Guiding Principles

1. The budget will be developed within the parameters of board policy and meet state requirements.

2. The District will strive to reach a balanced budget (ongoing revenues = ongoing expenses), eliminate the structural deficit and maintain a prudent reserve.

3. Resources will first be allocated to support the required level of instructional and student support services to achieve the state funded enrollment target.

4. Resources will be allocated or reallocated to support the District's strategic goals, program review core services priorities, and contractual obligations.

5. One-time funds will be allocated for one-time uses, such as equipment, facilities, technology, and addressing long term liabilities.

6. The District will continue to utilize a three year fiscal planning model to identify current and future financial implications to help sustain sound financial operations.

Assumptions

1. The budget assumes $197 million System restoration based on the Governor's Budget Proposal and that the increased revenue will be divided between COLA and workload restoration.

2. The 2013-14 target is 15,600 funded FTES and assumes a 2.2% workload restoration of 334 FTES with a slight margin to capture additional restoration funds in 2013-14. 2012-13 funded FTES is estimated to be 15,137 at a minimum, but may be higher depending on additional restoration available.

3. The budget reflects 2 additional faculty positions at $240,000 and an increase of $335,000 to the part-time faculty budget to achieve the FTES target and prepare for the increase in the FON state compliance requirement.

4. The budget assumes $250,000 for OPEB (Other Post Employee Benefits) contribution based on the proposed liability funding plan pending Board approval.

5. The 2013-14 budget includes a $725,000 set-aside to support District strategic goal initiatives and obligations.

6. All categorical programs are required to be self-supporting, aside from required General Fund match, which requires expenditures to be adjusted to the amount of revenues received.

7. All auxiliary programs are required to be self-supporting which requires expenditures to be adjusted to the amount of revenues received.

8. The District will maintain a prudent and Chancellor's Office recommended reserve level of at least 5% and aligned with ACCJC and Commission recommended fiscal standards.
### Educational Master Plan

**Recommendations**

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<th>Action Plan No.</th>
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#### Strategic Goal 1 - Develop and implement effective strategies and appropriate policies and procedures to ensure adequate funding and effective planning in support of the college’s fundamental mission and goals.

**1** Improve the integration of program reviews and student learning outcomes and assessments (SLOA) for all programs and services into the integrated planning and budgeting process.

**1.2** Develop a unified institutional plan to coordinate and increase the college’s external engagement activities to achieve greater involvement in the community and to promote greater external financial and programmatic support for the College.

**1.3** Improve the operational infrastructure and integrity of the college by identifying core services, defining minimum expectations for service levels, assessing budgetary and staffing requirements, and where necessary, re-engineering operations to increase productivity.

#### Strategic Goal 2 - Increase student access, student success, and the number of students who successfully achieve positive student learning outcomes.

**2.1** Promote and sponsor greater collaboration with high school and university faculty to ensure curriculum offerings are aligned and articulated.

**2.2** Align and offer programs and courses that more effectively meet the needs of students and the community, as well as the local and state labor markets.

**2.3** Use labor market research and community demand as a major driver of decisions about new career and technical offerings.
2.4 Review the college’s hiring policies and procedures (including advertising, job description development, screening, establishing qualifications, interviewing, recommending candidates, and final selection) with the goal of eliminating barriers to good candidates and selecting the best candidates.

**Human Resources**

### Strategic Goal 3 - Complete the remaining Measure L Bond projects in a timely manner.

3.1 Facilitate the completion of the revitalization of the Stockton campus.

- **Capital and Bond Fund**
- **Facilities**

Efforts continue on the Bond Program projects. In 2012-13, one-time budget savings was set aside for instructional equip, site improvement and program review priorities.

3.2 Explore the purchase of land or a facility in the Lodi-Galt area to serve the north county population.

- **Salary**
- **Various: Ad-Hoc committee of board members and various department/division managers and staff.**

In 2012-13, a ad-hoc group met to develop a plan to review the viability of securing a Lodi-Galt location. Potential locations were identified and discussions held with outside stakeholders.

### Strategic Goal 4 - In order to improve the effectiveness of college operations, develop and implement a communication plan that provides regular, timely, open, and transparent communication among all internal and external stakeholders.

4.1 Review and assess the quality, effectiveness, and timeliness of existing formal communication strategies (committee communications such as agendas and minutes; community focused communications; college web sites; internal and external public relations activities, etc.). Develop and implement strategies for improvement.

- **Salary**
- **President, Student Services**

4.2 To the extent possible, relocate faculty offices to allow for greater faculty collaboration among like-minded disciplines of faculty clusters.

- **Instruction, Facilities**
### Strategic Goal 5 - Develop and implement an integrated, college-wide staff development program with the mission of providing all employees an array of required and elective training and development opportunities so as to make them more effective as employees and as members of a diverse college community.

| 5.1 | Design and implement a basic orientation program for all new employees and a "curriculum" of regular required periodic training for all employees regarding topics such as workplace safety, sexual harassment, nondiscrimination, diversity, and the personnel selection process. | Human Resources, Police |
| 5.2 | Provide mandatory training as needed to faculty and instructional staff, student services staff, and administrators/managers regarding the effective use of student learning outcomes and assessment to improve institutional effectiveness including instruction and services. | Instruction |