1,091,721</td>
<td>1,273,266</td>
<td>1,273,266</td>
<td>4,809,581</td>
<td>4,595,188</td>
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</table>
### Parking Services Fund

#### 2012-2013 Adoption Budget

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Beginning Balance</strong></td>
<td>180,228</td>
<td>316,333</td>
<td>71,783</td>
<td>18,562</td>
<td>252,011</td>
<td>334,895</td>
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<tr>
<td><strong>Revenues</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Parking Fees - Permits [a]</td>
<td>622,675</td>
<td>778,500</td>
<td>207,558</td>
<td>259,500</td>
<td>830,233</td>
<td>1,038,000</td>
</tr>
<tr>
<td>Parking Fees - Permits BOGW [a]</td>
<td>285,884</td>
<td>330,000</td>
<td>-</td>
<td>-</td>
<td>285,884</td>
<td>330,000</td>
</tr>
<tr>
<td>Parking Fees - Daily/Coin</td>
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<td>-</td>
<td>541,462</td>
<td>500,000</td>
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<tr>
<td>Parking and Traffic Fines</td>
<td>410,425</td>
<td>295,000</td>
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<td>-</td>
<td>410,425</td>
<td>295,000</td>
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<tr>
<td>Other Local Revenues/fees</td>
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<td>-</td>
<td>-</td>
<td>2,282</td>
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</tr>
<tr>
<td>Interfund Transfer In from General Fund</td>
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<td>-</td>
<td>-</td>
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<tr>
<td><strong>Total Revenues</strong></td>
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<td>2,534,771</td>
<td>207,558</td>
<td>259,500</td>
<td>2,699,557</td>
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<tr>
<td><strong>Total Funds Available</strong></td>
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<td>278,062</td>
<td>2,951,568</td>
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<td><strong>Expenditures</strong></td>
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<td></td>
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</tr>
<tr>
<td>Classified Salaries</td>
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<td>1,462,814</td>
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<td>-</td>
<td>1,368,415</td>
<td>1,462,814</td>
</tr>
<tr>
<td>Employee Benefits</td>
<td>620,320</td>
<td>731,932</td>
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<td>-</td>
<td>620,320</td>
<td>731,932</td>
</tr>
<tr>
<td>Supplies and Materials</td>
<td>65,245</td>
<td>44,100</td>
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<td>-</td>
<td>65,245</td>
<td>44,100</td>
</tr>
<tr>
<td>Operating Expenditures</td>
<td>248,710</td>
<td>254,902</td>
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<td>-</td>
<td>248,710</td>
<td>254,902</td>
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<tr>
<td>Capital Outlay</td>
<td>53,204</td>
<td>66,013</td>
<td>8,659</td>
<td>9,000</td>
<td>61,863</td>
<td>75,013</td>
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<tr>
<td>Interfund Transfer Out - [b]</td>
<td>-</td>
<td>-</td>
<td>252,120</td>
<td>254,000</td>
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<tr>
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<td>291,343</td>
<td>18,562</td>
<td>15,062</td>
<td>334,895</td>
<td>306,405</td>
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</table>

[a] - Includes $10 permit increase effective Fall 2012.

[b] - Transfer to Capital Projects Fund for parking lot maintenance/lighting/slurry capital outlay projects.
### Oxnard Budget 2012-13

**SPECIAL REVENUE FUND**

**CULINARY ARTS & RESTAURANT MANAGEMENT (CRM)**

**INSTRUCTIONAL LAB OUTLET**

<table>
<thead>
<tr>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
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<td>Food Sales</td>
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<td>Catering Sales</td>
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<td>Interfund Transfer In</td>
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<td>Students</td>
<td>10,852</td>
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<td>Purchases</td>
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<td>Supplies and Materials</td>
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<td>Interfund Transfer Out (Purchases)</td>
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<td><strong>TOTAL EXPENDITURES</strong></td>
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<td><strong>PROJECTED ENDING BALANCE</strong></td>
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* *any surplus will be transferred to the General Fund CRM instructional program in the following year.*
2012-2013

ADOPTION BUDGET

CHILD DEVELOPMENT FUND
## VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
### 2012-2013 ADOPTION BUDGET
#### CHILD CARE CENTER FUND
##### FUNDS 33X

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<tr>
<td>Child Care Tax Bailout Apportionment</td>
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<td>365,500</td>
<td>121,111</td>
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<td>244,767</td>
<td>243,000</td>
<td>771,156</td>
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<td>10,020</td>
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<td>10,030</td>
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<td>87,951</td>
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<td>39,876</td>
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<td><strong>TOTAL REVENUES</strong></td>
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<td>395,991</td>
<td>239,563</td>
<td>241,491</td>
<td>325,154</td>
<td>323,491</td>
<td>1,000,486</td>
<td>960,973</td>
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<td>Classified Salaries</td>
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<td>137,183</td>
<td>212,477</td>
<td>261,651</td>
<td>275,446</td>
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<td>730,537</td>
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<td>92,523</td>
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<td>126,130</td>
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<td>5,000</td>
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<td>660</td>
<td>660</td>
<td>2,015</td>
<td>1,600</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>874</td>
<td>-</td>
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<td><strong>TOTAL EXPENDITURES</strong></td>
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<td>230,366</td>
<td>345,891</td>
<td>392,026</td>
<td>408,176</td>
<td>1,095,072</td>
<td>1,123,374</td>
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<td>26,684</td>
<td>9,197</td>
<td>(104,400)</td>
<td>(66,872)</td>
<td>(84,685)</td>
<td>(94,586)</td>
<td>(162,401)</td>
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<td></td>
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<tr>
<td>Capital Outlay</td>
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<td>(1,000)</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>(2,618)</td>
<td>(1,000)</td>
</tr>
<tr>
<td>Transfers In / Out</td>
<td>-</td>
<td>-</td>
<td>100,000</td>
<td>-</td>
<td>66,872</td>
<td>85,000</td>
<td>166,872</td>
<td>85,000</td>
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<tr>
<td><strong>TOTAL NON OPERATING REV/ (EXP)</strong></td>
<td>(2,618)</td>
<td>(1,000)</td>
<td>100,000</td>
<td>-</td>
<td>66,872</td>
<td>85,000</td>
<td>164,254</td>
<td>84,000</td>
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<tr>
<td><strong>NET CHANGE IN BALANCE</strong></td>
<td>(39,529)</td>
<td>25,684</td>
<td>109,197</td>
<td>(104,400)</td>
<td>-</td>
<td>315</td>
<td>69,668</td>
<td>(78,401)</td>
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<td>101,237</td>
<td>101,552</td>
<td>543,885</td>
<td>465,484</td>
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2012-2013

ADOPTION BUDGET

BOOKSTORE FUND
# VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
## 2012-2013 ADOPTION BUDGET
### BOOKSTORE FUND
#### FUND 51X

<table>
<thead>
<tr>
<th></th>
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<td>BEGINNING FUND BALANCE</td>
<td>3,063,681</td>
<td>3,104,852</td>
<td>645,781</td>
<td>671,378</td>
<td>1,529,541</td>
<td>1,637,978</td>
<td>5,239,003</td>
<td>5,414,208</td>
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<td>SALES</td>
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<td>3,075,000</td>
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<td>3,087,993</td>
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<td>COST OF GOODS SOLD</td>
<td>2,435,553</td>
<td>2,258,250</td>
<td>1,109,275</td>
<td>1,109,828</td>
<td>2,286,479</td>
<td>2,030,730</td>
<td>5,831,307</td>
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<td>GROSS PROFIT $</td>
<td>901,882</td>
<td>816,750</td>
<td>399,603</td>
<td>410,485</td>
<td>801,514</td>
<td>748,966</td>
<td>2,102,999</td>
<td>1,976,201</td>
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<td>GROSS PROFIT %</td>
<td>27%</td>
<td>27%</td>
<td>26%</td>
<td>27%</td>
<td>26%</td>
<td>27%</td>
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<td>OPERATING EXPENDITURES</td>
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<tr>
<td>Classified Salaries</td>
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<td>190,865</td>
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<td>318,264</td>
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<td>917,743</td>
<td>852,676</td>
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<td>162,639</td>
<td>172,349</td>
<td>495,884</td>
<td>454,823</td>
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<td>-</td>
<td>-</td>
<td>16,925</td>
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<td>126,771</td>
<td>144,800</td>
<td>86,013</td>
<td>76,425</td>
<td>124,622</td>
<td>115,861</td>
<td>337,406</td>
<td>337,086</td>
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<td>1,750</td>
<td>-</td>
<td>-</td>
<td>1,230</td>
<td>1,750</td>
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<td>667,496</td>
<td>379,657</td>
<td>412,321</td>
<td>612,639</td>
<td>611,118</td>
<td>1,801,725</td>
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<td>137,848</td>
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<td>Other Income- Commission</td>
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<td>21,000</td>
<td>5,861</td>
<td>4,500</td>
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<td>11,198</td>
<td>45,141</td>
<td>36,698</td>
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<td>-</td>
<td>-</td>
<td>-</td>
<td>(6,000)</td>
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<tr>
<td>Transfers In / (Out)</td>
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<td>(75,000)</td>
<td>(210)</td>
<td>-</td>
<td>(96,000)</td>
<td>(96,000)</td>
<td>(171,210)</td>
<td>(171,000)</td>
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<td>(60,000)</td>
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<td>4,500</td>
<td>(80,438)</td>
<td>(84,802)</td>
<td>(126,069)</td>
<td>(140,302)</td>
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<td>53,046</td>
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<td>5,414,208</td>
<td>5,559,172</td>
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### VENTURA COUNTY COMMUNITY COLLEGE DISTRICT

#### 2012-2013 ADOPTION BUDGET

#### VENDING OPERATIONS

#### FUND 52X

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<th></th>
<th>Moorpark Budget 2012-13</th>
<th>Oxnard Budget 2012-13</th>
<th>Ventura Budget 2012-13</th>
<th>Total Budget 2012-13</th>
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<td>Vending Commission</td>
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<td>71,000</td>
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<td>11,667</td>
<td>35,000</td>
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<td>39,667</td>
<td>82,667</td>
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<tr>
<td>Classified Salaries</td>
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<td>-</td>
</tr>
<tr>
<td>Employee Benefits</td>
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<td>-</td>
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<td>Student Salaries and Benefits</td>
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<td>Capital Outlay</td>
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<td>-</td>
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<td>Transfers (In) / Out</td>
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<td><strong>TOTAL NON OPERATING EXPENSES</strong></td>
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<td>-</td>
<td>30,000</td>
<td>41,000</td>
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<tr>
<td><strong>NET CHANGE IN BALANCE</strong></td>
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<td>36,168</td>
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<td>526,291</td>
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* first year of operation
## FUND 611 - SELF-INSURANCE

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<td>TRANSFERS FROM OTHER FUNDS</td>
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## FUND 612 - RETIREE HEALTH PAYMENT POOL

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<td>EXPENDITURES</td>
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<td>-</td>
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<tr>
<td>ENDING BALANCE</td>
<td>1,128,705</td>
<td>1,128,705</td>
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</table>
## FUND 691 - WORKLOAD BALANCING

<table>
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<th></th>
<th>Actual 2011-12</th>
<th>Budget 2012-13</th>
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<tr>
<td>BEGINNING LIABILITY</td>
<td>1,019,838</td>
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<tr>
<td>INSTRUCTIONAL EXPENSE/BANKING</td>
<td>163,952</td>
<td>164,000</td>
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<tr>
<td>USAGE</td>
<td>(253,776)</td>
<td>(254,000)</td>
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<tr>
<td>ENDING LIABILITY</td>
<td>930,014</td>
<td>840,014</td>
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(Total Liability is fully funded)

## FUND 693 - RETIREE HEALTH BENEFITS

<table>
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<th>Budget 2012-13</th>
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<tbody>
<tr>
<td>BEGINNING BALANCE</td>
<td>20,813</td>
<td>17,025</td>
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<tr>
<td>TRANSFER IN (from all funds as fringe benefit %)</td>
<td>10,196,226</td>
<td>11,279,109</td>
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<tr>
<td>EXPENDITURES (actual premiums)</td>
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<td></td>
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<tr>
<td>premiums</td>
<td>8,637,614</td>
<td>9,972,893</td>
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<tr>
<td>misc</td>
<td>12,400</td>
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<tr>
<td>TRANSFER OUT (to irrevocable trust)</td>
<td>1,550,000</td>
<td>1,300,000</td>
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<tr>
<td>ENDING BALANCE</td>
<td>17,025</td>
<td>23,241</td>
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</table>

(Total Liability is $147 million as of the Dec 2010 actuarial)

(As of June 30, 2012, Total amount transferred to irrevocable trust $11,200,000)
## VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
### 2012-2013 ADOPTION BUDGET
#### FINANCIAL AID FUND
##### FUND 74XX

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<th>CARE</th>
<th>EOPS</th>
<th>PELL</th>
<th>SEOG</th>
<th>NSL</th>
<th>Direct Loans</th>
<th>TOTAL</th>
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<td>1,004</td>
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<tr>
<td><strong>REVENUES</strong></td>
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<td></td>
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<tr>
<td>Federal Income</td>
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<td></td>
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<td></td>
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<tr>
<td>State Income</td>
<td>2,000,000</td>
<td>50,000</td>
<td>130,000</td>
<td>38,000,000</td>
<td>850,000</td>
<td></td>
<td>9,000,000</td>
<td>47,850,000</td>
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<td>Local Income</td>
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<td></td>
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<td><strong>TOTAL REVENUES</strong></td>
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<td>130,000</td>
<td>38,000,000</td>
<td>850,000</td>
<td>300</td>
<td>9,000,000</td>
<td>50,030,300</td>
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<td>50,000</td>
<td>130,000</td>
<td>38,000,000</td>
<td>850,000</td>
<td>1,304</td>
<td>9,000,000</td>
<td>50,031,304</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>800</td>
</tr>
<tr>
<td>Student Financial Aid</td>
<td>2,000,000</td>
<td>50,000</td>
<td>130,000</td>
<td>38,000,000</td>
<td>850,000</td>
<td></td>
<td>9,000,000</td>
<td>50,030,000</td>
</tr>
<tr>
<td><strong>TOTAL EXPENDITURES &amp; OTHER OUTGO</strong></td>
<td>2,000,000</td>
<td>50,000</td>
<td>130,000</td>
<td>38,000,000</td>
<td>850,000</td>
<td>800</td>
<td>9,000,000</td>
<td>50,030,800</td>
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<tr>
<td><strong>ENDING FUND BALANCE</strong></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>504</td>
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</table>

(Does not include BOG Waivers)
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
2012-2013 ADOPTION BUDGET
CAPITAL PROJECTS FUND

FUND 4x BY MAJOR OBJECT

<table>
<thead>
<tr>
<th>Object</th>
<th>2011-12 ADOPTION BUDGET</th>
<th>2011-12 ACTUAL EXPENDITURES</th>
<th>2012-13 ADOPTION BUDGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>8000 REVENUES</td>
<td>2,170,566</td>
<td>5,241,168</td>
<td>2,224,619</td>
</tr>
<tr>
<td>1000 FACULTY SALARIES</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>2000 CLASSIFIED SALARIES</td>
<td>-</td>
<td>2,034</td>
<td>-</td>
</tr>
<tr>
<td>3000 EMPLOYEE BENEFITS</td>
<td>-</td>
<td>188</td>
<td>-</td>
</tr>
<tr>
<td>SALARY &amp; BENEFIT SUBTOTAL</td>
<td>-</td>
<td>2,222</td>
<td>-</td>
</tr>
<tr>
<td>4000 SUPPLIES &amp; MATERIALS</td>
<td>443,032</td>
<td>252,647</td>
<td>103,806</td>
</tr>
<tr>
<td>5000 OTHER OPERATING EXP</td>
<td>1,182,500</td>
<td>1,271,856</td>
<td>861,289</td>
</tr>
<tr>
<td>6000 CAPITAL OUTLAY</td>
<td>100,667,842</td>
<td>27,290,661</td>
<td>78,226,052</td>
</tr>
<tr>
<td>7000 TRANSFERS IN/OUT</td>
<td>4,707,493</td>
<td>732,531</td>
<td>4,752,443</td>
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<tr>
<td>TOTAL BUDGETED EXPENDITURES</td>
<td>107,000,866</td>
<td>29,549,916</td>
<td>83,943,591</td>
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</tbody>
</table>

Net Change Fund Balance: (81,718,972)
Beginning Fund Balance: 84,677,734
Ending Fund Balance: 2,958,762

Expenditure Budget by Site

see Appendix A-5 for detail.
2012-2013

ADOPTION BUDGET

APPENDICES
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# Ventura County Community College District
## General Fund - Unrestricted (Fund 111)
### 10 Year Historical Results

<table>
<thead>
<tr>
<th>FTES</th>
<th>FY03 funded</th>
<th>FY04 funded</th>
<th>FY05 funded</th>
<th>FY06 funded</th>
<th>FY07 funded</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>25,776</td>
<td>25,729</td>
<td>25,439</td>
<td>24,163</td>
<td>24,813</td>
</tr>
<tr>
<td></td>
<td>25,819</td>
<td>25,791</td>
<td>25,439</td>
<td>24,163</td>
<td>24,813</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY03 108,074,485</th>
<th>FY04 106,907,504</th>
<th>FY05 112,976,695</th>
<th>FY06 119,566,022</th>
<th>FY07 127,105,471</th>
</tr>
</thead>
</table>

### Academic
- **salary**: 51,458,035 | 47,455,845 | 51,656,067 | 49,684,232 | 51,776,145
- **payroll driven**: 5,762,260 | 6,756,781 | 6,507,195 | 5,951,803 | 5,742,940
- **health & welfare**: 4,442,004 | 3,826,979 | 3,945,919 | 4,276,060 | 4,915,309
- **Retiree/HRL**: 1,623,852 | 2,190,686 | 2,109,744 | 2,590,717 | 3,139,174

- **Total Academic**: 63,286,151 | 57.9% | 60,230,291 | 57.8% | 64,218,924 | 57.5% | 62,502,811 | 53.6% | 65,573,569 | 53.4%

### Management *
- **salary**: 5,576,549 | 4,851,108 | 4,734,064 | 4,910,159 | 4,672,873
- **payroll driven**: 644,541 | 702,410 | 680,750 | 595,1,803 | 5,674,940
- **health & welfare**: 414,391 | 403,087 | 398,818 | 406,244 | 396,1,14
- **Retiree/HRL**: 445,808 | 523,207 | 485,969 | 415,597 | 428,413

- **Total Management**: 7,081,289 | 6.5% | 6,479,812 | 6.2% | 6,359,601 | 5.7% | 6,375,674 | 5.5% | 6,060,920 | 4.9%

### Classified
- **salary**: 16,120,943 | 14,326,663 | 15,420,047 | 14,788,336 | 15,317,074
- **payroll driven**: 2,215,587 | 3,076,277 | 3,316,416 | 2,948,523 | 2,891,291
- **health & welfare**: 2,919,888 | 414,391 | 3,093,586 | 406,244 | 396,1,14
- **Retiree/HRL**: 1,373,160 | 1,764,057 | 1,707,902 | 2,014,907 | 2,554,642

- **Total Classified**: 22,629,579 | 20.7% | 22,362,659 | 21.5% | 23,537,951 | 21.1% | 22,916,632 | 19.6% | 24,117,440 | 19.6%

### Sup/Conf/Other *
- **salary**: 3,504,646 | 2,875,300 | 3,247,226 | 3,480,982 | 3,860,385
- **payroll driven**: 366,509 | 511,531 | 584,792 | 562,292 | 562,283
- **health & welfare**: 459,081 | 445,602 | 454,189 | 453,088 | 508,838
- **Retiree/HRL**: 362,556 | 436,423 | 391,961 | 334,703 | 447,713

- **Total Sup/Conf/Other**: 4,693,092 | 4.3% | 4,268,555 | 4.1% | 4,678,168 | 4.2% | 4,831,066 | 4.1% | 5,379,220 | 4.4%

### Total Personnel Exp
- **97,690,111** | 89.4% | **93,341,167** | 89.6% | **98,794,644** | 88.4% | **96,626,183** | 82.8% | **101,131,149** | 82.4%

### Supplies & Materials
- **934,249** | 0.9% | **905,453** | 0.9% | **1,012,782** | 0.9% | **1,232,820** | 1.1% | **1,352,052** | 1.1%

### Other Expenditures
- **9,496,304** | 8.7% | **8,223,664** | 7.9% | **9,860,746** | 8.8% | **10,384,445** | 8.9% | **12,006,562** | 9.8%

### Capital Outlay
- **893,227** | 0.8% | **529,756** | 0.5% | **629,731** | 0.6% | **1,209,179** | 1.0% | **2,114,059** | 1.7%

### Other Outgo
- **253,250** | 0.2% | **1,195,759** | 1.1% | **1,440,733** | 1.3% | **7,230,646** | 6.2% | **6,146,291** | 5.0%

### Total Direct Exp
- **11,577,030** | 10.6% | **10,854,632** | 10.4% | **12,943,992** | 11.6% | **20,057,090** | 17.2% | **21,618,964** | 17.6%

### Total Expenditures
- **109,267,141** | **104,196,249** | **111,738,636** | **116,683,273** | **122,750,113**

* Salary, payroll and HW benefits for management and supervisors were combined in FY01, FY02 and have been adjusted by the ending budgeted amount.

** Retiree H&W for years FY01-FY05, HRL charge FY06 and on. Costs for FY01 & FY02 calculated on proportional share using FY03, as detail data was unavailable.
<table>
<thead>
<tr>
<th></th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>26,181</td>
<td>26,347</td>
<td>25,841</td>
<td>26,530</td>
<td>24,332</td>
</tr>
<tr>
<td></td>
<td>26,381</td>
<td>29,348</td>
<td>29,218</td>
<td>27,333</td>
<td>26,463</td>
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<tr>
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<td>136,167,317</td>
<td>140,905,801</td>
<td>136,316,095</td>
<td>137,799,108</td>
<td>124,852,216</td>
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<td>57,469,055</td>
<td>58,455,912</td>
<td>57,691,334</td>
<td>55,236,772</td>
<td>53,292,636</td>
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<td>6,133,202</td>
<td>6,295,263</td>
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<td>6,493,413</td>
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<td>5,706,317</td>
<td>5,522,753</td>
<td>5,882,413</td>
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<td>3,549,716</td>
<td>3,873,271</td>
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<td>73,299,328</td>
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<td>5,862,297</td>
<td>5,871,959</td>
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<td>872,155</td>
<td>921,546</td>
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<td>650,548</td>
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<td>1,864,553</td>
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<td>12,219,128</td>
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<td>11,283,434</td>
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<td>561,381</td>
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<td>24,054,334</td>
<td>18,683,758</td>
<td>19,095,215</td>
<td>21,396,626</td>
<td>19,119,615</td>
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<tr>
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<td>134,977,952</td>
<td>134,677,798</td>
<td>134,014,181</td>
<td>134,183,627</td>
<td>131,560,547</td>
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**Ventura County Community College District**

**Expense by Activity**

### General Fund- Unrestricted & Restricted

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<thead>
<tr>
<th>Total District</th>
<th>FY06</th>
<th>FY07</th>
<th>FY08</th>
<th>FY09</th>
<th>FY10</th>
<th>FY11</th>
<th>FY12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Admissions &amp; Records</td>
<td>1,902,540</td>
<td>1.4%</td>
<td>1,862,281</td>
<td>1.2%</td>
<td>2,050,515</td>
<td>1.3%</td>
<td>2,176,628</td>
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<tr>
<td>Ancillary Services</td>
<td>1,883,568</td>
<td>1.3%</td>
<td>2,071,332</td>
<td>1.4%</td>
<td>1,917,272</td>
<td>1.2%</td>
<td>2,161,817</td>
</tr>
<tr>
<td>Auxiliary Services</td>
<td>-</td>
<td>0.0%</td>
<td>138</td>
<td>0.0%</td>
<td>34</td>
<td>0.0%</td>
<td>764,630</td>
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<tr>
<td>Community Services &amp; Economic Dev</td>
<td>853,513</td>
<td>0.6%</td>
<td>1,764,396</td>
<td>1.2%</td>
<td>2,377,544</td>
<td>1.5%</td>
<td>2,816,331</td>
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<tr>
<td>General Institutional Support Svcs</td>
<td>21,760,970</td>
<td>15.6%</td>
<td>23,456,782</td>
<td>15.6%</td>
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<td>15.9%</td>
<td>26,479,955</td>
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<tr>
<td>Instructional</td>
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<td>67,755,774</td>
<td>45.0%</td>
<td>72,470,196</td>
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<tr>
<td>Instructional Administration</td>
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<td>5.3%</td>
<td>6,881,952</td>
<td>4.6%</td>
<td>7,668,242</td>
<td>4.7%</td>
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**Notes:**
- FY06 - FY08 Contract Ed posted to Community Services
- FY06 - FY08 $566,499 in long-term debt repayment posted to Operation & Maint.
2012-2013

ADOPTION BUDGET

HISTORICAL FTES

A-2
2012-2013

ADOPTION BUDGET

GENERAL FUND DESIGNATED-DETAIL

A-3
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<tr>
<th>ORG. #</th>
<th>LOC</th>
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<th>REVENUE</th>
<th>TRANSFER/EXPENSE</th>
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TOTAL GENERAL FUND- UNRESTRICTED DESIGNATED 2,830,122 1,815,432 2,044,810 2,600,744
TOTAL GF- UNRESTRICTED DESIGNATED (ECON DEV) 401,757 2,000,066 1,762,824 639,000

TOTAL GENERAL FUND- UNRESTRICTED DESIGNATED 3,231,879 3,815,498 3,807,634 3,239,744
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## VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
### 2012-2013 ADOPTION BUDGET
#### GENERAL FUND - RESTRICTED

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**TOTAL STATE CATEGORICAL FUNDS**: 2,084,701 2,231,968 2,700,151 10,932 7,027,754
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<tr>
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<td>Workplace Learning Resource Center (FY13)</td>
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<td></td>
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<td><strong>0</strong></td>
<td><strong>0</strong></td>
<td><strong>276,858</strong></td>
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<tr>
<td></td>
<td><strong>OTHER STATE GRANTS</strong></td>
<td><strong>503,989</strong></td>
<td><strong>281,377</strong></td>
<td><strong>585,444</strong></td>
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<td>Foster and Kinship Care Education (FKCE)</td>
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<td>113,165</td>
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<td>MESA (Math, Engineering, Science Achievement)</td>
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<tr>
<td>x7158</td>
<td>ADN Enrollment Growth Nursing Grant 10-12 - Year 2</td>
<td>46,394</td>
<td>42,277</td>
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<td>x7159</td>
<td>ADN Enrollment Growth Nursing Grant 12-14 - Year 1</td>
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<td>SB 70 CTE Community Collaborative - Year 4</td>
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<td><strong>1,370,811</strong></td>
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<td></td>
<td><strong>TOTAL STATE GRANT FUNDS</strong></td>
<td><strong>503,989</strong></td>
<td><strong>281,377</strong></td>
<td><strong>585,444</strong></td>
<td><strong>276,858</strong></td>
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### FUND 126 (GRANTS)

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<th>OXNARD</th>
<th>VENTURA</th>
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<td>37024</td>
<td>Title V Hispanic Serving Institutions - Year 5</td>
<td>109,838</td>
<td>109,838</td>
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<td>37202</td>
<td>Title V HSI - VELOCIDAD - Year 1</td>
<td>630,188</td>
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<td>27075</td>
<td>SBVCDS Dental Assisting Program</td>
<td>88,212</td>
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<td>38096</td>
<td>California Connects: Mesa Program</td>
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<td>2,268</td>
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<td>Project CREATE - Year 3</td>
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<td>27181</td>
<td>STEM II - Year 2</td>
<td>1,193,632</td>
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**TOTAL GRANT FUNDS**

<table>
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<tr>
<th></th>
<th>MOORPARK</th>
<th>OXNARD</th>
<th>VENTURA</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td></td>
<td>2,586,761</td>
<td>1,740,522</td>
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<td>4,327,283</td>
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### FUND 127 (CONTRACTS)

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<th>ORG #</th>
<th>PROGRAM</th>
<th>MOORPARK</th>
<th>OXNARD</th>
<th>VENTURA</th>
<th>TOTAL</th>
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</thead>
<tbody>
<tr>
<td>26012</td>
<td>State Dept of Rehabilitation - Workability III</td>
<td>189,810</td>
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<td>28102</td>
<td>City of Oxnard Housing Authority</td>
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**TOTAL CONTRACT FUNDS**

<table>
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<th>VENTURA</th>
<th>TOTAL</th>
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</thead>
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<tr>
<td></td>
<td>209,810</td>
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VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
2012-2013 ADOPTION BUDGET
GENERAL FUND- RESTRICTED

Funds 128XX

FUND 1280X - RESTRICTED LOTTERY (INSTRUC’L SUPPLIES & MATERIALS) - NEW AND CARRYOVER

<table>
<thead>
<tr>
<th>ORG #</th>
<th>MOORPARK</th>
<th>OXNARD</th>
<th>VENTURA</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>VAR</td>
<td>Restricted Lottery (incl $459K c/o)</td>
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<tr>
<td>VAR</td>
<td>Restricted Lottery (incl $221K c/o)</td>
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<td>353,670</td>
<td>353,670</td>
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<tr>
<td>VAR</td>
<td>Restricted Lottery (incl $357K c/o)</td>
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<td>654,377</td>
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</table>

TOTAL NEW AND CARRYOVER
RESTRICTED LOTTERY FUNDS
783,895 353,670 654,377 1,791,942

FUND 128XX - INSTRUCTIONAL EQUIPMENT & LIBRARY MATERIALS (IELM) - CARRYOVER

<table>
<thead>
<tr>
<th>ORG #</th>
<th>MOORPARK</th>
<th>OXNARD</th>
<th>VENTURA</th>
<th>TOTALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>VAR</td>
<td>Instructional Eq &amp; Library Mat’s</td>
<td>148,090</td>
<td>63,591</td>
<td>194,232</td>
</tr>
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</table>

TOTAL CARRYOVER IELM FUNDS
148,090 63,591 194,232 405,914

TOTAL ALL 128XX FUNDS
931,985 417,261 848,610 2,197,856
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT  
2012-2013 ADOPTION BUDGET  
GENERAL FUND- RESTRICTED (OTHER FUNDING SOURCES)  

**FUND 129**

<table>
<thead>
<tr>
<th>ORG #</th>
<th>PROGRAM</th>
<th>MOORPARK</th>
<th>OXNARD</th>
<th>VENTURA</th>
<th>D/WIDE</th>
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<tbody>
<tr>
<td>x6005</td>
<td>Veterans</td>
<td>3,602</td>
<td>6,635</td>
<td>5,724</td>
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<td>15962</td>
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<tr>
<td>x6006</td>
<td>College Work Study (Federal)</td>
<td>154,501</td>
<td>256,281</td>
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<td>732,231</td>
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<td>81009</td>
<td>Financial Aid Admin Allowance</td>
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<td>74,070</td>
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<td><strong>TOTAL OTHER FUNDING</strong></td>
<td>158,103</td>
<td>262,916</td>
<td>327,174</td>
<td>74,070</td>
<td>822,263</td>
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08.31.12 Consultation Council
2012-2013

ADDITION BUDGET

CAPITAL FUND RESTRICTED-DETAIL

A-5
### VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
#### 2012-2013 ADOPTION BUDGET
##### CAPITAL PROJECTS FUND

<table>
<thead>
<tr>
<th>FUND</th>
<th>MC</th>
<th>OC</th>
<th>VC</th>
<th>DAC/DW</th>
<th>TOTAL</th>
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<tbody>
<tr>
<td>412  STATE SCHEDULED MAINTENANCE</td>
<td>-</td>
<td>216,948</td>
<td>206,453</td>
<td>-</td>
<td>423,401</td>
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<tr>
<td>419  LOCALLY FUNDED PROJECTS</td>
<td>6,895,435</td>
<td>2,122,960</td>
<td>2,831,224</td>
<td>309,713</td>
<td>12,159,332</td>
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<tr>
<td>415  REDEVELOPMENT AGENCY FUNDS</td>
<td>3,332,384</td>
<td>863,800</td>
<td>411,000</td>
<td>-</td>
<td>4,607,184</td>
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<tr>
<td>417  NON RESIDENT STUDENT C/OUTLAY SURCHG</td>
<td>274,963</td>
<td>63,896</td>
<td>173,717</td>
<td>-</td>
<td>512,575</td>
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<tr>
<td>43XX MEASURE S BOND PROJECTS</td>
<td>19,449,879</td>
<td>17,393,643</td>
<td>27,093,434</td>
<td>479,971</td>
<td>64,416,927</td>
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<td>NEW INFORMATION TECHNOLOGY &amp; TECHNOLOGY REFRESH/EQUIPMENT</td>
<td>350,000</td>
<td>110,500</td>
<td>485,000</td>
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<td>1,824,171</td>
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<td>44x/451 REPLACEMENT</td>
<td>30,302,660</td>
<td>20,771,747</td>
<td>31,200,828</td>
<td>1,668,355</td>
<td>83,943,591</td>
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08.31.12 Consultation Council
<table>
<thead>
<tr>
<th>LOC</th>
<th>PROJECT DESCRIPTION</th>
<th>TOTAL PROJECT BUDGET</th>
<th>EXPENSES TO DATE</th>
<th>PROJECT BALANCE</th>
<th>2012-2013 PROJECT BUDGET</th>
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<tbody>
<tr>
<td>OC</td>
<td>IRRIGATION - PHASE 2</td>
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<td>GENERAL SCHEDULED MAINTENANCE</td>
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<td>OC</td>
<td>REPLACE LIGHTING INVERTERS</td>
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<tr>
<td>OC</td>
<td>PE BOILER PROJECT</td>
<td>48,009</td>
<td>-</td>
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<tr>
<td>VC</td>
<td>RECOMMISSION UTILITIES &amp; BUILDING SYSTEMS I/II</td>
<td>160,079</td>
<td>148,135</td>
<td>11,945</td>
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<td>VC</td>
<td>CSA HVAC RENOVATION</td>
<td>211,698</td>
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<td>TOTAL SCHEDULED MAINTENANCE PROJECTS</td>
<td>618,114</td>
<td>194,713</td>
<td>423,401</td>
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## Non Resident Student Capital Outlay Surcharge & Redevelopment Agency Programs

<table>
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<tr>
<th>ORG</th>
<th>LOC</th>
<th>Program Description</th>
<th>Beginning Balance</th>
<th>Projected Revenues</th>
<th>Projected Available Balance</th>
<th>2012-2013 Project Budget</th>
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<tbody>
<tr>
<td></td>
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<td>Nonresident Student Capital Outlay Surcharge-Fund 417</td>
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<td>19001 MC Capital Outlay Surcharge</td>
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<td>29001 OC Capital Outlay Surcharge</td>
<td>55,396</td>
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<td>63,896</td>
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<td>39001 VC Capital Outlay Surcharge</td>
<td>116,017</td>
<td>57,700</td>
<td>173,717</td>
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<td>Redevelopment Agency Funds-Fund 415*</td>
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<td></td>
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<td>19006 MC City of Moorpark Redevelopment Project</td>
<td>134,720</td>
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<td>19008 MC City of T Oaks/Newbury Rd Redevelopment Project</td>
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<td>29009 OC Camarillo Corridor RDA Project</td>
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<td>29010 OC Port Hueneme RDA Project</td>
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<td>29015 OC Channel Islands RDA</td>
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<td>436,705</td>
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<td></td>
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<td>39011 VC San Buenaventura Downtown/Mission/Beach</td>
<td>3,718</td>
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<td>39012 VC Piru Earthquake Recovery Program</td>
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<td>39013 VC Santa Paula Redevelopment Project</td>
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<td>39014 VC Fillmore Redevelopment Project</td>
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<td><strong>Subtotal-Redevelopment Agency Funds</strong></td>
<td><strong>4,099,444</strong></td>
<td><strong>507,740</strong></td>
<td><strong>4,607,184</strong></td>
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<td>Total Nonresident Student Capital Outlay Surcharge &amp; Redevelopment Agency</td>
<td><strong>4,476,819</strong></td>
<td><strong>642,940</strong></td>
<td><strong>5,119,759</strong></td>
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</tbody>
</table>

* Per AB 1484, the redevelopment trailer bill, the County Auditor-Controller must prepare estimates of amounts of property tax to be allocated and distributed in the upcoming six-month period and must provide those estimates to the receiving entity and the Department of Finance no later than October 1 and April 1 of each year. Budgets will be adjusted as revenues are received during FY13 if these funds are necessary for identified capital outlay projects.
## Locally Funded Capital Outlay Improvement Projects

<table>
<thead>
<tr>
<th>Org</th>
<th>Loc</th>
<th>Construction Project Description</th>
<th>Total Project Budget</th>
<th>Expenses to Date</th>
<th>Project Balance Remaining</th>
<th>2012-2013 Project Budget</th>
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<td>19107</td>
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<td>MC</td>
<td>Technology Building Modernization</td>
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<td>357,242</td>
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<tr>
<td>19146</td>
<td>MC</td>
<td>Ceramic Kiln Relocation</td>
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<td>MC</td>
<td>Observatory Classroom Project</td>
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<tr>
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**TOTAL CAPITAL OUTLAY PROJECTS**

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**SUBTOTAL OXNARD PROJECTS**

118,361,769 100,968,126 17,393,643 17,393,643

### VENTURA COLLEGE PROJECTS

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<tr>
<th>ORG PROJECT DESCRIPTION</th>
<th>TOTAL PROJECT BUDGET</th>
<th>EXPENSES TO DATE</th>
<th>PROJECT BALANCE REMAINING</th>
<th>2012 - 2013 PROJECT BUDGET</th>
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**SUBTOTAL VENTURA PROJECTS**

125,025,638 97,932,204 27,093,434 27,093,434

### VENTURA COMMUNITY COLLEGE DISTRICT

<table>
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<tr>
<th>ORG PROJECT DESCRIPTION</th>
<th>TOTAL PROJECT BUDGET</th>
<th>EXPENSES TO DATE</th>
<th>PROJECT BALANCE REMAINING</th>
<th>2012 - 2013 PROJECT BUDGET</th>
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**SUBTOTAL FIRE/SHERIFF/POLICE ACADEMY**

25,494,722 25,014,751 479,971 479,971

### TOTAL GENERAL OBLIGATION (MEAS S) BOND BUDGETS

380,073,158 315,656,231 64,416,927 64,416,927

* Unallocated planning and development costs have been built into each project budget. They will be allocated to each completed project based on proportional value.
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<th>FUND</th>
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TOTAL NEW INFORMATION TECHNOLOGY AND TECHNOLOGY REFRESH/EQUIPMENT REPLACEMENT 2,988,404 1,824,171 1,164,233
### Agenda Item Details

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<th>Meeting</th>
<th>Sep 11, 2012 - Board of Trustees</th>
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<tbody>
<tr>
<td>Category</td>
<td>16. Business Services</td>
</tr>
<tr>
<td>Subject</td>
<td>16.05 APPROVAL TO NAME THE WRIGHT EVENT CENTER AT VENTURA COLLEGE: This item requests Board of Trustees approval to name the building, recently acquired through a quitclaim deed from the City of Ventura, the Wright Event Center.</td>
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<tr>
<td>Access</td>
<td>Public</td>
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<tr>
<td>Type</td>
<td>Action</td>
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<tr>
<td>Recommended Action</td>
<td>The Chancellor recommends that the Board of Trustees approve naming the Wright Event Center at Ventura College.</td>
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### Public Content

**Background/Analysis**

In 1966, the City of Ventura and Ventura College entered into a 50-year land lease for the land at the intersection of Telegraph Road and Day Road in Ventura for the purpose of operating the H.P. Wright Library. The City agreed to pay $1 per year for the land, which would be used for the purpose of operating the H.P. Wright Library as a branch of the Ventura County Library system. Under the terms of the lease, ownership of both the building and the land underneath it would revert to the College in 2015 or whenever the building ceased to be used as a full-service library.

Because of declining revenues, the County Library Commission voted in February 2009 to no longer provide the City of Ventura with a subsidy to keep Wright Library open. The Library Agency staff then recommended that Wright be closed. In November 2009, all funding sources to operate the Wright Library were depleted and the facility ceased to be used as a library.

In February 2012, a quitclaim deed was recorded and ownership of the building and the land it stands on returned to the Ventura County Community College District. Because the building does not meet Field Act Standards that would enable it to be used for classroom space, it will be used by Ventura College for meetings, workshops, lectures, and other temporary assembly needs. It will also be available for public use in accordance with the Civic Center policy and procedure.

Board approval is being sought to name this facility the Wright Event Center. In doing so, Ventura College wishes to show respect to Helen Power Wright, who donated the funds that were used to build this facility.

Born in London in 1876, Helen Power Wright immigrated to Ventura with her parents at age 11, graduated from Ventura High School in 1897 and married civil engineer Milan James Wright in 1909.

Both Helen and Milan supported the E.P. Foster Hospital (now Community Memorial Hospital) and enjoyed the La Estrella Dance Club (founded in 1913 by young couples who wanted to learn how to fox-trot). An avid reader, Helen was also a member of a local book group called the Delphean Club. It was this love of books that culminated in her greatest gift, the H.P. Wright Library at 57 Day Road. Built from her bequest of $300,000, it was welcomed by city officials and neighborhood families.

At the library’s dedication in 1966, Helen’s lawyer, Frank E. Orr, recalled, “The estate from which the funds were
derived was not accumulated without sacrifice. She gave of her substance. Because of her, Ventura County is a better place to live.”

Fiscal Impact
None

Administrative Content
Agenda Item Details

Meeting: Sep 11, 2012 - Board of Trustees

Category: 16. Business Services

Subject: 16.06 APPROVAL OF CONSULTING SERVICES CONTRACT AND USE OF RESERVES (REQUIRES 2/3 VOTE): This item requests Board of Trustees approval for a consulting services contract with Chiung-Sally Chou, Ph.D. and use of reserves (requires 2/3 vote).

Access: Public

Type: Action

Recommended Action: The Chancellor recommends the Board of Trustees approve the consulting services contract with Chiung-Sally Chou, Ph.D., and the use of reserves, not to exceed $40,000.

Public Content

Background/Analysis
The Chancellor is recommending a Consultant to assist in providing technical assistance, facilitation, and finalization of the Oct. 15, 2012 accreditation report. In July, the Commission continued the Ventura County Community College District on probation. The Commission concluded that the District had deviated from eligibility requirements, accreditation standards or Commission policies. The Commission requires that the report submitted by all three institutions along with the District must demonstrate that the institutions have addressed the district recommendations, resolved the deficiencies, and now meet Eligibility Requirements and Accreditation Standards.

Dr. Chou has thirty years (30) of education experience and has provided technical assistance and training to K-12 schools and colleges in WASC and Accrediting Commission of Community and Junior Colleges (ACCJC) standards.

Fiscal Impact

Analysis of General Fund Reserves

2012-13 Adoption Budget GF Unrestricted Reserve - Unallocated $ 1,301,605

Proposed Budget Amendment 40,000

2012-13 General Fund Unrestricted Reserve - Unallocated $ 1,261,605

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<td>Academic Senate</td>
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<td>Legal Counsel</td>
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<tr>
<td>Category</td>
<td>17. Human Resources</td>
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<tr>
<td>Subject</td>
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## Public Content

## Administrative Content
**Agenda Item Details**

Meeting: Sep 11, 2012 - Board of Trustees  
Category: 18. Capital Planning 
Subject: 18.01 Trustees: Capital Planning & Facilities Committee met on August 22, 2012. 
Access: Public  
Type: Report 

**Public Content**


**Administrative Content**
Agenda Item Details

Meeting  Sep 11, 2012 - Board of Trustees
Category  19. Student Learning
Subject  19.01 There are no items.
Access  Public
Type

Public Content

Administrative Content
Agenda Item Details
Meeting  Sep 11, 2012 - Board of Trustees
Category  20. Consent Calendar
Subject  20.01 APPROVAL OF CONSENT CALENDAR. This item presents for approval the Consent Calendar.
Access  Public
Type  Action (Consent)
Fiscal Impact  No
Budgeted  No
Recommended Action  The Chancellor recommends the Board of Trustees approve this item.

Public Content
Background  N/A
Analysis  N/A

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Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 21. Consent Calendar: Approval of Minutes
Subject 21.01 APPROVAL OF MINUTES FOR THE BOARD OF TRUSTEES STRATEGIC PLANNING - PART TWO MEETING August 9, 2012. This item presents for approval the minutes of the Board of Trustees Meeting of August 9, 2012.
Access Public
Type Action (Consent), Minutes
Fiscal Impact No
Budgeted No
Recommended Action The Chancellor recommends the approval of the August 9, 2012 minutes of the Strategic Planning Session - Part Two meeting of the Board of Trustees.

Public Content

This item presents for approval the minutes of the Board of Trustees Strategic Planning Session - Part Two meeting of the Board of Trustees for August 9, 2012.

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<td>Further Information</td>
<td>Dr. Jamillah Moore, Patti Blair</td>
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Administrative Content
Members present: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez, and Student Trustee A.J. Valenzuela

In attendance:
Dr. Jamillah Moore, Chancellor
Robin Calote, Ventura College President
Pam Eddinger, Moorpark College President
Sue Johnson, Vice Chancellor, Business and Administrative Services
Patricia Parham, Vice Chancellor, Human Resources
Erika Endrijonas, Executive Vice President
Jane Harmon, Executive Vice President
Ramiro Sanchez, Executive Vice President
Michael Bush, Vice President, Business Services
David Keebler, Vice President, Business Services
Iris Ingram, Vice President, Business Services
Lori Bennett, Dean
Cynthia Herrera, Director
Linda Kamaila, Oxnard College Academic Senate President
Riley Dwyer, Moorpark College Academic Senate President
Peter Sezzi, Ventura College Academic Senate President
Karla Banks, Oxnard College Classified Senate President
Steve Hall, AFT President
Dan Casey, SEIU Chief Steward
Patti Blair, Executive Assistant, Recorder

1. District Mission and Governance Roles.
The District Mission and Governance Roles are standing agenda items for informational purposes only. There was no action taken.
2. Open Session: Call to Order
Chair Blum called the meeting to order at 3:05 p.m.

3. Public Comments Open Session Agenda Items
Public comments were made by Steve Hall.

4. Changes to the Agenda
There were no changes to the agenda.

5. Chancellor’s Recommendation of the Board of Trustees Agenda
   Report: 5.01 CHANCELLOR’S RECOMMENDATION. The District's Consultation Council is the representative body designed to support the governance processes at each College and to assist in District governance through the review and analysis of the Board of Trustees agenda prior to action by the Trustees. The items presented to the Board of Trustees contained in the Consultation Council meeting agenda of August 2, 2012, have been reviewed within the District's Consultation Council and are hereby presented to the Trustees for action, without constituent objection. Chancellor Moore indicated the agenda is presented without changes.

6. Trustee/Chancellor’s Office
   Action: 6.01 Open Study Session
   Chair Blum opened the study session.

   Discussion: 6.02 STUDY SESSION. BOARD MEETING ASSESSMENT FROM THE July 10, 2012 REGULAR BOARD MEETING. This item presents for review a Board meeting assessment for the July 10, 2012 Regular Board of Trustees meeting. Trustees reviewed the July 10, 2012 Board of Trustees Meeting Assessment. The Board Chair provided a verbal statement on behalf of the Board regarding Vice Chair Hernandez’s violation of the Board’s March 13, 2012 Board of Trustees Best Practices Agreement during the July 10, 2012 Board meeting. In response, Vice Chair Hernandez provided a verbal statement of clarification and apology related to his verbal statement made at the July 10, 2012 Board meeting and expressed full commitment in support of the Board.

7. Public Comments
   Public comments were made by Steve Hall.

8. Action Item: Trustee/Chancellor’s Office
   Action, Minutes: 8.01 APPROVAL OF MINUTES FOR THE STRATEGIC PLANNING MEETING OF THE BOARD OF TRUSTEES ON JUNE 26, 2012. This items presents for approval the minutes of the Board of Trustees Strategic Planning Meeting of June 26, 2012. The Chancellor recommends the approval of the June 26, 2012 minutes of the Strategic Planning Meeting of the Board of Trustees, with minor changes. Motion by Trustee Dianne McKay, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

9. Board of Trustees Professional Development 2012/2013 Calendar
   Action: 9.01 BOARD OF TRUSTEES PROFESSIONAL DEVELOPMENT 2012/2013 CALENDAR. This item presents for approval the Board of Trustees Professional Development 2012/2013 Calendar. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

   Trustees indicated commitment to attending professional development activities that include the following areas:
   - Role of the Board Chair; Board Chair/CEO Relationship, 10/2012
   - Effective Board and Committee Meetings, 10/2012
Trustees further committed to a minimum of one or two Trustees attending the Community College League of California, Annual Convention and Partner Conference, 11/2012; Community College League of California, Effective Trustee Workshop, Board Chair Workshop, Annual Legislative Conference, 01/2013; and Community College League of California, Annual Trustees Conference, 05/2013.

10. Board of Trustees 2013 Performance Goals
Action: 10.01 BOARD OF TRUSTEES 2012-2013 PERFORMANCE GOALS. This item presents for approval the Board of Trustees 2012-2013 Performance Goals. The Chancellor recommends the Board of Trustees approve its 2012-2013 Board Performance Goals, with the deletion of the word “full” in the second sentence of Number 8. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez.
Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

11. STUDY SESSION: Board Goals and Objectives
Discussion: 11.02 Review Accreditation Recommendations
Dr. Pam Eddinger presented a review of the Accreditation Recommendations on behalf of the District Council on Accreditation and Planning as follows:

The District Committee on Accreditation and Planning (DCAP) convened on March 8, 2012 to develop a series of action plans to address the seven District Recommendations outlined in the Commission Action Letter of February 2, 2012. DCAP reported on the details of the action plans during the June 26, 2012 Board Planning Session. The following summary provides an update since the June meeting, and an assessment of progress in meeting the seven District Recommendations.

- **District Recommendation 1.** In order to meet the Standards, the District, in concert with the three Colleges, shall develop clearly defined organizational maps that delineate the primary and secondary responsibilities of each, the College-to-College responsibilities, and that also incorporate the relationship of major District and College committees established to assure the integrity of activities related to such areas as budget, research, planning, and curriculum. (IV.B.3.a-b, IV.B.3.g)

  Assessment: District meets this Recommendation. The District, through Consultation Council, has revised the Participatory Governance Handbook to reflect a clearly defined organization map. It also includes the delineation of an “Advisory and Recommendation Pathway” that illustrates the relationship of major District and College committees. Memberships on the committees are clearly defined. The Participatory Governance Handbook has been widely shared at the Colleges, and constituents have given input for improvement. The Participatory Governance Handbook was presented to the Board of Trustees for information on June 19, 2012.

- **District Recommendation 2.** In order to meet the Standard, the District, in concert with the three Colleges, shall document evidence that a review of District Policies and Procedures that may impede the timely and effective operations of the departments of the Colleges has taken place and that appropriate modifications are made that facilitate the operational effectiveness of the Colleges. A calendar that identifies a timeline for the regular and consistent review of policies shall be developed. (IV.B.1.e)

  Assessment: District meets this Recommendation. The Policies and Procedures of the District are scheduled on a two-year cycle. This proposed schedule is being vigorously adhered to, as evidenced by the substantial amount of activities undertaken by the Policy Subcommittee of the Board, and the subsequent placement of reviewed and/or revised Policies and Administrative
Procedures on the monthly Board of Trustees agendas. Recommended changes to Board Policies and Administrative Procedures follow the “Advisory and Recommendation Pathway” outlined in the Participatory Governance Handbook to ensure constituent input. DCAP is working to identify effective ways to capture further feedback from the field to ensure that Policies and Procedures enhance rather than impede operations.

- **District Recommendation 3.** In order to increase effectiveness, the Teams recommend that the District conduct a periodic outcomes assessment and analysis of its strategic planning and decision-making processes, leading to sustainable continuous quality improvement in educational effectiveness in support of student learning and district-wide operations. (IV.B.3)

  Assessment: District meets this Recommendation. To assess its decision-making processes, the District, through Consultation Council, reviewed and revised the Participatory Governance Handbook and substantially revised the deliberation and consultation process. The resulting structure, as documented in the Handbook under the “Advisory and Recommendation Pathway” ensures that the deliberation, recommendation, and decision-making process is appropriate and functional.

  To assess effectiveness of the District and its Colleges, VCCCD has created a Districtwide Effectiveness Report that delineates the outcomes for corresponding annual Board Goals. The Districtwide Effectiveness Report provides three years of data for trend analysis and comparisons. The first report was presented at the June 28, 2012 Board Planning Session; the report will be presented annually and institutionalized as a component of the standard assessment measure. The Board also assessed and made plans to improve its current Districtwide planning at the June and August Planning Sessions, taking deliberate steps to reach the level of sustainable continuous quality improvement in integrated strategic planning.

- **District Recommendation 4.** In order to improve communications, the Teams recommend that the District assess the effectiveness of its formal communications and utilize constituency and community input/feedback data to implement improvements to ensure that open and timely communication regarding expectations of educational excellence, operational planning, and integrity continues and is enhanced at all levels of the organization. (III.A.3, IV.B.3)

  Assessment: District meets this Recommendation. The District, through Consultation Council, has improved the effectiveness of its formal communications through a thorough review and revision of the District Participatory Governance Handbook. In creating and adhering to an appropriate “Advisory and Recommendation Pathway” for formal consultation and dialogue, the District ensures that the venues for constituent and community feedback are well-defined, well-understood, and available. In addition, the Chancellor’s office established a monthly update on the portal to communicate key issues affecting the District. Fall and Spring Semester surveys of all employees to assess communication effectiveness will be administered starting Fall 2012 and will be ongoing to ensure continuous communication improvement.

- **District Recommendation 5.** In order to meet the Standard, the Board of Trustees shall complete an analysis of its self-assessment pursuant to Board Policy 2745 and formally adopt expected outcomes and measures for continuous quality improvement that will be assessed and reported as a component of the immediately succeeding self-assessment. (IV.B.1.g)

  Assessment: District meets this Recommendation. The Board of Trustees has reviewed its self-assessment instrument and made improvements to its content. Further, the Board is implementing the ongoing self-evaluation process, and conducted the annual summative Board self-evaluation at the June 26, 2012 Board Planning Session. The Board has also formally adopted outcomes and measures of its performance, and the assessment of these outcomes was an integral part of the annual assessment. An external assessment of the Board in the form of a survey to Consultation Council was established as part of the Board’s annual self-assessment.
process. This year’s external assessment results were discussed as part of the Board self-evaluation at the June 26, 2012 Board Planning Session.

- **District Recommendation 6.** In order to meet the Standards, the Board of Trustees shall establish clearly written policies and corresponding procedures to ensure that decision-making is administered by staff in an equitable and consistent manner across and within the three Colleges. (III.A.3.a, III.A.4.c, IV.B.1.b-c)

Assessment: District meets this Recommendation. The District administered a two-prong strategy to fulfill this Recommendation:

Policies and Procedures are reviewed on a two-year cycle with constituent input to ensure clarity and appropriateness in field implementation. (See Assessment of Recommendation 2)

A Functional Map in the Participatory Governance Handbook makes explicit the delineation of functions between the District and the Colleges, and clarifies where the sites have discretionary decision-making over operations, and where uniformity in practice is mandated.

- **District Recommendation 7.** In order to meet the Standards, the Board of Trustees shall assess its actions in relation to its policy making role and implement a program for ongoing Board member professional development to enhance and improve the demonstration of its primary leadership role in assuring the quality, integrity, and effectiveness of the student learning programs and services delivered by the District Colleges. (IV.A.3, IV.B.1. e-g)

Assessment: District meets this Recommendation. The Board has affirmed its commitment to professional development, and has developed a schedule of activities to accomplish this goal. The schedule for this year was formally adopted at the August 9, 2012 Board Planning Session. The Board has also established the practice of assessing the effectiveness of each professional development activity after it has taken place to ensure that the full Board is in concordance on the content and value of its development experience.

Trustees expressed thanks and gratitude for the work done in order to meet the Accreditation Recommendations. Dr. Eddinger reviewed the timeline regarding the review and execution of the final report.

**Discussion: 11.03 Analyze and Evaluate 2011-2012 Board Goals and Objectives Outcomes**

Dr. Eddinger work completed on 2011-2012 Board Goals and Objectives. Trustees commended staff and faculty for their diligent and dedicated work towards meeting the Board's established goals and objectives. Completed 2011-12 goals were removed from the Board's future goals presented in Item 11.04.

During the June 26, 2012 Board Planning Session, a progress report on the Board Goals and Objectives was presented. The following is final summary of progress to date. The summary offers assessment of completion; recommendation on future action; and recommendation on the responsible parties for action.

**Board Goal One: Provide Access and Student Success**

- **Strategic Objective 1-A:**
  Students are served more efficiently by expedited movement through District programs resulting in associate, transfer, and CTE degree and certificate completion. Student learning opportunities are enhanced by implementing system-wide efficiencies. Associate degree programs contain no more than 60 units with an appropriate mix of general education, core discipline, and exploratory elective courses.
Summary: The District has adopted DegreeWorks for student self-service in degree planning. Enrollment priority registration is in place to incentivize completion. Degree and certificate programs have been streamlined; regular cycles of review are established.

Assessment: Strategic Objective substantially completed.

Recommendation: Revise Strategic Objective 1-A

Students are served more efficiently by expedited movement through District Programs resulting associate, transfer, and CTE degree and certificate completion. Student learning opportunities are enhanced by implementing system-wide efficiencies. Establish a Districtwide General Education subcommittee to develop ideas to improve commonality among courses at each college. Responsible Party: District Council for Academic Affairs (DCAA)

- **Strategic Objective 1-B:**

  Uniform collegiate level English, Mathematics and Science course units and learning objectives are established across the District consistent with equivalent courses at four-year California state universities or the transfer model curriculum (TMC).

  Summary: Mathematics faculty of the District colleges reviewed student success and course content data, to ensure there is alignment with state norm. English and Science faculty have initiated similar reviews and are encouraged to continue.

  Assessment: Strategic Objective partially completed.

  Recommendation: Revise Strategic Objective 1-B

  Review collegiate level English and Science courses to ensure comparability in units and learning objectives with equivalent courses at four-year CSUs or transfer model curriculum.

  Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committee, Local English and Mathematics Faculty

- **Strategic Objective 1-C:**

  Uniform English[and] Mathematics objectives for pre-collegiate courses are established and uniform student assessment and placement in such for both pre-collegiate and collegiate courses in these subject areas are implemented.

  Summary: Learning objectives in Math and English are comparable at each level among the Colleges. English and Math faculty have initiated similar reviews and are encouraged to continue.

  The State Chancellor's Office is planning for AB743 – Uniform Assessment. The District colleges will follow uniform assessment implementation directives as they become available from the CCCO.

  Assessment: Strategic Objective partially completed.

  Recommendation: Revise Strategic Objective 1-C

  Review English and Mathematics objectives for pre-collegiate courses to ensure comparability among District colleges.

  Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committee, Local English and Mathematics Faculty

- **Strategic Objective 1-D:**

  Basic skills, ESL and all pre-collegiate programs are set no lower than two levels below collegiate level.

  Summary: Effective Fall 2012, courses lower than two levels below collegiate will not be offered.

  Assessment: Strategic Objective completed.

  Recommendation: Remove Strategic Objective 1-D

- **Strategic Objective 1-E:**

  Efficient and effective course coring and core sequences for academic programs and services are established and maintained and college catalogs accurately reflect curriculum and program offerings.

  Summary: The colleges have completed the coring of their curriculum. The 2013 catalogs reflect updates.

  Assessment: Strategic Objective completed.
Recommendation: Remove Strategic Objective 1-E

- **Strategic Objective 1-F:**
  District-wide common course numbering is established.
  Summary: The colleges are articulating their courses through the SB1440 (Transfer Model Curriculum) process, and the C-ID (Statewide Course Identification) system. The District colleges are ensuring their courses are comparable both within the District and statewide.
  Assessment: Methodology to achieve this Strategic Objective is established. The Strategic Objective is substantially completed.
  Recommendation: Revise Strategic Objective 1-F
  Participate in the SB1440 and C-ID initiative to ensure college courses are comparable District-wide and within the California Community College system.
  Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committees

Board Goal Two: Maintain Instructional Quality within Budgetary Limits

- **Strategic Objective 2-A:**
  Technical and vocational college courses and programs are aligned with employer and market needs.
  Summary: The Colleges will use the software Burning Glass to assess on employer needs in Ventura, Santa Barbara and Los Angeles counties. The Colleges will continue to leverage SB70 grant funds to develop CTE pathways and early career education with K-12 partners.
  Assessment: Strategic Objective is being institutionalized and is substantially completed.
  Recommendation: Retain Strategic Objective 2-A
  Responsible Parties: Local Curriculum Committees, Local Program Review Committees

- **Strategic Objective 2-B:**
  Professional development activities for faculty and staff promote organizational best practices and technological activities that empower employees to work smarter allowing greater time to be expended on activities linked to student access, persistence, and success.
  Summary: Professional development is embedded in the institutional and contractual processes of each District college, and evident in both the governance structure and the activities conducted.
  Assessment: Strategic Objective is ongoing.
  Recommendation: Retain Strategic Objective 2-B
  Responsible Party: Local Professional Development Committees, Human Resources Department

- **Strategic Objective 2-C:**
  Uniform policy and procedure for college program assessment, improvement, and discontinuance are established.
  Summary: AP 4021 Program Discontinuance was reviewed at the March 2012 Board Meeting, and is in practice.
  Assessment: Strategic Objective is completed.
  Recommendation: Remove Strategic Objective 2-C

BOARD GOAL THREE: PRUDENT FISCAL STEWARDSHIP

- **Strategic Objective 3-A:**
  The link between discretionary budgeting and strategic planning is strengthened.
  Summary: Position Control has been strengthened. Rationale and financial impact are part of the Board agenda, linking budget and planning. The District Council for Administrative Services (DCAS) developed, and the Board of Trustees approved, an Infrastructure Funding Model (IFM) that addresses Total Cost of Ownership (TCO).
  Assessment: Strategic Objective is ongoing.
  Recommendation: Retain Strategic Objective 3-A
• **Strategic Objective 3-B:**
  Expenditures linked to District Planning are reviewed on an annual basis
  Summary: The need to link District Planning to expenditures is acknowledged. A methodology will be identified to make the linkage explicit.
  Assessment: Strategic Objective is ongoing.
  Recommendation: Retain Strategic Objective 3-B
  Responsible Party: District Council for Administrative Services (DCAS)

• **Strategic Objective 3-C:**
  The effectiveness and efficiency of all District operations, programs, and services are improved and associated cost savings are redirected to student learning and support.
  Summary: As part of the FY12 and FY13 budget, the Board approved a number of reorganizations to streamline operations. The Human Resources Department continues to review individual positions, classification series, and departments to ensure effectiveness and efficiencies.
  Assessment: Strategic Objective is ongoing.
  Recommendation: Retain Strategic Objective 3-C
  Responsible Parties: Program Review Committees, Management, All Constituencies

• **Strategic Objective 3-D:**
  District long-term retirement obligations (GASB45) are funded and adequate cash reserves are maintained to handle cash flow requirements, including state funding deferrals and unanticipated expenditures.
  Summary: The District established an irrevocable trust to fund post-employment retiree health benefits. The Board-adopted budget ensured adequate cash reserves without district borrowing (TRANs).
  Assessment: Strategic Objective is ongoing.
  Recommendation: Retain Strategic Objective 3-D
  Responsible Party: District Council for Administrative Services (DCAS)

• **Strategic Objective 3-E:**
  Costs in areas such as healthcare, work-related injuries, facilities and operations, etc. are contained or reduced and cost savings are redirected to student learning and support.
  Summary: The District established of two Health Benefits committees and a wellness group to plan initiative for District employees. The Board approved the Infrastructure Funding Model (IFM), which will help fund maintenance schedule and reduces overall cost.
  Assessment: Strategic Objective is ongoing.
  Recommendation: Retain Strategic Objective 3-E
  Responsible Parties: Employee Health Benefits Committees, Risk Management, Human Resources Department

• **Strategic Objective 3-F:**
  The state’s financial condition is monitored and assessed to allow for timely budgetary intervention to avoid crises and unanticipated disruptions in District operations and programs.
  Summary: The budget includes several contingencies to ensure continuity; they are: current projections of the state’s financial status, reductions to expenditure, reserves for revenue shortfall, and a plan and estimate for use of reserves to avoid mid-year operating budget reductions.
  Assessment: Strategic Objective is ongoing.
  Recommendation: Retain Strategic Objective 3-F
  Responsible Parties: Vice Chancellor of Finance, District Council for Administrative Services (DCAS)
- **Strategic Objective 3-G:**
  A plan to fund budgetary structural deficits is developed and maintained.
  Summary: The Board approved an Infrastructure Funding Model (IFM) that will provide foundational funding for capital structural deficits such as equipment replacement, scheduled maintenance.
  Assessment: Strategic Objective is completed.
  Recommendation: Remove Strategic Objective 3-G

**Action, Discussion: 11.04 Review, Reaffirm and/or Modify Board Goals and Objectives for 2012-2013**

The Chancellor recommends the Board of Trustees review, reaffirm and/or modify Board Goals and Objectives for 2012-2013. Trustees approved the 2012-2013 Board Goals and Objectives for 2012-2013, with minor modifications. Motion by Trustee Larry Miller, second by Trustee Dianne McKay. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

- **BOARD GOAL ONE: PROVIDE ACCESS AND STUDENT SUCCESS**
  **Strategic Objective 1-A:**
  Students are served more efficiently by expedited movement through District Programs resulting associate, transfer, and CTE degree and certificate completion. Student learning opportunities are enhanced by implementing system-wide efficiencies. Establish a Districtwide General Education subcommittee to develop ideas and strategies to improve commonality among courses at each college. Responsible Parties: District Council for Academic Affairs (DCAA)

  **Strategic Objective 1-B:**
  Review collegiate level English and Science courses to ensure comparability in units and learning objectives with equivalent courses at four-year CSUs or transfer model curriculum. Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committee, Local English and Science Faculty

  **Strategic Objective 1-C:**
  Review English and Mathematics objectives for pre-collegiate courses to ensure comparability among District colleges. Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committee, Local English and Mathematics Faculty

  **Strategic Objective 1-D:**
  Participate in the SB 1440 (TMC - Transfer Model Curriculum) and C-ID (Course Identification Number System) initiative to ensure college courses are comparable District-wide and within the California Community College system. Responsible Parties: District Council for Academic Affairs (DCAA), Local Curriculum Committees

- **BOARD GOAL TWO: MAINTAIN INSTRUCTIONAL QUALITY WITHIN BUDGETARY LIMITS**
  **Strategic Objective 2-A:**
  Technical and vocational college courses and programs are aligned with employer and market needs. Responsible Parties: Local Curriculum Committees, Local Program Review Committees

  **Strategic Objective 2-B:**
  Professional development activities for faculty and staff promote organizational best practices and technological activities that empower employees to work smarter allowing greater time to be expended on activities linked to student access, persistence, and success. Responsible Party: Local Professional Development Committees, Human Resources Department

- **BOARD GOAL THREE: PRUDENT FISCAL STEWARDSHIP**
  **Strategic Objective 3-A:**
The link between discretionary budgeting and strategic planning is strengthened. Responsible Parties: District Committee for Accreditation and Planning (DCAP), Consultation Council

**Strategic Objective 3-B:**
Expenditures linked to District Planning are reviewed on an annual basis. Responsible Party: District Council for Administrative Services (DCAS)

**Strategic Objective 3-C:**
The effectiveness and efficiency of all District operations, programs, and services are improved and associated cost savings are redirected to student learning and support. Responsible Parties: Program Review Committees, Management, All Constituencies

**Strategic Objective 3-D:**
District long-term retirement obligations (GASB45) are funded and adequate cash reserves are maintained to handle cash flow requirements, including state funding deferrals and unanticipated expenditures. Responsible Party: District Council for Administrative Services (DCAS)

**Strategic Objective 3-E:**
Costs in areas such as healthcare, work-related injuries, facilities and operations, etc. are contained or reduced and cost savings are redirected to student learning and support. Responsible Parties: Employee Health Benefits Committees, Risk Management, Human Resources Department

**Strategic Objective 3-F:**
The state’s financial condition is monitored and assessed to allow for timely budgetary intervention to avoid crises and unanticipated disruptions in District operations and programs. Responsible Parties: Vice Chancellor of Finance, District Council for Administrative Services (DCAS)

12. Planning

Discussion: 12.02 Review Proposed Revised Planning Cycle
Dr. Eddinger reviewed the Proposed Revised Planning Cycle. Following discussion of the planning cycle and development of a District Master Plan, breakout groups were formed and facilitated by Trustees to discuss topics of importance to the District and colleges. Groups discussed the VCCCD mission, serving students, community collaboration, and meeting future needs in a time of budget challenges.

Action: 12.05 Action to Approve Proposed Planning Cycle
The Chancellor recommends the adoption of the Transition Plan and Revised Integrated Planning Cycle Timeline. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Transition Plan:
Conduct 2012-2013 planning cycle through the following activities:
- Revise the 2012 Goals and Objectives for 2013
- Create and Implement Action Plans
- Assess results at June 2013 Board Planning Session

Revised Districtwide Integrated Planning Cycle Timeline:

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<tr>
<td>2012-13</td>
<td>Transition from prior year plan; initiation</td>
<td>Transition: Complete Original Planning Cycle; Conduct Master Planning: Create Master Plan with Goals</td>
<td>Assess and improve planning</td>
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<td>Cycle</td>
<td>Current Cycle: Year One</td>
<td>Create Strategic Plan containing Strategic Objectives to support Master Plan Goals; develop and implement Action Steps</td>
<td>Assess Progress on Objectives; Assess and improve planning process</td>
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<tr>
<td>2013-14</td>
<td>Current Cycle: Year Two</td>
<td>Assess status of Strategic Plan and Objectives; continue implementation of Action Steps</td>
<td>Assess and improve planning process</td>
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<td>2014-15</td>
<td>Current Cycle: Year Three</td>
<td>Mid-term Review of Master Plan Goals: Assess status of Master Plan Goals, Strategic Plan and Objectives; adjust Strategic Plan and Objectives as needed</td>
<td>Assess and improve planning process</td>
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<td>2015-16</td>
<td>Current Cycle: Year Four</td>
<td>Assess status of Strategic Plan and Objectives; continue implementation of Action Steps</td>
<td>Assess and improve planning process</td>
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<td>2016-17</td>
<td>Current Cycle: Year Five</td>
<td>Assess status of Strategic Plan and Objectives; continue implementation of Action Steps</td>
<td>Assess and improve planning process</td>
</tr>
<tr>
<td>2017-18</td>
<td>Current Cycle: Year Six</td>
<td>Master Planning Year: Assess and modify Master Plan for the next 6-year cycle</td>
<td>Assess and improve planning process</td>
</tr>
</tbody>
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13. Adjournment

Information: 13.01 Chair will adjourn the meeting

Chair Blum adjourned the meeting at 6:15 p.m. and offered best wishes to Dr. Duran.
Agenda Item Details

Meeting  Sep 11, 2012 - Board of Trustees
Category  21. Consent Calendar: Approval of Minutes
Subject  21.02 APPROVAL OF MINUTES FOR THE BOARD OF TRUSTEES REGULAR MEETING August 14, 2012. This item presents for approval the minutes of the Board of Trustees Meeting of August 14, 2012.
Access  Public
Type  Action (Consent)
Recommended Action  The Chancellor recommends the approval of the August 14, 2012 minutes of the regular meeting of the Board of Trustees.

Public Content

This item presents for approval the minutes of the regular meeting of the Board of Trustees for August 14, 2012.

<table>
<thead>
<tr>
<th>Staff Position Review</th>
<th>N/A</th>
<th>Primary</th>
<th>Advisory</th>
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<tr>
<td>President</td>
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<td>Academic Senate</td>
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<td>Legal Counsel</td>
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<td>Further Information</td>
<td>Dr. Jamillah Moore, Patti Blair</td>
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Administrative Content
Ventura County Community College District
Board of Trustees Regular Meeting
255 West Stanley Avenue, Suite 150
Ventura, CA 93001
Thursday, August 14, 2012

Members present: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez, and Student Trustee A.J. Valenzuela

In attendance:
Jamillah Moore, Chancellor
Robin Calote, Ventura College President
Richard Duran, Oxnard College President
Pam Eddinger, Moorpark College President
Patricia Parham, Vice Chancellor, Human Resources
Sue Johnson, Vice Chancellor, Business and Administrative Services
Dave Fuhrmann, Assistant Vice Chancellor, Information Technology
Erika Endrijonas, Executive Vice President
Ramiro Sanchez, Executive Vice President
Jane Harmon, Interim Executive Vice President
Mike Bush, Vice President, Business Services
David Keebler, Vice President, Business Services
Iris Ingram, Vice President, Business Services
Richard DeLaO, Chief of Police
Michael Arnoldus, Director
Terry Cobos, Director
Clare Geisen, Director
Mary Anne McNeil, Director
Jay Wysard, Director
Linda Kama’ila, Oxnard College Academic Senate President
Riley Dwyer, Moorpark College Academic Senate President
Peter Sezzi, Ventura College Academic Senate President
Peder Nielsen, Ventura College Classified Senate President
Daniel Chavez, Ventura College Associated Student Government Director of External Affairs
Les Dickey, Measure S
Handel Evans, Measure S
Steve Hall, AFT President
1. District Mission and Governance Roles.
The District Mission and Governance Roles are standing agenda items for informational purposes only.
There was no action taken.

2. Open Session: Call to Order
Chair Blum called the meeting to order at 5:33 p.m.

3. Public Comments Regarding Closed Session Agenda Items
There were no public comments regarding Closed Session items.

4. Recess to Closed Session 5:30 p.m.
Discussion: 4.01 Existing Litigation: Government Code Section 54956.9, subdivision (a). Philip C. Ames, Gary B. Hand, State of California, and the Ventura County Community College District v. Vratsinas Construction Company, et. al.; Ventura County Superior Court Case No. 56-2011-00409056-CU-MC-VTA.

5. Reconvene in Open Session 6:00 p.m.
Chair Blum reconvened in open session.

6. Closed Session Report
There was no closed session report.

7. Pledge to the Flag
Student Representative Daniel Chavez led the pledge to the flag.

8. Changes to the Agenda
There were no changes to the agenda.

9. Chancellor's Recommendations of Board of Trustees Agenda
Report: 9.01 CHANCELLOR'S RECOMMENDATION. The District's Consultation Council is the representative body designed to support the governance processes at each College and to assist in District governance through the review and analysis of the Board of Trustees agenda prior to action by the Trustees. The items presented to the Board of Trustees contained in the Consultation Council meeting agenda of August 2, 2012, have been reviewed within the District's Consultation Council and are hereby presented to the Trustees for action, without constituent objection.

10. Acknowledgement of Guests and Special Recognitions
Chair Blum thanked Vice Chancellor Sue Johnson for serving as Interim Chancellor during the month of July. Trustees thanked Jim Walker and the Human Resources Department for a successful Chancellor search. Chair Blum and Trustees welcomed Chancellor Moore to the District. Dr. Moore thanked Ms. Johnson and the VCCCD team for the warm welcome, and thanked Presidents, Academic Senates, and union leadership for recent campus visits and introductory meetings.

11. Public Comments
Public comments were made by Felicia Rueff.

12. Associated Student Government Reports

- Daniel Chavez, Ventura College Associated Student Government Director of External Affairs, commented on the Ventura College Student Executive Retreat, Ventura College Lending Library, and expressed excitement with the beginning of the fall semester.
- Cindy Avalos, Oxnard College Associated Student Government President, commented on Club Rush and book sway, and expressed excitement with the beginning of the fall semester. Ms. Avalos thanked the District for the opportunity to represent Oxnard College students.

- Student Trustee Valenzuela commented on Assemblyman Jeff Gorell’s meeting, District Council on Accreditation and Planning meeting, website redesign, and the Student Trustee Conference.

13. Senate President Business Report
Report: 13.01 Academic Senate

- Linda Kama’ila, Oxnard College Academic Senate President, commented on Flex Week, new and old technology, and welcomed eight new faculty members.

- Riley Dwyer, Moorpark College Academic Senate President, commented on Flex Week, welcomed new facility, and the new semester.

- Peter Sezzi, Ventura College Academic Senate President, commented on Flex Week, professional development, welcomed new faculty, student panel focusing on effective teaching practices, Lending Library, Academic Senate Meetings, a successful academic year, and thanked Dr. Moore for attending Flex Week.

Report: 13.02 Classified Senate

- Peder Nielsen, Ventura College Classified Senate President, commented on the new academic year.

14. Study Session: Accreditation
Information: 14.01 OPEN STUDY SESSION: Accreditation Update.
Chair Blum opened the study session.

Discussion: 14.02 Accreditation Update. This item presents for discussion an accreditation update. Dr. Moore commented on the Board Strategic Planning Session and the accreditation report. Dr. Eddinger commented on the progress made with meeting the accreditation recommendations, particularly work on recommendation 3 related to planning. A survey will be conducted Districtwide regarding formal communications. Ms. Geisen continues work on the accreditation report draft and indicated the District Council on Accreditation and Planning (DCAP) reviewed the first draft; the second draft will be reviewed on August 20, and the Board will receive the final report during the October 9, 2012 Board of Trustees meeting.

Information: 14.03 CLOSE STUDY SESSION.
Chair Blum closed the study session.

Action: 14.04 ACTION TO FORMALLY ACCEPT THE APRIL 16, 2012 FOLLOW-UP VISIT EVALUATION REPORT OF COMMISSION CONCERN. This item presents for acceptance the April 16, 2012 Follow-Up Visit Evaluation Report of Commission Concern. The Chancellor recommends the Board of Trustees take action to formally accept the April 16, 2012 Follow-Up Visit Evaluation Report of Commission Concern. Motion by Trustee Larry Miller, second by Trustee Dianne McKay. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

15. Study Session: Professional Development
Information: 15.01 OPEN STUDY SESSION
Chair Blum opened the study session.

Discussion: 15.02 Human Resources
16. Board Policy. **Information: 16.01 The Policy Committee met on July 18, 2012.** The Policy Committee provides recommendations to the Board regarding policy for Ventura County Community College District. The Policy Committee reviews policies and administrative procedures to ensure uniform practice Districtwide and avoid impeding college operational effectiveness (Accreditation Standards III.A.3.a, III.A.4.c, IV.B.1.b-c; IV.B.1.e)

**Information: 16.02 REVIEW TWO-YEAR BOARD POLICY REVIEW CALENDAR.** This item presents for review the two-year Board Policy Review Calendar. Ms. Geisen provided Trustees with an update of the Two-Year Board Policy Review Calendar and commented on current progress.

**Action: 16.03 ACTION TO APPROVE BOARD POLICY (BP) 2350 SPEAKERS.** This item presents for approval BP 2350 Speakers. No administrative procedure is required. The Chancellor recommends the Board of Trustees approve BP 2350 Speakers. No administrative procedure is required. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.04 ACTION TO REAFFIRM BOARD POLICY (BP) 2745 BOARD SELF-EVALUATION.** This item presents for reaffirmation BP 2745 Board Self-Evaluation and provides revised Administrative Procedure (AP) 2745 Board Self-Evaluation for information. The Chancellor recommends the Board of Trustees reaffirm BP 2745 Board Self-Evaluation. AP 2745 has been revised, is provided for information, and is consistent with BP 2745. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.05 ACTION TO APPROVE BOARD POLICY (BP) 6100 DELEGATION OF AUTHORITY.** This item presents for approval BP 6100 Delegation of Authority and provides existing Administrative Procedure (AP) 6100 Delegation of Authority for information. The Chancellor recommends the Board of Trustees approve proposed BP 6100 Delegation of Authority. Existing AP 6100 is provided for information and is consistent with BP 6100. Motion by Trustee Dianne McKay, second by Trustee Larry Miller. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.06 ACTION TO REAFFIRM BOARD POLICY (BP) 6150 DESIGNATION OF AUTHORIZED SIGNATURES.** This item presents for reaffirmation BP 6150 Designation of Authorized Signatures and provides existing Administrative Procedure (AP) 6150 Designation of Authorized Signatures for information. The Chancellor recommends the Board of Trustees reaffirm BP 6150 Designation of Authorized Signatures. Existing AP 6150 is provided for information and is consistent with BP 6150. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.07 ACTION TO APPROVE BOARD POLICY (BP) 6330 PURCHASING.** This item presents for approval BP 6330 Purchasing and provides revised Administrative Procedure (AP) 6331 Procurement Cards, revised AP 6336 Travel, and existing AP 6337 Mileage Reimbursement for information. The Chancellor recommends the Board of Trustees approve BP 6330 Purchasing. Revised AP 6331 Procurement Cards, revised AP 6336 Travel, and existing AP 6337 Mileage Reimbursement are provided for information and are consistent with BP 6330. Motion by Trustee Dianne McKay, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.08 ACTION TO APPROVE BOARD POLICY (BP) 6340 CONTRACTS.** This item presents for approval BP 6340 Contracts and provides revised Administrative Procedure (AP) 6340 Contracts and
existing AP 6365 Accessibility of Information Technology for information. The Chancellor recommends the Board of Trustees approve BP 6340 Contracts. Revised AP 6340 Contracts and existing AP 6365 Accessibility of Information Technology are provided for information and are consistent with BP 6340. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.09 ACTION TO REAFFIRM BOARD POLICY (BP) 6400 AUDITS.** This item presents for reaffirmation BP 6400 Audits and provides revised Administrative Procedure (AP) 6400 Audits for information. The Chancellor recommends the Board of Trustees reaffirm BP 6400 Audits. AP 6400 has been revised, is provided for information, and is consistent with BP 6400. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.10 ACTION TO REAFFIRM BOARD POLICY (BP) 6500 PROPERTY MANAGEMENT.** This item presents for reaffirmation BP 6500 Property Management and provides existing Administrative Procedure (AP) 6500 Property Management for information. The Chancellor recommends the Board of Trustees reaffirm BP 6500 Property Management. Existing AP 6500 Property Management is provided for information and is consistent with BP 6500. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.11 ACTION TO REAFFIRM BOARD POLICY (BP) 6520 SECURITY FOR DISTRICT PROPERTY.** This item presents for reaffirmation BP 6520 Security for District Property and provides existing Administrative Procedures (AP) 6530 District Vehicles and AP 6535 Use of District Equipment for information. The Chancellor recommends the Board of Trustees reaffirm BP 6520 Security for District Property. Existing AP 6530 District Vehicles and AP 6535 Use of District Equipment are provided for information and are consistent with BP 6520. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.12 ACTION TO REAFFIRM BOARD POLICY (BP) 6540 INSURANCE.** This item presents for reaffirmation BP 6540 Insurance. No administrative procedure is required. The Chancellor recommends the Board of Trustees reaffirm BP 6540 Insurance. No administrative procedure is required. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.13 ACTION TO REAFFIRM BOARD POLICY (BP) 6550 DISPOSAL OF PROPERTY.** This item presents for reaffirmation BP 6550 Disposal of Property and provides revised Administrative Procedure (AP) 6550 Disposal of Property for information. The Chancellor recommends the Board of Trustees reaffirm BP 6550 Disposal of Property. AP 6550 Disposal of Property has been revised, is provided for information, and is consistent with BP 6550. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

**Action: 16.14 ACTION TO APPROVE BOARD POLICY (BP) 6600 CAPITAL CONSTRUCTION.** This item presents for approval BP 6600 Capital Construction and provides proposed Administrative Procedure (AP) 6600 Capital Construction for information. The Chancellor recommends the Board of Trustees approve revised BP 6600 Capital Construction. Proposed AP 6600 Capital Construction is provided for information and is consistent with BP 6600. Motion by Trustee Larry Miller, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.
Action: 16.15 ACTION TO APPROVE BOARD POLICY (BP) 6620 NAMING BUILDINGS. This item presents for approval BP 6620 Naming Buildings and provides revised Administrative Procedure A(P) 6620 for information. The Chancellor recommends the Board of Trustees approve BP 6620 Naming Buildings. Revised AP 6520 Naming Buildings is provided for information and is consistent with BP 6620. Motion by Trustee Larry Miller, second by Trustee Dianne McKay. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action: 16.16 ACTION TO APPROVE BP 6700 CIVIC CENTER AND OTHER FACILITIES USE. This item presents for approval BP 6700 Civic Center and Other Facilities Use. Revised Administrative Procedure (AP) 6700 Civic Center and Other Facilities Use is provided for information. The Chancellor recommends the Board of Trustees approve BP 6700 Civic Center and Other Facilities Use. AP 6700 Civic Center and Other Facilities Use has been revised, is provided for information, and is consistent with BP 6700. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action: 16.17 ACTION TO REAFFIRM BOARD POLICY (BP) 6740 CITIZENS OVERSIGHT COMMITTEE. This item presents for reaffirmation BP 6740 Citizens Oversight Committee and provides proposed Administrative Procedure (AP) 6740 Citizens Oversight Committee for information. The Chancellor recommends the Board of Trustees reaffirm BP 6740 Citizens Oversight Committee. Proposed AP 6740 Citizens Oversight Committee is provided for information and is consistent with BP 6740. Motion by Vice Chair Arturo Hernandez, second by Trustee Dianne McKay. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action: 16.18 ACTION TO APPROVE BOARD POLICY (BP) 6800 SAFETY. This item presents for approval BP 6800 Safety. Proposed Administrative Procedure (AP) 6800 Safety is provided for information. The Chancellor recommends the Board of Trustees approve BP 6800 Safety. Proposed AP 6800 Safety is provided for information and is consistent with BP 6800. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

17. Trustees/Chancellor's Office
Action: 17.01 ACTION TO APPOINT SECRETARY TO THE BOARD OF TRUSTEES. This item presents for approval the appointment of Jamillah Moore, Ed.D., as Secretary to the Board of Trustees. The Board of Trustees appoint Jamillah Moore, Ed.D., as Secretary to the Board of Trustees. Motion by Trustee Larry Miller, second by Trustee Dianne McKay. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action: 17.02 ACTION TO ESTABLISH THE BOARD OF TRUSTEES PLANNING, ACCREDITATION, AND COMMUNICATION (PAC) COMMITTEE AS A REGULAR STANDING COMMITTEE AND DISSOLVE THE ACADEMIC AFFAIRS COMMITTEE. The Chancellor recommends that the Board of Trustees approve the establishment of the Planning, Accreditation, and Communication (PAC) Committee and dissolve the Academic Affairs Committee. Motion by Trustee Dianne McKay, second by Trustee Larry Miller. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action: 17.03 ACTION TO APPOINT MEMBERS AND ALTERNATE MEMBERS TO THE BOARD PLANNING, ACCREDITATION, AND COMMUNICATION (PAC) COMMITTEE. The Chancellor recommends that members and alternate members be appointed to serve on the Planning, Accreditation, and Communication (PAC) Committee. That Chair Blum and Trustee McKay serve as members, and Trustee Perez serve as an alternate member. Motion by Trustee Larry Miller, second by Trustee Dianne
Action: 17.04 ACTION TO APPROVE THE 2013 MEETINGS OF THE BOARD CALENDAR. This item presents for approval the 2013 Meetings of the Board Calendar. That the Board of Trustees approve the 2013 Meetings of the Board Calendar. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action: 17.05 ACTION TO APPROVE GOVERNING BOARD MEMBER ABSENCE. There was no action taken.

18. Business Services
Action: 18.01 FISCAL YEAR-END BUDGET TRANSFERS: This item requests approval of 2011-2012 fiscal year-end closing budget transfers between major expenditure classifications, and use of fund balance/retained earnings in accordance with Education Code Section 70902 and Title 5, California Code of Regulations, Section 58307. The Chancellor recommends acceptance of the 2011-2012 fiscal year-end closing budget transfers and/or use of fund balance/retained earnings displayed as Exhibit 18.01.01. Motion by Trustee Larry Miller, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

19. Human Resources
There were no items.

20. Capital Planning

21. Student Learning
There were no items.

22. Consent Calendar
Action (Consent): 22.01 APPROVAL OF CONSENT CALENDAR. This item presents for approval the Consent Calendar. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

23. Consent Calendar: Approval of Minutes
Action (Consent), Minutes: 23.01 APPROVAL OF MINUTES FOR THE REGULAR MEETING OF THE BOARD OF TRUSTEES FOR JULY 10, 2012. This item presents for approval the minutes of the Board of Trustees Meeting of July 10, 2012. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

24. Consent Calendar: Business Services
Action (Consent): 24.01 RATIFICATION OF ACCOUNTS PAYABLE AND PAYROLL FOR THE PERIOD OF JUNE 13 TO JULY 17, 2012: This item presents for ratification Accounts Payable and Payroll for the period of June 13, 2012 to July 17, 2012. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.
Action (Consent): 24.02 APPROVAL/RATIFICATION OF BOARD PURCHASE ORDER REPORT #03 FOR FY 2012-13: This item presents for approval/ratification of Board Purchase Order Report #03, for FY 2012-2013 from June 25, 2012 to July 31, 2012. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 24.03 ACCEPTANCE OF GIFTS: This item presents for approval the acceptance of gifts. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 24.04 SURPLUS/DISPOSAL OF EQUIPMENT: This item presents for approval the surplus/disposal of equipment and materials. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 24.05 APPROVAL OF AGREEMENT RENEWAL WITH IPARADIGMS FOR TURNTIN PLAGIARISM CHECKING SOFTWARE: This item requests approval for an agreement renewal with iParadigms for licenses, integration, and support for Turnitin plagiarism checking software, a system that can be used by faculty and students to check for originality and plagiarism. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 24.06 APPROVAL OF CONTRACT RENEWAL WITH EX LIBRIS FOR LIBRARY MANAGEMENT SOFTWARE: This item requests approval of a contract renewal with Ex Libris (USA) Inc. for the Library Management Software. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 24.07 ACCEPTANCE OF COMPLETION OF BID 437, VENTURA COLLEGE STUDENT SERVICE CENTER FLOOR LEVELING PROJECT: This item presents for approval the acceptance of completion of Bid 437 Ventura College Student Center Floor Leveling Project in the amount of $58,947. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action: 24.08 APPROVAL OF NEW GRANTS FOR FISCAL YEAR 2012-13: This item request approval of new grants for FY 2012-13. The Chancellor recommends that the Board of Trustees approve the new grants for fiscal year 2012-13. Motion by Trustee Dianne McKay, second by Trustee Bernardo Perez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 24.09 QUARTERLY FINANCIAL STATUS REPORT, GENERAL FUND – UNRESTRICTED (CCFS-311Q): This item requests acceptance of the quarterly financial status report (CCFS-311Q) for the General Fund-Unrestricted as required by law. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

25. Consent Calendar: Human Resources
Action (Consent): 25.01 EMPLOYMENT AND POSITION CONTROL: APPROVAL OF THE
ESTABLISHMENT OF POSITIONS: This item presents for approval the establishment of three positions.
The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 25.02 CHANGES IN PERSONNEL/EMPLOYMENT STATUS: APPROVAL OF
SEPARATION FROM EMPLOYMENT: This item presents for approval the separation of employment for an employee. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

26. Consent Calendar: Capital Planning & Facilities
Action (Consent): 26.01 ACCEPTANCE OF CHANGE ORDER SUMMARY REPORTS FOR CAPITAL
PROJECTS: This item presents for approval the Change Order Summary Reports for Capital Projects. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 26.02 APPROVAL TO EXECUTE A CONTRACT FOR WITH AMADOR WHITTLE
ARCHITECTS FOR THE DESIGN OF RENOVATION OF FOUNTAIN HALL (OLD LIBRARY) AT
MOORPARK COLLEGE PROJECT 19118; This item presents for approval the authorization for management to execute a contract with Amador Whittle Architects, Inc. for the amount of One Hundred Twenty Three Thousand, Six Hundred ($123,600.00) dollars for architectural and FFE design for interior renovation of the Library Building to accommodate student and staff for processing of student services at Moorpark College. This amount includes a $3,100 allowance for reimbursable expenses. These fees may be subject to change depending on evolution of the conceptual design process. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 26.03 4.03 APPROVAL OF CONTRACT WITH TORO ENTERPRISES FOR THE
BIOSWALE AT VENTURA COLLEGE, PROJECT #39302 INF PIPED UTILITY SYSTEMS: This item presents for approval a contract with Toro Enterprises in the amount of $213,357 to construct a Bioswale at Ventura College, Project #39302 Inf Piped Utility Systems. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 26.04 APPROVAL OF CONTRACT WITH KIWITT’S GENERAL BUILDING FOR
ADA ELECTRICAL PUSH PADS FOR THE POLICE AND CAFETERIA (FORMERLY STUDENT CENTER)
BUILDINGS DEMOLITION, AT OXNARD COLLEGE PROJECT # 29120 STUDENT SERVICES
CENTER. This item presents for approval a contract for $215,500 with JDML Inc. dba Standard Industries for demolition of the Police and Cafeteria Buildings at Oxnard College, project # 29120 Student Services Center.

Action (Consent): 26.05 APPROVAL TO EXECUTE A CONTRACT WITH JDML INC. DBA
STANDARD INDUSTRIES FOR THE POLICE AND CAFETERIA (FORMERLY STUDENT CENTER)
BUILDINGS DEMOLITION, AT OXNARD COLLEGE PROJECT # 29120 STUDENT SERVICES
CENTER. This item presents for approval a contract for $215,500 with JDML Inc. dba Standard Industries for demolition of the Police and Cafeteria Buildings at Oxnard College, project # 29120 Student Services Center.
27. Consent Calendar: Student Learning
Action (Consent): 27.01 SUMMER 2012 CANDIDATES FOR GRADUATION AND CERTIFICATES AT MOORPARK COLLEGE: This item presents for approval the Summer 2012 candidates for graduation and certificates at Moorpark College. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 27.02 SUMMER 2012 CANDIDATES FOR GRADUATION AND CERTIFICATES AT OXNARD COLLEGE. This item presents for approval the Summer 2012 candidates for graduation and certificates at Oxnard College. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

Action (Consent): 27.03 SUMMER 2012 CANDIDATES FOR GRADUATION AND CERTIFICATES AT VENTURA COLLEGE. This item presents for approval the Summer 2012 candidates for graduation and certificates at Ventura College. The Chancellor recommends the Board of Trustees approve this item. Motion by Trustee Bernardo Perez, second by Vice Chair Arturo Hernandez. Final Resolution: Motion is approved. Yes: Chair Stephen Blum, Vice Chair Arturo Hernandez, Trustee Dianne McKay, Trustee Larry Miller, Trustee Bernardo Perez.

28. Informational Items
There were no items.

29. Reports
Report: 29.01 Academic Senates
Academic Senate Presidents did not provide additional reports.

Report: 29.02 Trustees
Trustees and Student Trustees commented on California Youth Connection, Flex Day, and thanked faculty and staff for their dedication work on behalf of our students.

Report: 29.03 Chancellor
Chancellor Moore wished faculty and staff a successful Flex Day/Week, commented on the fall semester, and attending State Chancellor Jack Scott’s retirement

30. Adjournment
Chair Blum adjourned the meeting at 7:55 p.m.
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 22. Consent Calendar: Business Services
Subject 22.01 RATIFICATION OF ACCOUNTS PAYABLE AND PAYROLL FOR THE PERIOD OF JULY 18 TO AUGUST 14, 2012: This item presents for ratification Accounts Payable and Payroll for the period of July 18, 2012 to August 14, 2012.

Access Public
Type Action (Consent)
Fiscal Impact Yes
Budgeted Yes
Recommended Action The Chancellor recommends the Board of Trustees ratify the checks as listed.

Public Content

Background
Education Code §85231 requires all payments from the funds of a community college district shall be made by written order of the governing board of the district. The Governing Board of the District ratifies the total payments made for accounts payable and payroll for the specified period.

Analysis

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Fiscal Impact
Included in approved budgets.

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<td>Academic Senate</td>
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<tr>
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### Agenda Item Details

**Meeting**  
Sep 11, 2012 - Board of Trustees  

**Category**  
22. Consent Calendar: Business Services  

**Subject**  
22.02 APPROVAL/RATIFICATION OF BOARD PURCHASE ORDER REPORT #04 FOR FY 2012-13: This item presents for approval/ratification of Board Purchase Order Report #04, for FY 2012-2013 from July 31, 2012 to August 28, 2012.

**Access**  
Public  

**Type**  
Action (Consent)  

**Recommended Action**  
The Chancellor recommends that the Board of Trustees approve/ratify the purchase orders listed in the attached exhibit.

### Public Content

**Background/Analysis**  
See attached  

**Fiscal Impact**  
In approved budgets

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<th>Staff Position Review</th>
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[PO Board Report FY13 #4.pdf (25 KB)](PO Board Report FY13 #4.pdf)

### Administrative Content
September 11, 2012

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## PO Board Report
### September 11, 2012

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<td>DMC Design Group Inc</td>
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<td>Engineer/Design Services for East Parking Lot Improvements</td>
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### September 11, 2012

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<td>Hurst Review Services</td>
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## PO Board Report

### September 11, 2012

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<td>P0087821</td>
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</table>

**VENDOR NAME:** Central Restaurant Products

**PO REASON:** Equipment for Culinary Restaurant Management Program

<table>
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<th>LOCATION</th>
<th>FUND</th>
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**VENDOR NAME:** Ventek International

**PO REASON:** Annual Pay Station Web Hosting and Data Fee

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Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 22. Consent Calendar: Business Services
Subject 22.03 ACCEPTANCE OF GIFTS: This item presents for approval the acceptance of gifts.
Access Public
Type Action (Consent)
Recommended The Chancellor recommends acceptance of the following gifts on behalf of the Ventura County Community College District and requests that an appropriate expression of the Board of Trustees appreciation be sent to the donors.
Action

Public Content

Background/Analysis
The following items have been donated:

Cash Donation of $2,100
To be used for the Moorpark College Symphony Orchestra
Donated by: Camarillo Arts Council

Donation of a 2003 Rescue Ambulance, VIN 1FDWE45FX3HB97857
To be used by the Oxnard College Regional Fire Academy
Donated by: Los Angeles Fire Department

<table>
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<tr>
<td>President</td>
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<td>Academic Senate</td>
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Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 22. Consent Calendar: Business Services
Subject 22.04 SURPLUS/DISPOSAL OF EQUIPMENT: This item presents for approval the surplus/disposal of equipment and materials.
Access Public
Type Action (Consent)
Recommended The Chancellor recommends that the Board of Trustees approve the disposal of the items on behalf of the Ventura County Community College District.

Public Content

Background/Analysis
Items less than a $5,000 value to be disposed per Ed Code 81452.

The following items are outdated or too costly to be repaired:

Lockers
Elliptical Exercise Machines
Physical Therapy Whirlpool
Weight Lifting Machines

Fiscal Impact
N/A

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<tr>
<th>Staff Position Review</th>
<th>N/A</th>
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<td>President</td>
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Administrative Content
Agenda Item Details

Meeting  Sep 11, 2012 - Board of Trustees
Category  22. Consent Calendar: Business Services
Subject  22.05 RATIFICATION OF CHANGE ORDER 1 FOR BID 428, MOORPARK COLLEGE PHYSICAL SCIENCE BUILDING HVAC RETROFIT: This item presents for ratification Change Order 1 for Bid 428, Moorpark College Physical Science Building HVAC Retrofit.
Access  Public
Type  Action (Consent)
Recommended Action  The Chancellor recommends that the Board of Trustees approve Change Order 1 for Bid 428, Moorpark College Physical Science Building HVAC Retrofit.

Public Content

Background/ Analysis
Change Order 1 includes changes for the removal and replacement of existing ductwork, extension to the concrete mechanical support pad, removal and reinstallation of the variable frequency drive, and to change vent to an acid washing piping. Work was either not shown on plans or had to be revised to accommodate the new equipment. The work on this change order was completed prior to presenting agenda item to the Board of Trustees in order to avoid delays in the project.

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Fiscal Impact
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<th>Advisory</th>
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Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 22. Consent Calendar: Business Services
Subject 22.06 ACCEPTANCE OF COMPLETION OF BID 428, MOORPARK COLLEGE PHYSICAL SCIENCE BUILDING HVAC RETROFIT: This item presents for approval the acceptance of completion of Bid 428, Moorpark College Physical Science Building HVAC Retrofit to Bon Air, Inc.
Access Public
Type Action (Consent)
Recommended Action The Chancellor recommends that the Board of Trustees approve the acceptance of completion of Bid 428, Moorpark College Physical Science Building HVAC Retrofit to Bon Air, Inc.

Public Content

Background/ Analysis
This project, awarded to Bon Air, Inc., was completed on time in the amount of $578,809.

Fiscal Impact
This project is being funded from Scheduled Maintenance Funds.

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Administrative Content
Agenda Item Details

Meeting               Sep 11, 2012 - Board of Trustees
Category             22. Consent Calendar: Business Services
Subject              22.07 ACCEPTANCE OF COMPLETION OF BID 438, MOORPARK COLLEGE CAMPUS CENTER VENDING AREA DEMOLITION: This item presents for approval the acceptance of completion of Bid 438 Moorpark College Campus Center Vending Area Demolition.
Access               Public
Type                 Action (Consent)
Recommended Action   The Chancellor recommends that the Board of Trustees approve the acceptance of completion of Bid 438 Moorpark College Campus Center Vending Area Demolition.

Public Content

Background/Analysis
This project, awarded to Specialized Environmental, Inc. was completed on time in the amount of $83,564.

Fiscal Impact
Project will be funded from Internal Capital Projects Funds

<table>
<thead>
<tr>
<th>Staff Position Review</th>
<th>N/A</th>
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<th>Advisory</th>
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<tr>
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<td>Legal Counsel</td>
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<td>Further Information</td>
<td></td>
<td>Robin Calote/Sue Johnson</td>
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</table>

Administrative Content
**Agenda Item Details**

**Meeting**  
Sep 11, 2012 - Board of Trustees

**Category**  
22. Consent Calendar: Business Services

**Subject**  
22.08 ESTABLISHMENT OF 2012-2013 GANN APPROPRIATION LIMIT AS REQUIRED BY THE CALIFORNIA CONSTITUTION: This item authorizes establishment of the 2012-13 Gann Appropriations Limit as required by Article XIIIB of the California Constitution and Government Code Section 7910.

**Access**  
Public

**Type**  
Action

**Recommended Action**  
The Chancellor recommends that the Board of Trustees adopt the attached Resolution, displayed as Exhibit 22.08.01, establishing the 2012-13 Gann Appropriations Limit at $156,272,942 as required by Article XIIIB of the California Constitution and Government Code Section 7910.

**Public Content**

**Background/Analysis**

In November 1979, California voters passed Proposition 4, the "Gann Initiative," adding Article XIIIB to the California Constitution to place limits on appropriations from "proceeds of taxes" revenues of state and local governments. In November 1988, California voters passed Proposition 98, amending Article XIIIB to revise the measurement of year-to-year changes in revenues from "proceeds of taxes." The Legislature has amended the Government Code to specify the computational methodology by which state and local agencies, including school and community college districts, must establish appropriation limits each year as part of the budget development process. Government Code Section 7910 requires the governing board of each community college district to establish the appropriations limit each year as a legislative act.

Ventura County Community College District's appropriations limit of $156,272,942 has been computed in accordance with Government Code Section 7908 and is displayed as Exhibit 22.08.01. This limit will have no effect on the 2012-13 Adoption Budget, in that the District's projected revenues from "proceeds of taxes" are expected to be below the appropriations limit by more than $44 million.

**Fiscal Impact**

N/A

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<tr>
<td>Further Information</td>
<td></td>
<td>Sue Johnson</td>
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</tbody>
</table>
WHEREAS, Article XIIIIB of the Constitution of the State of California requires the establishment of appropriations limits, commonly called Gann Limits, on "proceeds of taxes" revenues for public agencies, including school and community college districts, commencing with the 1980-81 fiscal year, and

WHEREAS, Article XIIIIB and Government Code Section 7908 require that California community college districts revise their method of calculating Gann Appropriations Limits beginning with the 1988-89 fiscal year, and

WHEREAS, Ventura County Community College District's Gann Limit has been calculated in accordance with Article XIIIIB of the California Constitution and Government Code Section 7908,

THEREFORE, BE IT RESOLVED, as a legislative act of this Board of Trustees pursuant to Government Code Section 7910, that for the purpose of Article XIIIIB, there is hereby established the Ventura County Community College District's Gann Appropriations Limit of $156,272,942 for the 2012-13 fiscal year.

Mr. Stephen P. Blum, Esq., Chair                                  Date
Ventura County Community College District
Board of Trustees
Agenda Item Details

Meeting: Sep 11, 2012 - Board of Trustees
Category: 22. Consent Calendar: Business Services
Subject: 22.09 APPROVAL OF NEW CONTRACTS AND GRANTS FOR FISCAL YEAR 2012-13: This item request approval of new contracts and grants for FY 2012-13.
Access: Public
Type: Action (Consent)
Recommended Action: The Chancellor recommends that the Board of Trustees approve new contracts and grants for fiscal year 2012-13.

Public Content

Background/Analysis

Oxnard College:

City of Oxnard Housing Authority – Teen Parent Program. Oxnard College has received a renewal agreement in the amount of $20,000 from the City of Oxnard to continue to provide services necessary to administer the Teen Parent Program. This program is an educational and economic development opportunity that targets Oxnard public housing tenants. The Teen Parent Program provides teen parent services that include counseling, outreach, workshops, transportation, childcare, books, and school supplies assistance. The underlying funding for the City of Oxnard is from a U.S. Department of Housing and Urban Development (HUD) Resident Opportunities & Self Sufficiency (ROSS) program grant.

This program is consistent with the Oxnard College Mission by assisting these students in identifying educational goals and providing them support services, thus ensuring student success in fulfilling their educational goals. This program supports the Strategic Master Plan, specifically Section 3.C.1) Develop and implement a comprehensive outreach strategy by institutionalization of a comprehensive Outreach Plan for high school and community adult learners which will result in increased enrollment; Section 3.C.2) Develop and implement a Strategic Marketing Plan – A marketing plan will be developed that is aimed at 1) improving a positive awareness of Oxnard College in the community; 2) effective branding of OC as an institution of higher education and transfer; 3) increasing the enrollment of adult learners and high school graduates; and Section 3.C.8) Maintain and expand the network of partnerships with external stakeholders and better serve the community – will annually establish two new or enhance existing partnerships with community agencies.

The funds will be utilized for hourly counseling for teen parent outreach, general office and outreach supplies, student support services such as transportation, books, childcare, and also for indirect cost reimbursements.

The total amount of the agreement is $20,000. The term of the agreement is August 1, 2012 through June 30, 2013.

Org # 28102 - Fund 127

<table>
<thead>
<tr>
<th>Org</th>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>1000</td>
<td>Academic Salaries</td>
<td>5,771</td>
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<tr>
<td>3000</td>
<td>Employee Benefits</td>
<td>729</td>
</tr>
<tr>
<td>4000</td>
<td>Supplies &amp; Materials</td>
<td>200</td>
</tr>
</tbody>
</table>
District-wide Division of Economic Development:
STATE CHANCELLOR’S OFFICE, CALIFORNIA COMMUNITY COLLEGES – ECONOMIC AND WORKFORCE DEVELOPMENT PROGRAM: WORKPLACE LEARNING RESOURCE CENTER. The District has received notice of a renewal grant award in the amount of $205,000 for the Workplace Learning Resource Center.

The State Chancellor’s Office Economic and Workforce Development (EWD) program primarily supports community colleges that serve communities embracing the challenge to develop, sustain and advance their role in a global economy. Many community colleges, because of their accessibility and their central role in preparing the workforce, act as a catalyst or even may drive local economic development. The regional partnerships formed by community colleges can leverage financial capital, knowledge resources, and create industry networks. They impact the workforce pipeline through innovative efforts with various entities ranging from the secondary school systems to industry-specific employers. As hubs of innovation, community colleges represent critical assets in building effective regional strategies for global success.

Workplace Learning Resource Centers drive economic and workforce development in California through high quality, innovative, affordable education, and customized learning and training solutions for local employers in the private and public sectors, including occupation-specific skills assessment, needs and task analysis of requirements of the job, basic skills instruction, vocational English as a Second Language, analytical and problem-solving skills, and customer service training. The Centers provide programs that are functional in context to the job providing skill enhancement that employees can apply immediately to their work after training.

This grant supports the District’s mission to provide training programs to meet worker and employer needs. Contract education, in the form of workforce education, is a core component of the economic development plan for the District and for the employers that we serve. This grant supports Strategic Planning Objective 5: Develop and implement a comprehensive District-wide integrated Economic Development and Career Preparation program for Ventura County. Economic and workforce development is also clearly cited within the mission statement of the State’s CCC Strategic Plan. In addition, this project directly addresses the specific economic and workforce education objectives contained within the respective master plans of the three campuses.

The FY 2012-13 grant award is $205,000. The grant budget will provide for the delivery of training and technical assistance services to the regional area, as well as for program staff, travel, supplies and materials, and indirect cost reimbursements.

The term of the grant is July 1, 2012 through June 30, 2013.

<table>
<thead>
<tr>
<th>Org # 53011 - Fund 122</th>
<th>2000 Classified Salaries</th>
<th>92,967</th>
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<tbody>
<tr>
<td></td>
<td>3000 Employee Benefits</td>
<td>30,392</td>
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<tr>
<td></td>
<td>4000 Supplies &amp; Materials</td>
<td>36,996</td>
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<tr>
<td></td>
<td>5000 Technical Assist/Travel Indirect Cost Reimb</td>
<td>41,145</td>
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<tr>
<td></td>
<td>6000 Capital Outlay</td>
<td>3,500</td>
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<td>$205,000</td>
</tr>
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</table>

Fiscal Impact
Increase General Fund – Restricted (EWD Grants) - 122 $205,000
Increase General Fund – Restricted (Contracts) - 127 $ 20,000
Future Fiscal Impact
There is no requirement for institutionalization of program, or retention of staff or services after the program funding expires.

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<td>Richard Duran/Sue Johnson</td>
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Administrative Content
Agenda Item Details

Meeting: Sep 11, 2012 - Board of Trustees
Category: 23. Consent Calendar: Human Resources
Subject: 23.01 EMPLOYMENT AND POSITION CONTROL: APPROVAL OF THE ESTABLISHMENT OF POSITIONS: This item presents for approval the establishment of three positions.

Access: Public
Type: Action (Consent)
Fiscal Impact: Yes

Recommended Action: The Chancellor recommends the Board of Trustees approve the establishment of the following positions:

<table>
<thead>
<tr>
<th>Establish</th>
<th>Classification</th>
<th>Location</th>
<th>Position Number</th>
<th>FTE</th>
<th>Effective</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Tutorial Services Specialist II</td>
<td>Ventura</td>
<td>VCU565</td>
<td>11 months/100%</td>
<td>10/1/12</td>
</tr>
</tbody>
</table>

Background/Analysis:
This position will plan and coordinate supplemental instruction and other special tutoring activities at the college. The position is being created to meet the objectives of the Title V Grant approved by the Board on August 14, 2012. Ventura College will institutionalize this position. Beginning in the third grant year (FY 14-15), the college will begin to absorb 25% of the costs of this position in the General Fund-Unrestricted. The percentage of costs paid by the General Fund will increase by 25% each succeeding year and the position will be fully funded by the General Fund at the end of the Grant.

Fiscal Impact:
Salary of $51,400, Benefits of $25,500, Title V Grant Fund

2.

<table>
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<tr>
<th>Establish</th>
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<th>Location</th>
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<th>FTE</th>
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<tbody>
<tr>
<td>2.</td>
<td>Administrative Assistant</td>
<td>Ventura</td>
<td>VCU564</td>
<td>11 months/100%</td>
<td>10/1/12</td>
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</tbody>
</table>

Background/Analysis:
This position will provide administrative support to the Grant Director - Title V Grant. The position is being created in accordance with the staffing plan outlined in the Title V Grant approved by the Board of Trustees on August 14, 2012. This position will be abolished with the termination of the grant, and the incumbent in the position will be provided appropriate placement rights.
3. Establish

<table>
<thead>
<tr>
<th>Classification</th>
<th>Location</th>
<th>Position Number</th>
<th>FTE</th>
<th>Effective</th>
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</thead>
<tbody>
<tr>
<td>Grant Director, Title V Grant</td>
<td>Ventura</td>
<td>VMC076</td>
<td>12 months/100%</td>
<td>10/1/12</td>
</tr>
</tbody>
</table>

**Background/Analysis**

This position will manage a comprehensive set of activities related to the goals and objectives of the Title V Grant. The position is being created in accordance with the staffing plan outlined in the Title V Grant approved by the Board of Trustees on August 14, 2012. This position will be abolished with the termination of the grant, and the incumbent in the position will be provided appropriate placement rights.

**Fiscal Impact**

Salary of $41,500, Benefits of $24,600, Title V Grant Fund

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**Staff Position Review**

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<tr>
<th>Position</th>
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<td>Further Information</td>
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**Administrative Content**
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 23. Consent Calendar: Human Resources
Subject 23.02 EMPLOYMENT AND POSITION CONTROL: APPROVAL OF RESCISSION OF SEPARATION OF EMPLOYMENT
Access Public
Type Action (Consent)
Fiscal Impact No
Recommended The Chancellor recommends the Board of Trustees approve the rescission of separation of employment for the employee listed below.

Public Content

This item presents for approval the rescission of separation of employment for the following employee:

<table>
<thead>
<tr>
<th>Employee No.</th>
<th>Classification</th>
<th>Location</th>
<th>Position</th>
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<th>Effective</th>
</tr>
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<tbody>
<tr>
<td>900243374</td>
<td>Office Assistant</td>
<td>Ventura</td>
<td>VCU385</td>
<td>12 months/47.5%</td>
<td>8/28/12</td>
</tr>
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</table>

Background/Analysis

On August 14, 2012, the Board of Trustees approved the separation of employment of employee no. 900243374 effective August 28, 2012, due to exhaustion of all leave benefits. The employee returned to work prior to exhausting all leave benefits and therefore the separation of employment should be rescinded.

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<td>Jamillah Moore, Patricia Parham, Robin Calote</td>
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</table>
**Agenda Item Details**

Meeting: Sep 11, 2012 - Board of Trustees  
Category: 24. Consent Calendar: Capital Planning & Facilities  
Subject: 24.01 ACCEPTANCE OF CHANGE ORDER SUMMARY REPORTS FOR CAPITAL PROJECTS: This item presents for approval the Change Order Summary Reports for Capital Projects.

Access: Public  
Type: Action (Consent)  
Fiscal Impact: No  
Budgeted: Yes  
Budget Source: Funding provided by Bond Measure S Funds  
Recommended Action: The Chancellor recommends that the Board of Trustees ratify the action taken on the attached Change Order Summary reports.

**Background and Analysis**

This item reports the most recent change orders in the Measure S bond capital construction program at Oxnard and Ventura College's. These change orders do not represent scope changes.

This item was presented and discussed at the Capital Planning and Facilities Committee meeting and was recommended for approval.

<table>
<thead>
<tr>
<th>Attached #</th>
<th>Project # Exhibit B #</th>
<th>Change Order</th>
<th>Contractor</th>
<th>College/Project</th>
<th>Total Amount</th>
<th>Reason</th>
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<tbody>
<tr>
<td>24.01.A</td>
<td>29124 26</td>
<td>27</td>
<td>GRD Construction</td>
<td>OC - LRC Renovation/New Construction</td>
<td>$79,315.50</td>
<td>See attached</td>
</tr>
<tr>
<td>24.01.B</td>
<td>39117 43</td>
<td>23</td>
<td>Viola Construction</td>
<td>VC- Theatre &quot;G&quot; Building</td>
<td>&lt;$17,042.00&gt;</td>
<td>See attached</td>
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</table>

**Staff Position Review**

<table>
<thead>
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<td>Handel Evans/Leslie Dickey</td>
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**Attached Files**

- 29124 GRD contingency CO27 BOT 09-11-12.pdf (12 KB)  
- 39117 Viola C23 contingency consol BOT 09-11-12.pdf (14 KB)
Ventura County Community College District
Oxnard College
Learning Resource Center Renovation/ New Construction
VCCCD Project #29124 / Exhibit B Ref. #26

CHANGE ORDER # 27 CONTINGENCY REPORT
GRD Construction.
September 11, 2012

Original Construction Contract           $11,920,000.00
Previously Approved Change Orders thru 26      $ 614,031.10
Change Order # 27          $     79,315.50
Total Increase to Construction Contract         $      693,346.60
Revised Construction Contract Amount                    $ 12,613,346.60

Original Construction Contingency          $ 1,192,000.00
Increase/ <decrease> Construction Contingency      <$    737,515.00>
12/01/11 Increase/<decrease> Const Contingency        $     88,178.00
02/01/12 Transfer from FF & E Budget         $     125,000.00
07/31/12 Transfer from Project Contingencies        $      75,683.60
Revised Construction Contingency          $     743,346.60

Approved Change Orders to Date: Thru 26      <$   614,031.10>
GRD Const. Change Order # 27                <$     79,315.50>
Santa Barbara Plumbing Contingency    <$    50,000.00>
Total Change Orders to this Project to Date       <$    743,346.60
Construction Contingency Balance          $               0.00

Project Complete: 98% as of June-2012
Project Budget: $22,229,000.00
Contingency utilized to-date: 100%

CHANGE ORDER #27 EXPLANATION REPORT
[GRD Construction.]
September 11, 2012

<table>
<thead>
<tr>
<th>COR #</th>
<th>Description</th>
<th>Amount</th>
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<tbody>
<tr>
<td>95</td>
<td>Adjust Skylight Area Framing</td>
<td>20,976.00</td>
</tr>
<tr>
<td>174</td>
<td>Revise Fire Truck Driveway Approach off of Rose Avenue</td>
<td>21,530.63</td>
</tr>
<tr>
<td>175</td>
<td>Touch-up Interior Walls of LRC Building</td>
<td>1,935.23</td>
</tr>
<tr>
<td>176</td>
<td>Install Skylight Framing Shims, FCD # 13</td>
<td>13,652.45</td>
</tr>
<tr>
<td>177 R2</td>
<td>Audio Security Alarms on Doors 101,150A,150B,159A&amp;159B</td>
<td>14,863.99</td>
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<tr>
<td>178</td>
<td>Install Power Door Assist Device on Room 101 Interior Door</td>
<td>6,357.20</td>
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</table>

Total Change Order # 27  $79,315.50
VENTURA COUNTY COMMUNITY COLLEGE DISTRICT
VENTURA COLLEGE – G BUILDING RENOVATION
VCCCD PROJECT #39117 / EXHIBIT B REF. #43

CHANGE ORDER #23 CONTINGENCY REPORT
[Viola Constructors]
Sept. 11, 2012

Original Construction Contract $ 9,989,000.00
Previously Approved Change Orders thru #22 $ 567,674.00
Change Order #23 $ <17,042.00>
Total Increase to Construction Contract $ 550,632.00
Revised Construction Contract Amount $ 10,539,632.00

Original Construction Contingency $ 998,900.00
Increase/ <Decrease> Construction Contingency <$ 458,729.00>
07/2012 Transfer from Project Contingency $ 30,000.00
Revised Construction Contingency $ 570,171.00

Approved Change Orders to Date: #1-22 <$ 567,674.00 >
Viola CO #23 $ 17,042.00
Total Change Orders to this Project to Date <$ 550,632.00>

Construction Contingency Balance $ 19,539.00

Project Complete: 99% as of July 31, 2012
Project Budget: $16,381,995.00
Contingency utilized to-date: 97%

CHANGE ORDER #23 EXPLANATION REPORT

1. The contractor inadvertently damaged the wave guide for district-wide communications. This is a back charge for the repair of this cable. <$ 4,461>
2. The panels covering the architectural elements on the roof of the theater, as designed by the architect, could not be installed in the field. There were discrepancies between the structural drawings and the architectural drawings that could not be resolved in a timely manner. The scope was removed from the contract and will be bid separately when the design can be finalized.  
(COR #241) <$ 12,939>

3. The A/V cabling for the orchestra pit could not be installed as designed. The pathway and termination points had to be changed from the wall of the pit to the floor of the orchestra lift.  
(COR #243) $ 10,734

4. The air handler in the theater could not handle the volume necessary. A larger motor had to be installed to supply the air volume needed.  
(COR #246) $7,854

5. Due to design problems, the sun shades were deleted from the rear of the theater.  
(COR #251) <$20,935>

6. The contract drawings did not show any seismic expansion joints between the new CMU walls and the existing structure at the rear of the building. New sheet metal joints were added.  
(COR #252) $2,705

Total Change Order #23: <$ 17,042>
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 24. Consent Calendar: Capital Planning & Facilities
Subject 24.02 APPROVAL TO CONTRACT WITH LOWEST AND MOST RESPONSIVE BIDDER FOR THE PARKING STRUCTURE, MOORPARK COLLEGE PROJECT #19125. This item presents for approval a contract with XXXX for the Parking Structure project at Moorpark College in the amount of $XXX,XXX.XX.

Access Public
Type Action (Consent)
Fiscal Impact No
Budgeted Yes
Budget Source Funding for this contract will be provided through Measure S Bond funds

Recommended Action The Chancellor recommends that the Board of Trustees approve the acceptance of Lowest and Most Responsive Bid received for the Parking Structure project at Moorpark College, and award a contract to the successful bidder.

Public Content

Background and Analysis

Bids will be received for the existing Parking Structure Project on August 28, 2012 based upon design prepared by International Parking Design. The new Parking Structure project will must needed additional parking for students and staff. The established construction budget for this work is $12,000,000.00.

This item was presented at the Board Construction Subcommittee.

Exhibit B referenced #19 Build parking structure to alleviate neighborhood traffic congestion

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Administrative Content
**Agenda Item Details**

Meeting          Sep 11, 2012 - Board of Trustees  
Category         24. Consent Calendar: Capital Planning & Facilities  
Subject          24.03 APPROVAL OF PROPOSAL TO PROVIDE STORM WATER MANAGEMENT SERVICES FOR PROJECT #19125, PARKING STRUCTURE AT MOORPARK COLLEGE 

This item presents for approval the proposal for Storm Water Resources, LLC. to provide storm water management services for services in the amount of $66,970.00 for Project #19125: Parking Structure project at Moorpark College.

**Access**    
Public

**Type**    
Action (Consent)

**Fiscal Impact**  
No

**Budgeted**  
Yes

**Budget Source**  
Funding provided by Bond Measure S funds

**Recommended Action**  
The Chancellor recommends that the Board of Trustees approve the issuance of a contract to Storm Water Resources, LLC. in the amount of $66,970.00 for storm water management services for the construction of the new Parking Structure project at Moorpark College.

**Public Content**

**Background and Analysis**

Storm water management service is a requirement mandated by the State of California to assure that all storm water from a construction site is adequately maintained so as not to create any contaminates into the clean storm drainage system. Requirement consists of inspections and sampling and reporting of all storm water activities.

This item was presented at the Board Construction Subcommittee and recommended for approval.

Exhibit B referenced #19: Build parking structure to alleviate neighborhood traffic congestion

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**Administrative Content**
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 24. Consent Calendar: Capital Planning & Facilities
Subject 24.04 APPROVAL OF PROPOSAL TO PROVIDE GEOTECHNICAL CONSTRUCTION TESTING SERVICES FOR PROJECT #19125, PARKING STRUCTURE AT MOORPARK COLLEGE. This item presents for approval the proposal for Geotechniques to provide geotechnical construction testing services in the amount of $78,920.00 for Project #191256: Parking Structure project at Moorpark College.
Access Public
Type Action (Consent)
Fiscal Impact No
Budgeted No
Budget Source Funding for this contract will be provided through Measure S Bond funds
Recommended Action The Interim Chancellor recommends that the Board of Trustees approve the issuance of a contract to Geotechniques in the amount of $78,920.00 for the geotechnical construction testing services for the construction the new Parking Structure project at Moorpark College.

Public Content

Background and Analysis
The geotechnical service is routine soil sampling, density & laboratory testing, observation and grading and final compaction reports required by the contract document for the construction of this project.
This item was presented at the Board Construction Subcommittee and recommended for approval.
Exhibit B referenced #19: Build parking structure to alleviate neighborhood traffic congestion

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Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 24. Consent Calendar: Capital Planning & Facilities
Subject 24.05 APPROVAL OF CONTRACT FOR PROJECT INSPECTOR SERVICES FOR PROJECT #19125, PARKING STRUCTURE AT MOORPARK COLLEGE. This item presents for approval the authorization for management to execute a contract with Bryan Reeve for Project Inspection services as required by the Division of the State Architect for Project #19125: Parking Structure at Moorpark College at a rate of $82/hr., for an estimated 2,450 hours not to exceed $200,900.00.

Access Public
Type Action (Consent)
Fiscal Impact No
Budgeted Yes
Budget Source Funding for this contract will be provided through Measure S Bond funds.
Recommended Action The Chancellor recommends that the Board of Trustees authorize management to execute the agreement with Bryan Reeve at a rate of $82/hr., not to exceed $200,900.00 for Project Inspection services as required by the Division of the State Architect for Project #19125: Parking Structure at Moorpark College.

Background and Analysis

The State statutory requirement is that the District shall retain the services of a certified Project class 1 inspector on all projects. Based upon successful experience with Bryan Reeve on the Moorpark College Health Science Center, it is recommended that Mr. Reeve be accepted as Project Inspector for the new parking Structure project at Moorpark College. Work on this project is scheduled to begin October, 2012.

This item was presented at the Board Construction Subcommittee and recommended for approval.

Exhibit B referenced #19: Build parking structure to alleviate neighborhood traffic congestion

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Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 24. Consent Calendar: Capital Planning & Facilities
Subject 24.06 APPROVAL TO ISSUE AN ADDENDUM TO GOLDEN STATE LABOR COMPLIANCE FOR WAGE COMPLIANCE SERVICES FOR THE PARKING STRUCTURE AT MOORPARK COLLEGE PROJECT #19125. This item presents for approval an addendum to Golden State Labor Compliance in the amount of $50,250.00 for additional service to verify compliance with all state of California prevailing Wage requirements for the parking Structure Project at Moorpark College.
Access Public
Type Action (Consent)
Fiscal Impact No
Budgeted Yes
Budget Source Funding for this contract will be provided through Measure S Bond funds
Recommended Action The Chancellor recommends that the Board of Trustees approve an addendum to the Agreement with Golden State Labor Compliance, in the amount of $50,250.00 for prevailing wage services for the Parking Structure Project at Moorpark College.

Public Content

Background and Analysis

To meet the Prevailing Wage requirements as set forth by the State of California, interviews were conducted with several State approved Labor compliance agencies and resulting from those interviews, Golden State Labor Compliance was selected to conduct all investigation and monitoring of all labor personnel employed on the projects to assure that all contractors were in compliance with the requirement of the Prevailing wage for the jurisdiction of this Parking Structure project. Upon completion of the design and determination of the project schedule, Golden State labor Compliance has submitted a request for an addendum of $50,250.00 to the agreement of $11,000.00. This addendum to the original agreement will increase the total cost of the prevailing wage monitoring to $61,250.00 for the Parking Structure Project at Moorpark College.

This item was presented and discussed at the Board Construction Subcommittee and recommended for approval.

Exhibit B reference #19: Build parking structure to alleviate neighborhood traffic congestion

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Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 24. Consent Calendar: Capital Planning & Facilities
Subject 24.07 APPROVAL TO EXECUTE A CONTRACT WITH xxxxx FOR THE COMMUNITY STUDENT SERVICES CENTER, OXNARD COLLEGE, STRUCTURAL UPGRADES, PROJECT # 29026. This item presents for approval a contract for $xx,xxx.xx with xxxxxxx for structural upgrades of the Community Student Services Center Building, project # 29026 VCCCD in order to meet DSA requirements.
Access Public
Type Action (Consent)
Fiscal Impact No
Budgeted Yes
Recommended Action The Chancellor recommends that the Board of Trustees approve a contract with xxxxx for the structural upgrades of the Community Student Services Center Building, project # 29026.

Background and Analysis

The project entails roof and demolition plywood deck, framing enhancement, and roof deck repairs. This project was put out to bid and the lowest responsive bidder is xxxxx in the amount of $XX.XX. Bidders were given 5 days after the announcement of the lowest bid and there were no protests in the allotted time. Work is required prior to DSA sign off of original project.

This item was presented and discussed at the Board Construction Subcommittee.

Exhibit B Reference #26: Construct additional classrooms, labs, lecture halls, replace old portables (Building A, B, C)

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Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 24. Consent Calendar: Capital Planning & Facilities
Subject 24.08 APPROVAL OF MEASURE S BUDGET TRANSFERS OXNARD COLLEGE. This item presents for approval budget transfers between the Measure S funded projects at Oxnard College described below.

Access Public
Type Action (Consent)
Fiscal Impact No
Budgeted Yes
Recommended Action The Chancellor recommends that the Board of Trustees approve the budget transfers at Oxnard College between the Measure S projects described above.

Public Content

Background and Analysis

The Measure S program started in 2002 and is expected to continue until 2014. As projects are completed, and as the design process for new projects are finalized, the individual projects budgets need to be adjusted periodically to account for changes to the estimated total costs of the projects. The following budget transfers are proposed for Oxnard College:

<table>
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<th>Project</th>
<th>Beginning Budget</th>
<th>Transfers</th>
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<tbody>
<tr>
<td>29026 Comm. Student Services Cntr</td>
<td>$1,720,000</td>
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<td>29120 Student Services Center</td>
<td>$28,460,907</td>
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Exhibit B Reference #26: Construct additional classrooms, labs, lecture halls; replace old portables (Buildings A, B, C)
Exhibit B Reference #32: Construct Student Services Build to address overcrowding

Staff Position Review

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Administrative Content
Meeting Sep 11, 2012 - Board of Trustees  
Category 24. Consent Calendar: Capital Planning & Facilities  
Subject 24.09 APPROVAL OF REDUCTION IN RETENTION FOR GRD CONSTRUCTION FOR THE LEARNING RESOURCE CENTER RENOVATION/NEW CONSTRUCTION, PROJECT #29124. This item presents for approval the reduction in retention for GRD Construction from 5 % to 2 ½ % of the contract value for the Learning Resource Center Renovation/New Construction, Project #29124.  
Access Public  
Type Action (Consent)  
Fiscal Impact No  
Budgeted Yes  
Budget Source Funding provided by Bond Measure S funds  
Recommended Action The Chancellor recommends that the Board of Trustees approve the reduction in retention from 5 % to 2 ½ % for the Learning Resource Center Renovation/New Construction, project #29124.  

**Public Content**

**Background and Analysis**

Currently the contract is over 98% complete substantial completion was on May 29, 2012. This request is for the reduction of the contractor’s earned retention from 7.5 % ($956,339.25 thru 06/30/2012) to 2 ½ % ($311,223.54) until the close-out of the contract after completion of final change orders. We see no reason at this time to continue holding the total amount of retention; partial release of retention will assist the contractor in completing work.

This item was presented and discussed at the Capital Planning and Facilities Committee meeting and recommended for approval.

Exhibit B reference #26: Construct additional classrooms, labs, lecture halls; replace old portables (Bldgs A, B, C).

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**Administrative Content**
Agenda Item Details

Meeting: Sep 11, 2012 - Board of Trustees
Category: 24. Consent Calendar: Capital Planning & Facilities
Subject: 24.10 APPROVAL OF CONTRACT WITH VENCO WESTERN FOR THE LANDSCAPING OF THE G BUILDING (THEATER) AT VENTURA COLLEGE, PROJECT #39117. This item presents for approval a contract with Venco Western in the amount of $84,184 for the Landscaping of the G Building (Theater) at Ventura College, Project #39117.

Access: Public
Type: Action (Consent)
Fiscal Impact: No
Budgeted: Yes
Budget Source: Funding provided by Bond Measure S funds
Recommended Action: The Chancellor recommends that the Board of Trustees approve a contract with Venco Western in the amount of $84,184 for the Landscaping of the G Building (Theater) at Ventura College, Project #39117.

Public Content

Background and Analysis

Bids for the G Building landscaping project were opened on July 31, 2012, and Venco Western is the lowest and most responsible bidder.

This item was presented and discussed at the Capital Planning and Facilities Committee meeting and recommended for approval.

Exhibit B reference #43: Renovate 37 year old G Building/Auditorium, including replacing antiquated electrical, heating, ventilation, plumbing and lighting systems

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Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 24. Consent Calendar: Capital Planning & Facilities
Subject 24.11 APPROVAL OF REDUCTION IN RETENTION FOR VIOLA CONSTRUCTORS, INC. FOR THE G BUILDING (THEATER) RENOVATION AT VENTURA COLLEGE, PROJECT #39117. This item presents for approval the reduction in retention for Viola Constructors, Inc. from 5% to 2.5% of the contract value for the G Building (Theater) Renovation at Ventura College, Project #39117.

Access Public
Type Action (Consent)
Fiscal Impact No
Budgeted Yes
Budget Source Funding provided by Bond Measure S funds
Recommended Action The Chancellor recommends that the Board of Trustees approve the reduction in retention for Viola Constructors, Inc. from 5% to 2.5% of the contract value for the G Building (Theater) Renovation at Ventura College, Project #39117.

Public Content

Background and Analysis

Currently the project is 99.9% complete. This request is for the reduction of the contractor’s earned retention from 5% ($574,020.47 through Jun-30-2012) to 2.5% ($254,764.48) until the close-out of the contract. We see no reason at this time to continue holding the total amount of retention.

This item was presented and discussed at the Capital Planning and Facilities Committee meeting and recommended for approval.

Exhibit B reference #43: Renovate 37 year old G Building/Auditorium, including replacing antiquated electrical, heating, ventilation, plumbing and lighting systems

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Administrative Content
Agenda Item Details

Meeting: Sep 11, 2012 - Board of Trustees
Category: 24. Consent Calendar: Capital Planning & Facilities
Subject: 24.12 APPOINTMENT TO THE CITIZENS OVERSIGHT COMMITTEE.
Access: Public
Type: Action (Consent)
Fiscal Impact: No

Recommended Action: The Chancellor recommends that the Board of Trustees approve the appointment of Daniel Chavez as a student member of the citizens Oversight Committee for the Measure S Bond Program.

Public Content

Background and Analysis

California Educational Code 15282 states that the Citizens Oversight Committee shall consist of at least seven members. Position D, designated for a currently-enrolled District student involved in student government was previously held by Richard Littleton. This vacancy will now be filled with Daniel Chavez.

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Administrative Content
Agenda Item Details

Meeting Sep 11, 2012 - Board of Trustees
Category 24. Consent Calendar: Capital Planning & Facilities
Subject 24.13 APPOINTMENT TO THE CITIZENS OVERSIGHT COMMITTEE.
Access Public
Type Action (Consent)
Fiscal Impact No
Recommended The Chancellor recommends that the Board of Trustees approve the appointment of Dick Thompson to the citizens Oversight Committee for the Measure S Bond Program.
Action

Public Content

Background and Analysis

California Educational Code 15282 states that the Citizens Oversight Committee shall consist of at least seven members. Position C, designated for someone active in a tax payers’ organization is currently held by Mr. Dick Thompson. His current term expires on 09/30/2012. He will continue service for a second term.

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Administrative Content
Agenda Item Details

Meeting          Sep 11, 2012 - Board of Trustees
Category         24. Consent Calendar: Capital Planning & Facilities
Subject          24.14 APPOINTMENT TO THE CITIZENS OVERSIGHT COMMITTEE.
Access           Public
Type             Action (Consent)
Fiscal Impact    No
Recommended      The Chancellor recommends that the Board of Trustees approve the appointment of Dr. Barbara Thorpe to the citizens Oversight Committee for the Measure S Bond Program.

Public Content

Background and Analysis

California Educational Code 15282 states that the Citizens Oversight Committee shall consist of at least seven members. Position F, which has no restrictions is currently vacant. Dr. Thorpe's resume if available for review at the Chancellor's office.

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Administrative Content
Agenda Item Details

Meeting               Sep 11, 2012 - Board of Trustees
Category             25. Consent Calendar: Student Learning
Subject               25.01 There are no items.
Access                 Public

Public Content

Administrative Content
Agenda Item Details

Meeting          Sep 11, 2012 - Board of Trustees
Category         26. Informational Items
Subject          26.01 There are no items.
Access           Public
Type             Information

Public Content

Administrative Content
Agenda Item Details

Meeting         Sep 11, 2012 - Board of Trustees
Category        27. Reports
Subject         27.01 Academic Senates
Access          Public
Type            Report

Public Content

- Moorpark College
- Oxnard College
- Ventura College

Administrative Content
Agenda Item Details

Meeting  Sep 11, 2012 - Board of Trustees
Category  27. Reports
Subject  27.02 Trustees
Access  Public
Type  Report

Public Content

Administrative Content
Agenda Item Details

Meeting       Sep 11, 2012 - Board of Trustees
Category      27. Reports
Subject       27.03 Chancellor
Access        Public
Type          Report

Public Content

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### Public Content

### Administrative Content
**Agenda Item Details**

Meeting: Aug 31, 2012 - Chancellor's Consultation Council  
Category: 4. Other Items  
Subject: 4.03 Future Meetings  
Access: Public  
Type: Information

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**Public Content**

**Future Meetings**  
September 28 Agenda Review  
November 2 Agenda Review  
November 30 Agenda Review

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**Administrative Content**
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<td>Access</td>
<td>Public</td>
</tr>
<tr>
<td>Type</td>
<td>Information</td>
</tr>
</tbody>
</table>

### Public Content

### Administrative Content