REGULAR MEETING OF THE BOARD OF TRUSTEES

Wednesday, June 26, 2013

MINUTES

CALL TO ORDER

The regular meeting of the Board of Trustees of Mt. San Antonio College was called to order at 6:01 p.m. on Wednesday, March 27, 2013. Trustees Baca, Bader, Chen Haggerty, Chyr, and Hall were present. Student Trustee Marin was also present.

STAFF PRESENT

Bill Scroggins, President/CEO; Virginia Burley, Vice President, Instruction; Mike Gregoryk, Vice President, Administrative Services, and Audrey Yamagata-Noji, Vice President, Student Services, were present.

1. **CLOSED SESSION**

    The Board adjourned to Closed Session to discuss the following items:

    1. **Conference with Legal Counsel – Settlement Agreement** (one case)

    2. **Public Employee Discipline/Dismissal/Release, per California Government Code Section 54957** (one position)

    3. **Conference with Labor Negotiators Virginia Burley, Vice President, Instruction and Bill Scroggins, President/CEO, per California Government Code Section 54957.6.** Faculty Association, CSEA, Chapter 262, and CSEA, Chapter 651

2. **PUBLIC SESSION**

    The public meeting reconvened at 6:41 p.m. The Pledge of Allegiance was led by Jennifer Galbraith, President, Faculty Association.

The Board reserves the right to modify the order of business in the manner it deems appropriate.

Closed session shall not extend past the designated time, but should the business considered in closed session require additional time, the Board shall reserve time after the public meeting to continue discussion.

3. **INTRODUCTIONS**

The following newly appointed staff members were introduced:

Classified

*   **Barbara Leon**, Student Services Program Specialist (Student Life) (present)
*   **Evelyn Matthiesen**, Child Development Workforce Initiative Specialist (Business) (present)
*   **Diondre McBride**, Grounds Equipment Operator (Grounds) (absent)
*   **Luis Navarro**, Grounds Equipment Operator (Grounds) (absent)
*   **Lakshimi Rai**, Clerical Specialist (Financial Aid) (present)
*   **Sofia Rodriguez**, Clerical Assistant (Natural Sciences) (absent)
*   **Sophia Salazar**, Clerical Specialist (High School Outreach) (present)
*   **Ren Smith**, Grounds Equipment Operator (Grounds) (absent)

Management Employees

*   **James Czaja**, Vice President, Human Resources (Human Resources) (present)

4. **RECOGNITION**

*   A Certificate of Service was awarded to the following retiring staff member:

    *   **Virginia Burley**, Vice President, Instruction, 27 years of service (present)

*   Karen Saldana, Director of Risk Management, and Yazmin Stutzel, from Blue Shield, presented Award Certificates to the Top Loser team consisting of: **Dennis Ramos**, **Loralyn Isomura**, **Amber Sprague**, **Emily Woolery**, and **Chisa Uyeki**, (aka, The Book Ends); and two individuals, **Edwin Romero** and **Misty Kolchakian**, with the largest percentage of weight loss in the Top Loser program. The Top Loser program was a 12-week worksite wellness program sponsored by Blue Shield, in partnership with St. Jude Medical Center, in which participants learned healthy weight loss strategies and had access to professional support, all while competing for cash awards.

*   A plaque was presented to **Elisa Marin** for her year of service to the students of Mt. SAC by serving as their representative on the Board of Trustees.

5. **APPROVAL OF MINUTES**

It was moved by Trustee Chen Haggerty, seconded by Trustee Hall, and passed to approve the minutes of the regular meeting of May 22, 2013. Student Trustee concurred.

6. **REPORTING OF ACTION TAKEN IN CLOSED SESSION**

*   Regarding item No. 1: In closed session this evening, by a vote of 5-0, a settlement in the amount of $74,510.31 to General Consolidated Constructors, Inc. was approved.

*   Regarding item No. 2: In closed session this evening, by a vote of 5-0, Employee No. 2671 was released from his management contract.

*   Regarding item No. 3: None.

7. **PUBLIC COMMUNICATION**

- Kae Fong talked about the Student Success Act and wondered if Mt. SAC will be participating and adding classes and counselors. During his time at Mt. SAC, he has gotten great guidance from his counselor and is almost ready to graduate. He talked about students who may not know about the unit cap.

- Martha Hall, a professor in the Learning Assistance Center, presented a white paper entitled "Exploring Change at Mt. San Antonio College," which is posted on the College website with these minutes.

- Tamra Horton, a professor in the English Department introduced four students who received the Benjamin A. Gilman International Scholarship award. A narrative of Professor Horton's presentation is posted on the College website with these minutes.

- Dominic Ranada shared his concerns regarding a cap on units, as outlined in the Student Success Act, and doesn't think it's fair to students.

8. **REPORTS**

Reports by the following constituency leaders were given and are posted on the College website with these minutes:

- Ahmad Azawi, President, Associated Students (no report)
- Eric Kaljumagi, President, Academic Senate
- Deejay Santiago, President, Classified Senate
- Jennifer Galbraith, President, Faculty Association
- Laura Martinez, President, CSEA 262
- Johnny Jauregui, President, CSEA 651 (no report)
- Bill Lambert, Executive Director, Mt. SAC Foundation

9. **BOARD COMMUNICATION**

A. Trustee Baca read the following reminder: "At this time, the Board of Trustees will report on matters related to attendance at conferences, professional affiliations, and community involvement directly related to their functions as Board members."

B. All Board members shared the following comments:

- They welcomed new employees **Barbara Leon**, **Evelyn Matthiesen**, **Diondre McBride**, **Luis Navarro**, **Lakshimi Rai**, **Sofia Rodriguez**, **Sophia Salazar**, **Ren Smith, James Czaja**, and **Irene Malmgren**.

- They congratulated retiree **Virginia Burley**, and each and every trustee gave the highest accolades to her for her dedication, expertise, and leadership. They also shared stories from Dr. Burley's earlier years with Mt. SAC.

- They congratulated the Top Loser winners **Dennis Ramos**, **Loralyn Isomura**, **Amber Sprague**, **Emily Woolery**, **Chisa Uyeki**, **Edwin Romero** and **Misty Kolchakian**.

- They congratulated and thanked **Elisa Marin** for her year of service to the students of Mt. SAC by serving as their representative on the Board of Trustees

C. Trustee Chen Haggerty reported her attendance at the following event:

- While in China, she met two of the presidents that visited Mt. SAC last year, and they sent their regards.

D. Trustee Bader reported her attendance at the following events:

- International Students reception.
- Faculty Association Retirement and Tenure Tea.
- Scholarship Donor Committee dinner.
- Vocal Jazz Concert.
- Graduation.
- San Gabriel Valley Installation Gala.
- Foundation Board meeting.

E. Trustee Hall reported his attendance at the following events:

- Graduation.
- Transfer Student Ceremony and recommended that the local newspapers carry the names of the universities where students are transferring.
- Honors Celebration.
- Faculty Association Retirement and Tenure Tea.
- Relays for Life.

F. Trustee Chyr reported his attendance at graduation.

G. Student Trustee Marin reported the following:

- She said that the past year has been amazing as the Student Trustee at Mt. SAC. She thanked the leadership of the College and commented that her time at Mt. SAC has made her a better person. She said that she's transferring to UCI, but will miss everyone at Mt. SAC.

H. Trustee Baca reported his attendance at the following events and made additional comments:

- Graduation.
- San Gabriel Valley Installation Gala and congratulated Mike Gregoryk for being named the new President.
- Year-end banquet for Circle K Club (part of Kiwanis International), where Professor Linda Diaz, from Counseling, is the Advisor.
- He recently had surgery and said that he asked pretty much every nurse at the hospital where they got their training. Most of them responded that they got their education at a community college.
- A function at Grossmont College sponsored by the Chancellor's Office regarding the cardiovascular program.
- Retirement reception for Sandy Samples, Director of Health Services. He said that Sandy exemplifies the quality that Mt. SAC strives to achieve.

- He talked about being a part of the Student Success Task Force, where he was very involved in the passage of the act. He said that the act has a lot of good, and the devil is in the details. He urged anyone who has questions to please contact him.

10. PRESIDENT SCROGGINS' REPORT INCLUDED THE FOLLOWING:

- He welcomed new employees **Barbara Leon**, **Evelyn Matthiesen**, **Diondre McBride**, **Luis Navarro**, **Lakshimi Rai**, **Sofia Rodriguez**, **Sophia Salazar**, **Ren Smith, James Czaja**, and **Irene Malmgren**.

- He congratulated retiree **Virginia Burley** and couldn't say enough about all the good she did for Mt. SAC and how much she'll be missed by all.

- He congratulated the Top Loser winners **Dennis Ramos**, **Loralyn Isomura**, **Amber Sprague**, **Emily Woolery**, **Chisa Uyeki**, **Edwin Romero** and **Misty Kolchakian**.

- He congratulated and thanked **Elisa Marin** for her year of service to the students of Mt. SAC by serving as their representative on the Board of Trustees

- President Scroggins asked Mike Gregoryk, Vice President, Administrative Services, along with Rosa Royce, Associate Vice President, Fiscal Services, to present the 2013-14 Tentative Budget.

  For 2013-14, the College's estimated revenue adds up to $134,638,741, while the estimated expenditures total $144,308,945, resulting in a structural deficit of $9,570,204. Moving forward, the College will need to pull together as a team while administrators and the Board evaluate vacant positions, existing programs and services, and review the organizational structure.

  This presentation is posted on the College website with these minutes.

  Copies of the 2013-14 Tentative Budget may be obtained by contacting the Fiscal Services Department.

11. CONSENT AGENDA

The following corrections were made to the Consent Agenda:

- Consent #16, "Contract with Credentials Order Processing Services Inc. to Provide Online Student Parking Permits" was pulled. It was due to Education Code provisions pertaining to contracting out of Classified work.

- On Page 107, Consent #40, under "Funding Source," the verbiage should read, "**Tuition**."

- On Page 118, Consent #45, under "Background," in the second paragraph, it should read, "…with the duty and responsibility for the **preliminary** investigation of all criminal…"

It was moved by Trustee Bader, seconded by Trustee Hall, and passed to approve or ratify the following items, as corrected:

ADMINISTRATIVE SERVICES

1. Approval of the Appropriation Transfers and Budget Revisions Summary.

2. Approval to hire various Independent Contractors in order to acquire the expertise needed to accomplish College goals and to meet deadlines.

3. Approval of the Tentative Budget for Fiscal Year 2013-14.

4. Approval of the Annual Investment Policy Statement.

5. Approval of Aircraft Repair Services with Nostalgia Airways, Inc. dba NAI Aircraft Services for Fiscal Year 2013-14.

6. Approval for the Annual Advertisements for Goods and Services for Fiscal Year 2013-14.

7. Approval of the sale of Miscellaneous Surplus Items for Fiscal Year 2013-14.

8. Approval of the renewal of the College's Student Accident and Athletic Insurance Coverage with Student Insurance Company for the period of July 1, 2013, through July 1, 2013.

9. Approval of the renewal of the College's Fine Arts Insurance Coverage with Huntington T. Block Insurance Agency for the period July 1, 2013, through July 1, 2014.

10. Approval of the renewal of the College's Aviation Insurance Policy with Falcon Insurance Agency of California, Inc. for the period of July 1, 2013, through July 1, 2014.

11. Approval of the General Liability and Property Coverage Renewal with ASCIP for the period July 1, 2013, through July 1, 2014.

12. Approval to declassify and destroy documents which are classified as Class 3 records, per Article 2, Sections 16023 through 16028, of Title 5, California Administrative Code.

13. Approval to purchase furniture for five modular building classrooms.

14. Approval to purchase cushions and draperies for the Child Development Center.

15. Ratification of customer service training facilitated by Fred Pryor Seminars for the Information Technology (IT) staff, not to exceed $3,000.

16. This item was pulled from the Consent Calendar.

17. Approval of agreements to provide Professional Design and Consulting Services with PAL id Studio for the Administration Building Remodel Bursars Office Relocation project; and with Zylstra & Associates Engineering for the Row Building 17 Overhang Supports project; and the Row Buildings 18, 19B, and 20 Overhang Supports project.

18. Approval of the following Bid:

- Bid No. 2948   Child Development Center Classroom Observation System - HCI Systems, Inc. (Contractor).

19. Approval of the following Change Orders:

- Bid No. 2827   Child Development Center – Doja, Inc. (Grading Contractor) - Change Order No. 5.

- Bid No. 2830   Child Development Center – Liberty Mutual/Safeco (General Contractor) – Change Order No. 6.

- Bid No. 2834   Child Development Center – Tri-Power Electric (Electrical Contractor) – Change Order No. 6.

20. Approval of the following Contract Amendments:

- Agricultural Sciences Complex – Hill Partnership Inc. (Professional Design and Consulting Services Consultant) – Amendment No. 7.

- Child Development Center – PAL id Studio (Professional Design and Consulting Services Consultant) – Amendment No. 1.

- Child Development Center – Global Geo-Engineering, Inc. (Professional Design and Consulting Services Consultant) – Amendment No. 3.

- Annual Elevator Maintenance – Schindler Elevators (Professional Design and Consulting Services Consultant) – Amendment No. 2.

21. Approval of the following Completion Notices:

- Bid No. 2897   Agricultural Sciences Building Landscape, Harry H. Joh Construction, Inc. (Contractor)

- Bid No. 2909   Street and Traffic Signal Improvements for Bonita and Temple Avenues and Bonita Avenue and Walnut Drive, PALP, INC. dba Excel Paving Company (Contractor)

22. Approval of the following Proposed Gifts and Donations to the College:

- Lauren Greider – Nikon N6006 film camera body (F-601), (2) Nikon F90X (N90s) bodies, film, Quantaray 35-70 mm lens, Quantaray 70-210 mm lens, and an Olympic-style Epic Zoom 80 film camera, valued by donor at $550, to be used in the Mt. SAC Photo Lab.

- Martha Riddle – Hand tools and general farm equipment, valued by donor at $1,800 (no tools valued over $200 each), to be used by the Agriculture Sciences Department (Farm).

- Kurzweil/Intellitools Inc. – Kurzweil 3000 Standalone Windows (PC) Software, valued by donor at $1,395, to be used to convert/produce alternate media for students with disabilities in the DSP&S department.

HUMAN RESOURCES

23. Approval of Personnel Transactions, dated June 26, 2013.

24. Approval of a contract for Employee Assistance Service for Education (EASE) with the Los Angeles County Office of Education.

25. Approval of a contract for legal services with Atkinson, Andelson, Loya, Rudd & Romo.

INSTRUCTION and STUDENT SERVICES

26. Approval of the Accreditation Midterm Report (provided to the Board under separate cover).

27. Approval of the 2014-15 Academic Calendar.

28. Approval of modified courses and degrees effective with the 2013-14 academic year.

29. Approval for the Pep Squad students to attend the National Cheerleaders Association and National Dance Association Collegiate Cheer and Dance Camp in Henderson, NV, August 1-3, 2013.

30. Approval of the Fall Fat Tire Classic Bike Race to be held on Sunday, November 3, 2013.

31. Approval of program fees for students in the Technology and Health Division.

32. Approval of agreements with physical exam contractors for Health Sciences faculty.

33. Approval of agreements with various medical directors for the Paramedic, Radiologic Technology, and Respiratory Therapy programs.

34. Approval of activities and acceptance of funds for the Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) Title 1C Grant.

35. Approval to accept funds for the career and Technical Education (CTE) Transitions Grant.

36. Approval of contracts with Full Capacity Marketing, Inc., and eXist Designs, Inc. for the Center of Excellence's CTE Hub Grant.

37. Approval of the Child Development Center Agency Annual Report (provided to the Board under separate cover).

38. Approval of a contract with Sodexo American, LLC, Food Services for the Child Development Center.

39. Approval of vendors for the Children's Meal Program for the Child Development Center.

40. Approval of expenditure funding for the 2013-14 academic year for the Child Development Center.

41. Approval of additions and changes to the Community Services Continuing Education Division.

42. Approval of Community Services Program offerings for the 2013-14 academic year.

43. Approval of a contract with The Regents of the University of California on behalf of its Irvine campus for the Scholarships in Science, Technology, Engineering, and Mathematics Grant.

44. Approval of Student Services Expenditure Funding 2013-14.

45. Approval of a Memorandum of Understanding with Mt. San Antonio College Public Safety Department.

46. Approval of Contract Payment Schedules for Cynosure New Media, Inc. and University of California, San Diego.

Student Trustee concurred.

12. ACTION ITEM #1: PROPOSED REVISIONS TO COLLEGE'S MISSION STATEMENT

Dr. Scroggins said that the Mission Statement is periodically reviewed, as required by accreditation standards, by the campus community and discussed by PAC before being presented to the Board for approval. He said that the changes include removing the words "all" and "welcoming." The goal is to support students in achieving their educational goals.

It was moved by Trustee Hall, seconded by Trustee Chyr, and passed to approve this item. Student Trustee concurred.

13. ACTION ITEM #2: PROPOSED REVISIONS TO BOARD POLICY 4040 – LIBRARY SERVICES

Civil Code affected the change of this Board Policy, and the Library use data is subject to scrutiny.

It was moved by Trustee Hall, seconded by Trustee Chyr, and passed to approve this item. Student Trustee concurred.

14. ACTION ITEM #3: RESOLUTION NO. 12-13, AUTHORIZING THE ISSUANCE OF THE 2013 GENERAL OBLIGATION CURRENT INTEREST REFUNDING BONDS

Rod Carter and associate Karma Pemba, from RBC Capital Markets, were present to answer questions. It was asked what the three major projects are, and Mike Gregoryk said that they are 1) to pay off the BAN; 2) to build the Computer and Technology facility; and 3) to build the Parking Structure.

Mr. Gregoryk talked about the Bond Ratings trip to San Francisco with President Scroggins and Rod Carter, where Mt. SAC received very high ratings from both Standard & Poors and Moody's. Mike Gregoryk commented that the assessed valuations for L. A. County are up 4.2%.

It was moved by Trustee Bader, seconded by Trustee Hall, and passed to approve this item. Student Trustee concurred.

15. **ACTION ITEM #4: RESOLUTION NO. 12-14, AUTHORIZING THE ISSUANCE OF THE ELECTION OF 2008 GENERAL OBLIGATION BONDS, SERIES 2013A AND 2013B, AND PAYMENT OF THE 2010 GENERAL OBLIGATION BOND ANTICIPATION NOTE**

It was moved by Trustee Bader, seconded by Trustee Chyr, and passed to approve this item. Student Trustee concurred.

16. **CLOSED SESSION**

The Board adjourned to Closed Session at 9:02 p.m. to conduct a student expulsion hearing. The meeting reconvened to Open Session at 9:27 p.m.

17. **REPORTING OF ACTION TAKEN IN CLOSED SESSION**

The Board unanimously voted to accept the findings and recommended decision of the President to expel Student No. A02448979 permanently from the College, effective immediately. Motion carried.

18. **ADJOURNMENT**

The meeting adjourned at 9:28 p.m.

WTS:dl

Exploring Change at Mt. San Antonio College

1. Background

These documents give a sense of how the thinking about community college education has changed through the years.

1. Donahoe Act /California Master Plan (1960 -1975)

After a large influx of returning GIs and a growing population, legislators and educators came together to design a plan to ensure that the state of California would have a strong work force that could think critically and meet the demands of the job market and help grow the economy and the moral fiber of the State of California. Higher education (community college, California State University and University of California) systems were seen as key to the continued quest for social equality. In the higher education arenas of that day there were too many students, too few classes and not enough places for education to take place. The Donahoe Act set into law a system that incorporated three distinct categories with specific functions, a system that had the overarching mission to educate everyone who wanted to go beyond high school to better their lives.

The California Community College mission was conceived as providing academic and vocational instruction for older and younger students through the first two years of undergraduate education as well as authority to provide remedial instruction, English as a Second Language courses, adult non-credit instruction, community service courses and workforce training services.

2. *January 2012 Student Success Task Force (SSTF) Recommendations*
While the report recognizes the background of the CCC mission, i.e. "… address(es) three primary areas of mission: education for university transfer, career technical education, and basic skills." It presents a very different perspective for the future of CCs. 22 recommendations are presented to "strengthen the community college system by expanding those structures and programs that work and realigning (the) resources with what matters most: student achievement." Included in the recommendations are the development and implementation of a common diagnostic assessment tool, enhanced professional development for faculty and staff, particularly as relates to basic skills students, and revised accountability and oversight systems.
http://californiacommunitycolleges.cccco.edu/Portals/0/Executive/StudentSuccessTaskForce/SSTF_Final_Report_1-17-12_Print.pdf

3. *What Matters to Student Success: a Review of the Literature* Kuh et al
This report attempts to address a set of critical issues by synthesizing the relevant literature and emerging findings related to student success, broadly defined to develop an informed perspective on policies, programs, and practices that can make a difference to satisfactory student performance in postsecondary education. The weight of the evidence shows that pre-collegiate experiences—and especially taking the right kinds of courses in high school—are key to persistence and graduation. Systematic efforts are needed to determine the design and delivery of advising and counseling services and developmental coursework that are effective with different types of learners (adult students, first generation, low income) in different types of settings.
http://nces.ed.gov/npec/pdf/kuh_team_report.pdf

4. *Closing the Door, Increasing the Gap: Who's not going to (Community) College?* Rhoades
This report, the first by The Center for the Future of Higher Education, analyzes recent problematic enrollment and policy trends at the nation's community colleges. It uncovers trends toward expanding caps on community college enrollment and narrowing the educational programs available for students, denying access to higher education for large numbers of lower-income students and students of color.
http://futureofhighered.org//wp-content/uploads/2012/04/ClosingTheDoorFINAL_ALL32812.pdf

5. *New Evidence on College Remediation* Attewell et al
An analysis using the National Educational Longitudinal Study (NELS:88) data to measure the impact of pre-collegiate (remedial) course work shows that 28% of remedial students in two-year colleges graduate within 8.5 years (com- pared to 43% of non-remedial students) and that 52% of remedial students in four-year colleges finish bachelor's degrees (compared to 78% of students without remedial coursework). Further, the analyses were able to distinguish the effects of a poor high school academic preparation from the effects of taking remedial coursework in college, and found that most of the gap in graduation rates had little to do with taking remedial classes in college. Instead, that gap reflected preexisting skill differences carried over from high school. In two-year colleges, it was found that taking remedial classes was *not* associated at all with lower chances of academic success, even for students who took three or more remedial courses.
http://www.gse.uci.edu/person/domina_t/docs/JHE%20remediation%20final.pdf

6. *Complete College America: Time is the Enemy*
A private foundation sponsored report on a collection of data that shows 75% of students are college commuters, often juggling families, jobs, and school. Using metrics from the states' "Complete to Compete" efforts, it was concluded that students who are full-time are more likely to achieve a degree when 1. There is block scheduling; 2. Terms are shorter; 3. Registration is simplified; 4. Students form peer support and learning networks; 5. Remediation is embedded so students don't waste time; and 6. Better information on the college should be provided. The group recommended that certificates and degrees are the measure of success and funding should be performance-based.
http://www.completecollege.org/docs/Time_Is_the_Enemy.pdf

7. *Knee-Jerk Reactions to Remediation* Boylan and Goudas
Two notable authorities on Developmental Education evaluate the current changes that are being proposed nationwide to address the remediation of college students. They acknowledge that there are studies that suggest that remediation is of questionable value, but refocus the studies on the assumption that participation in remediation should make students perform *better* than students who did not participate. Their premise is that remedial courses "level the academic playing field for underprepared students, not…enable them to out- perform prepared students." Studies cited to support this understanding of remediation conclude that while remediation delivery is in need of reform, it is not a failed endeavor.
http://www.insidehighered.com/views/2012/06/19/essay-flawed-interpretations-research-remedial-education

8. *What's Completion Got to Do with It?* Bahr and Booth
A recent study of course-taking behavior among California community college students, conducted by Peter Riley Bahr of the University of Michigan for the California Community Colleges Chancellor's Office, reveals some important considerations for the definition of community college success. By analyzing student behavior, such as the number of units attempted and how long they stayed in college, Bahr was able to document several "clusters" or patterns of student use of community colleges and identify characteristics of students who were more likely to exhibit each pattern.
http://knowledgecenter.completionbydesign.org/sites/default/files/397%20RP%20Group%202012.pdf

9. *Working Hard, Left Behind* Tran et al
This report presents the challenge facing California today: how to educate and train the state's undereducated and under-skilled populace in order to meet the growing demand for highly educated workers. It identifies the extent and composition of California's working low-income families and the opportunities, or lack thereof, which exist in the state. It is premised on the belief that economic security should not be out of reach for people who are working hard and that this low-income, working adult population be given the opportunity to enter higher education.
http://www.collegecampaign.org/files/4213/6797/2996/Working_Hard_Left_Behind_Full_Report.pdf

Conclusions: In our efforts to understand and respond to the SSTF Recommendations and ensuing legislation to implement the Recommendations, we have consulted the literature and discovered flaws in logical thinking, erroneous interpretations/conclusions of research, misuse and manipulation of terminology, an emphasis on moving students through rather than educating them (success vs. access), and a disproportionate impact by uninformed private foundations on education policy. We also discovered that there is scholarly research which supports the continuance of pre-collegiate education and matriculation orientation efforts, that student success is achievable and its measurement depends on a student's own goals fulfilled.
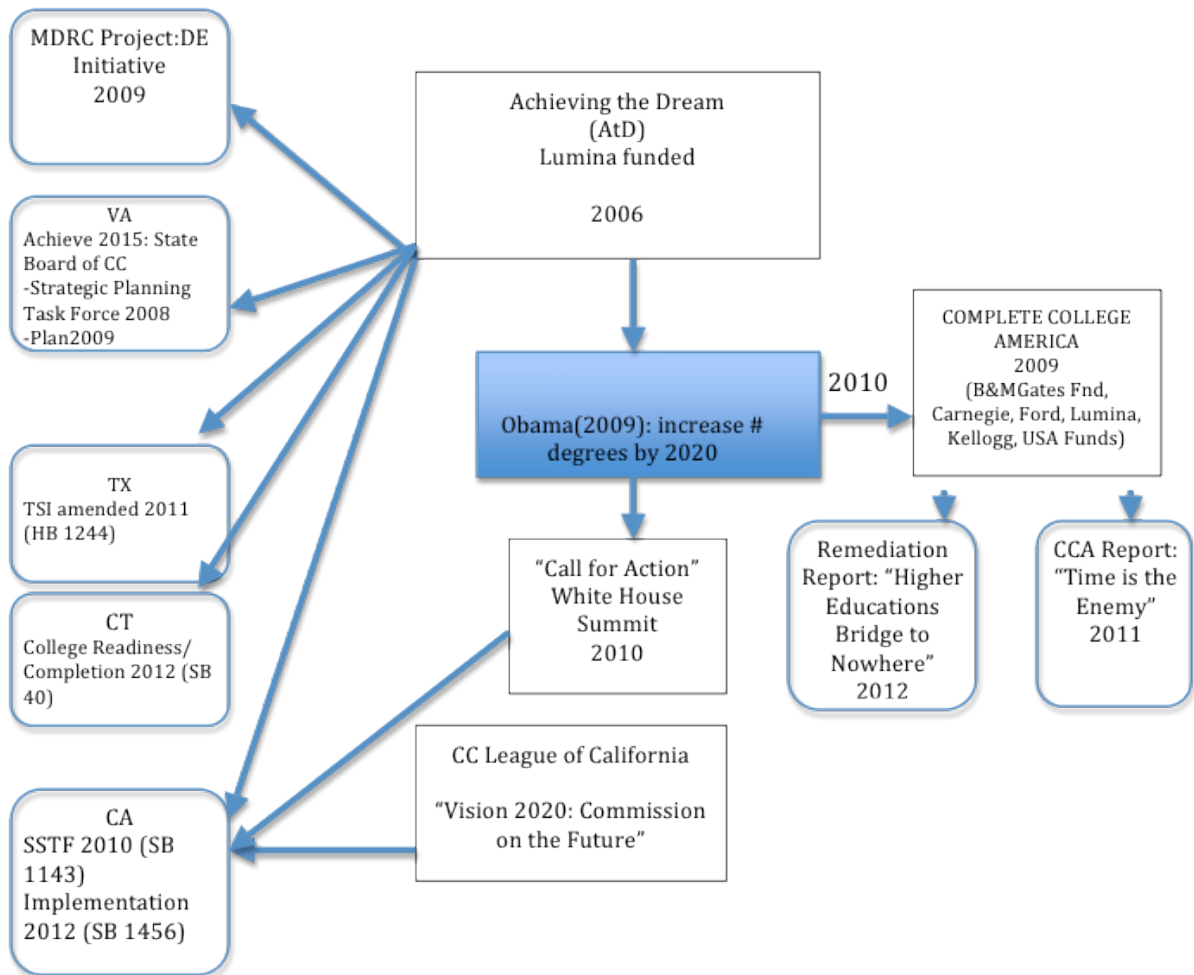
2. Current Knowledge

 A. We know this

1. About 80% of Mt. SAC students are underprepared.
    a. 80% of Mt. SAC students come underprepared but capable of learning.
    b. They often need to continue employment and the overwhelming majority are part time.
    c. They represent the spectrum of the diversity of the state of California.
    d. This is the population who will be excluded by the state's narrowing of the definition of student success.
2. Pre-collegiate courses are effective.
    a. *Addressing Flawed Research in Developmental Education* Goudas and Boylan http://search.proquest.com/docview/1285469425/13EDCF4E81C1D7DE239/3?accountid=12611
3. A strength of Mt. SAC is its understanding of Developmental Education.
    a. Our pre-collegiate education is developmental (teaching skills that have not been taught or are adult-focused) and not remedial (re-teaching skills previously taught).
    b. Prepares students for the academic rigors of college.
    c. Recognizes the importance of appropriate placement and advising.
4. When the only measure of success is whether students achieve an end point, (Certificate, degree, transfer) we dishonor students' complex lives and goals.
    a. Students may think (or be pressured to say) they want a degree when what they want is to learn enough to get a job.
    b. Often one course can be completed to earn a pay raise or acquire a job.
    c. Many students take classes to enhance their skills as a parent or citizen or for personal development that may lead to further education.
5. Discussions of how we can better serve our students are occurring and need to be supported and encouraged across campus.
    a. Examples: cross campus discussions, focus groups, Education Master plan summits.
6. Mt. SAC has been a leader and should continue to demonstrate to the State and Chancellor's Office, the efficacy of good programs for under-represented and under-prepared students.
7. We are producing students who will be productive members of society because they have learned how to learn. We recognize that employers want employees who can be creative, problem solve, and who have soft skills.
8. We use peer-reviewed academic research in the development and refinement of our curriculum and pedagogy and are skeptical of research emanating from private foundations.
    a. MtSAC's faculty, managers and staff are experts in their fields and provide a wealth of scholarly knowledge and insight and thus should be included as resources when navigating changes and possible changes.

B. Definitions of terms – white paper

Terms	SSTF	Political	Education
reform	score card	systemic change	improving learning
purpose of education	economics	budget	learning
unprepared	in-processing deficits	liability	lack of awareness of academia
placement	diagnostic for deficits	- tool for efficiency - College Readiness	measure of current knowledge
time	restriction on progress	Enemy of Education	necessary for learning
research	selective published data	foundation supported	peer-reviewed best practice
acceleration	to improve matriculation	to get students in the work force as soon as possible	ill-defined
Professional Development	to improve matriculation	to retrain instructors to accomplish a legislative mandate	to improve instruction
success	degree, certificate or transfer (success is conflated with completion)	getting into the workforce = paying taxes	learning; meeting personal learning goals
completion	degree, certificate or transfer (completion conflated with success)	getting into the workforce = paying taxes	meeting personal learning goals

C. Flowchart→Follow the Money

MDRC Project:DE
Initiative
2009

VA
Achieve 2015: State
Board of CC
-Strategic Planning
Task Force 2008
-Plan2009

TX
TSI amended 2011
(HB 1244)

CT
College Readiness/
Completion 2012 (SB 40)

CA
SSTF 2010 (SB 1143)
Implementation
2012 (SB 1456)

Achieving the Dream
(AtD)
Lumina funded

2006

Obama(2009): increase #
degrees by 2020

2010

COMPLETE COLLEGE
AMERICA
2009
(B&MGates Fnd,
Carnegie, Ford, Lumina,
Kellogg, USA Funds)

"Call for Action"
White House
Summit
2010

CC League of California

"Vision 2020: Commission
on the Future"

Remediation
Report: "Higher
Educations
Bridge to
Nowhere"
2012

CCA Report:
"Time is the
Enemy"
2011

3. Best Practices for Change

Real, meaningful, and lasting change in education is driven by research and scholarly inquiry, invites faculty into ongoing conversation, and utilizes best practices. To achieve these goals, the following are recommended.

A. Continue to hold MT.SAC accountable to a high standard. Let our mission and policies reflect our highest standards. Let us strive to achieve what has been promised.

B. Support cross campus dialog that results in understanding and action for best practices on the Mt.SAC campus utilizing all campus entities as resources to include Academic Senate, the Developmental Education Study Team (DEST), planning groups, and Research and Institutional Effectiveness (RIE).

C. Promote a culture where all individuals across the institution understand their role in advancing students' success.

> 1. Students most commonly recognized faculty as having the greatest potential impact on their educational journeys.
> (Booth et al, "Student Support Re-Defined: What Students say they need to Succeed" January 2013, http://www.rpgroup.org)
>
> 2. Faculty and staff benefit from professional development opportunities and occasions such as a Teaching and Learning Center where faculty can hone both content and pedagogical knowledge.

D. Improve Basic Skills course delivery

> 1. If basic skills programs are to provide students an experience that truly prepares them for future success, they need a *coherent structure*—one in which students:
> * are placed in courses appropriate to their abilities and academic preparation;
> * emerge from different sections of the same course with comparable new skills;
> * are fully prepared by each course for the next course in the sequence and/or college-level courses; and
> * are prioritized to enroll in the next course in the sequence.
> (A Guide to Transforming Basic Skills Education in Community Colleges, Inside and Outside the Classroom, April 2013, www.rpgroup.org)

4. Important Considerations: Next Steps

A. Mission Statement and Core Values:
  1. Address our mission statement and core values to reflect the spirit and inclusiveness of the original California Master Plan
  2. Include all students

B. Replication study for Mt.SAC of "What's Completion Got to Do with It?"

C. Campus supported cross-campus discussions on:
  1. Enrollment management practices:
    a. Assessment and matriculation processes that meet students' needs
    b. Planning across campus to meet enrollment needs

  2. Reconfiguring/adjusting/changing infrastructure to meet the needs of students:
    a. Sequential pathways for enrollment in basic skills classes to include priority registration for the next course only in a basic skills sequence. (e.g., students in English 67 would have priority registration for English 68 only)
    b. Review curriculum and curricular maps for class sequences

  3. Success as a campus-shared responsibility:
    a. Goals created by students
    b. Faculty and classified share in the process by using focused support for each student's goals

  4. Research:
    a. Gather data on current projects, pilots and processes;
    b. Utilize evidence to drive decision making for managing campus processes.

D. Board of Trustees advocacy:
  1. Meet with policy makers regarding the role of Community Colleges in educating students of diverse socio-economic and educational backgrounds

  2. Participate in cross-campus discussions

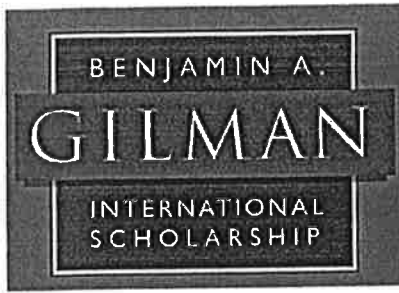Presented to the Mt. San Antonio College Board of Trustees, June 26, 2013

By Developmental Education Study Team

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Four Mt. SAC Students Awarded the Prestigious Gilman Scholarship

June 26, 2013--The Mt. SAC Global Opportunities office is pleased to announce that Mt. SAC students Blanca Flores, Elizabeth Gutierrez, Jared Morales, and Arianna Rivera are four of 700 outstanding American undergraduate students from 270 colleges and universities across the U.S. who have been selected to receive the prestigious Benjamin A. Gilman International Scholarship, sponsored by the U.S. Department of State, to participate in a study abroad or international internship program. The students will attend classes in London during the fall 2013 semester where they will take a wide array of courses, including British Life and Culture, as participants in the Southern California Foothills Consortium for Study Abroad, a cooperative venture among Southern California community college districts.

Adrianna Rivera is majoring in Art History and plans to be a museum curator. Blanca Flores is majoring in Physical Therapy and plans to be a physical therapist/doctor for a professional athletic team. Elizabeth Gutierrez and Jared Morales are majoring in Medical Allied Fields, Elizabeth to be a radiologist and Jared to be a physician's assistant specializing in respiratory therapy. As recipients of a Benjamin A. Gilman International Scholarship, these students commit to doing a follow-on project when they return to the U.S. As such, in spring 2014 they will serve as student ambassadors in the Mt. SAC Global Opportunities office. They will share their experiences studying abroad with interested students as well as assist students in applying for the Gilman scholarship.

The Benjamin A. Gilman International Scholarship program provides opportunities to those who have been traditionally under-represented in study abroad programs by providing scholarships to encourage them to study abroad. Students in community college fall into this category as do students with high financial need, students in fields such as the sciences and engineering, students from diverse ethnic backgrounds, students who are first generation college students, and students with disabilities, among others.

The Mt. San Antonio College Global Opportunities office strives to eliminate financial barriers and make study abroad possible for all students. In this vein, the office offers workshops throughout the year to assist students in applying for the Benjamin A. Gilman International Scholarship and other funding opportunities. Of the thirteen students who applied for the Gilman Scholarship for the fall 2013 semester, four were awarded scholarships. The Global Opportunities office hopes to double the number of applicants for the spring 2013 awards. To this end, the Global Opportunities program will be offering workshops during the summer to prepare students to apply. Mt. SAC has three upcoming study abroad programs including International Business in Taipei, Taiwan and Geology and Astronomy in Hawaii, both during the winter 2014 session. There is also a spring 2014 semester in Salamanca, Spain. The deadline for Benjamin A. Gilman International Scholarship applications for the 2014 winter and spring sessions is October 1, 2013. For more information, email studyabroad@mtsac.edu.

Academic Senate Report
To the Board of Trustees
26 June 2013

Full Senate Activity

The full Senate met on 23 May and 6 June to debate and discuss our recommendations to the Board of Trustees on "academic and professional matters. A total of six votes were taken:

- **Content Review Committee** – By a unanimous vote, the Academic Senate recommended that the college establish a standing committee to make recommendations regarding content review processes and implementation, and also to ensure that English, mathematics, and reading requisites and advisories are established in alignment with Title 5 regulations. I am pleased to report that this committee was recommended to the President's Advisory Council by the Academic Mutual Agreement Council (AMAC) on 10 June.
- **Basic Skills Funding Proposal** – By a unanimous vote, the Academic Senate approved the twenty-one proposals recommended by the Basic Skills Steering Committee for Basic Skills funding.
- **Resolution 13-09 Chancellor's Office Deadlines for C-ID Submission of Courses on Approved Transfer Degrees** – the Academic Senate has directed the Educational Design Committee to give priority consideration to course modifications undertaken for compliance with the Chancellor's Office deadlines for C-ID submission. This resolution was mutually agreed to in AMAC on 10 June.
- **BP 5010 Admissions** – the Academic Senate recommends that certain edits be made to BP 5010 which reduce the right of admission to the college to those possessing a high school diploma and which clarifies that all other students are "provisionally" admitted and potentially subject to additional requirements not yet drafted. These changes were mutually agreed to in AMAC on 10 June, and should be before the Board of Trustees later this summer.
- **AP 5075 Course Adds and Drops** – The Academic Senate rejected changes to AP 5075 that restricted the "drop without W" period from the first four weeks of the term to the first two weeks of the term, even though the district unilaterally imposed this change in January 2012. The Senate believes that it is unreasonable for students in Monday only fall classes to have to decide whether to drop based solely on the first class meeting (as Labor Day customarily falls on the second Monday of each fall semester). While Title 5 Section 55024(a)(3) has not been altered by the Board of Governors, the Chancellor's Office has recently decided that students enrolled on a course's census date, but who later drop and do not receive some form of mark on their transcript, will not provide a college with apportionment funding. On the basis of this Chancellor's Office decision, the college administration, fearing the loss of apportionment, has elected to continue its imposed practice under the authority of Title 5 Section 53203(d)(1), which in part states:

> "In instances where the governing board elects to rely primarily upon the advice and judgment of the academic senate, the recommendations of the senate will normally be accepted, and only in exceptional circumstances and for compelling reasons will the recommendations not be accepted."

We recognize the Board of Trustee's authority in all college matters, but note that this is the third time in recent years that the administration has observed "exceptional circumstances", and the Senate remains concerned by the current trend of seeking to improve efficiency by imposing restrictive conditions on our students.

- **AP 5055 Enrollment Priorities** – The Academic Senate rejected changes to AP 5055, primarily due to concern that students identified as locally defined special populations (e.g.: high school graduates in the Connect 4 program, athletes) could take such a majority of seats in high demand courses that students admitted through normal channels would be prevented from completing their programs in a reasonable period of time. There is some question as to whether this is truly the case, and therefore the Senate will monitor the availability of selected classes during the fall registration period this coming July. At the President's Advisory Council meeting today, Dr. Scroggins agreed that data should be gathered before the AP is finalized.

Resolution 13-08 Follow-up

In last month's board report, I mentioned Resolution 13-08, which declares that the Academic Senate strongly supports the primacy of local development and approval of courses and programs by our faculty above all other methods of developing course content. The Senate also repealed its former position of "…strongly encourages faculty participation in the C-ID numbering system", instead establishing a position of encouragement "…if the local discipline faculty determine that the transfer degrees and the C-ID systems hold value for the students who major in the discipline." Finally, the resolution directed the Academic Senate President to inform both State and local leaders that our faculty object to the C-ID deadlines and mandates imposed onto us by the Chancellor's Office. A letter to this effect was mailed last week and is attached to this report.

Outstanding Award Recipients

The Senate is proud to announce its Outstanding Award Recipients for 2012-13:
- Faculty – Martin Mason, Physics and Engineering
- Manager – Clarence Brown, Marketing and Communication

Retirement of Dr. Burley

Among my duties as a Senate officer was to meet semimonthly with Dr. Burley, and we have done so for nearly five years. Her leadership of the Instruction team and inclusion of the faculty perspective significantly contributed to the positive climate of the college despite difficult fiscal times. I am thankful to have had the opportunity to work with her and wish her well on her future endeavors.

Respectfully submitted,
Eric Kaljumägi
President, Academic Senate

Mt. San Antonio College
1100 North Grand Ave. ▪ Walnut, CA 91789 ▪ 909.594.5611

ERIC KALJUMAGI
President, Academic Senate

1100 N. Grand Avenue
Walnut, CA 91711

17 June 2013

Dear Drs. Harris, Pilati, and Scroggins:

On a Friday afternoon in very late November, I first received notification of a requirement to replace self-certification with C-ID approval. With two weeks remaining in the fall semester and few faculty on campus during winter intersession, significant work did not begin on this task until March 2013.

Three months later, I believe that our faculty have for the most part met the Chancellor's Office requirement. However, in the process we have lost much faith in the C-ID project. Although we initially welcomed the creation of descriptors and looked forward to the potential of such descriptors to simplify articulation agreements, we have shifted some of our atmosphere of energy and interest towards that of simple compliance. While we previously have prioritized tuning our curriculum to meet the needs of our community, it is now clear that our mandate is to align with descriptors that are standardized statewide.

In truth, this destruction of local purview is demoralizing some of our most dedicated and innovative faculty. In some areas, courses have evolved well beyond the C-ID descriptor to which they are matched. While these courses usually meet the C-ID requirements, it is not necessarily the case that a course from another college with the same C-ID descriptor would serve as a replacement in our overall curriculum. In other areas, faculty have worked with local transfer institutions and have intentionally replaced topics so as to better meet local needs. While the resultant course no longer contains every topic in the C-ID descriptor, the changes were made with the intent to improve the success of our local population, often at the request of local CSU faculty or advisory committees.

Whenever a minimal standard is guaranteed as acceptable, people immediately work to ensure that they meet that minimum. However, barring other incentives, guarantees significantly reduce the probability that people will attempt to exceed the standard or to act in innovative ways that do not align with the standard. In recognition of this tendency towards mediocrity, our local academic senate has approved resolution 2013-08, which further explains our concerns and which directs me to inform you of said concerns. A copy is attached.

Sincerely yours,

Prof. Eric Kaljumägi
President, Academic Senate
Mt. San Antonio College

MT. SAN ANTONIO COLLEGE
CLASSIFIED SENATE

REPORT TO THE BOARD OF TRUSTEES
WEDNESDAY JUNE 26, 2013

1. Classified Senate met on Thursday June 6th. At this meeting we discussed:
   a. 2013 – 2014 Classified Senate elections
      i. President: Deejay Santiago
      ii. President-Elect: John Lewallen
      iii. Recording Officer: Obdulia Reynoso
      iv. Treasurer: Donna Lee
      v. Directors: Carol Nelson, Michelle Williams, Naomi Abesamis
   b. Next meeting is scheduled for Thursday July 18th at 1:00 pm in Founders Hall
      i. Senate Membership
      ii. Committee Assignments
2. Pint Challenge Blood Drive: May 28th
   a. Hosted by UC Irvine Medical Center
   b. Collected 46 pints
3. Classified Professional Development Committee (CPDC) updates
   a. New Employee Welcome: Monday August 19th
   b. Classified Fall Opening Meeting: Wednesday August 21st
4. On behalf of Classified Senate, I would like to extend a warm welcome and congratulations to the newly appointed classified employees.

Respectfully Submitted by,
Deejay R. Santiago, Ed.D.
President, Classified Senate

Faculty Association Report
To the Board of Trustees
June 26, 2013

1. Dr. Ginny Burley

The Faculty Association has enjoyed working with Dr. Burley in her capacity as Vice President of Instruction. Dr. Burley has dedicated much of her professional life to Mt. SAC, its faculty and students. Her input and contribution will be greatly missed. Dr. Burley is a true Mountie, who has always done what is best for our college and its students. The FA would like to congratulate her on her retirement and wish her the best in the next cycle of her life.

2. Budget and Board Information

On behalf of the FA I would like to present a brief PowerPoint to the Board regarding the District's Budget and information that is given to the Board. See attached information.

Respectfully submitted by,
Jennifer Galbraith, Faculty Association President

FACULTY ASSOCIATION'S MT. SAC BUDGET PRESENTATION

Fact or Fiction?

State Funds

- For the past 3-4 years Public Education in the state of California has faced the toughest times in history.

- Mt. SAC's state apportionment has decreased .

- Mt. SAC has predicted large structural deficits each of the past 3 to 4 years.

FACT

2009-2010

- Fund Balance (Reserves) start year at 18.26%.
- District predicts "structural deficit".
- Fact: Actual Fund Balance at end of year is 21.54%.

2010-2011

- District Revised Budget proposes "structural deficit" of $7,092,666.

- District Revised Budget proposes Fund Balance at the end of the year is 15.57%.

- Fact: actual Fund Balance at end of year is 23.87%. An increase from 2009-2010.

2011-2012

- District's Adopted Budget predicts a $8,463,741 structural deficit.

- District's Adopted budget predicts Fund Balance at the end of the year is 17.42%.

- Fact: actual Fund Balance at end of the year is 21.28%.

2012-2013

◘ District's Adopted Budget predicts a $10,440,051 structural deficit.

◘ District's Adopted Budget predicts Fund Balance to end at 16.40%.

◘ Fact: actual Fund Balance at the end of the year is at least 21.00%

2013-2014

- District is predicting a "structural deficit"
- District predicts Fund Balance ends at 14%.
- Fact: District will receive over 3.2% in ongoing new funds. Approximately $4,000,000.
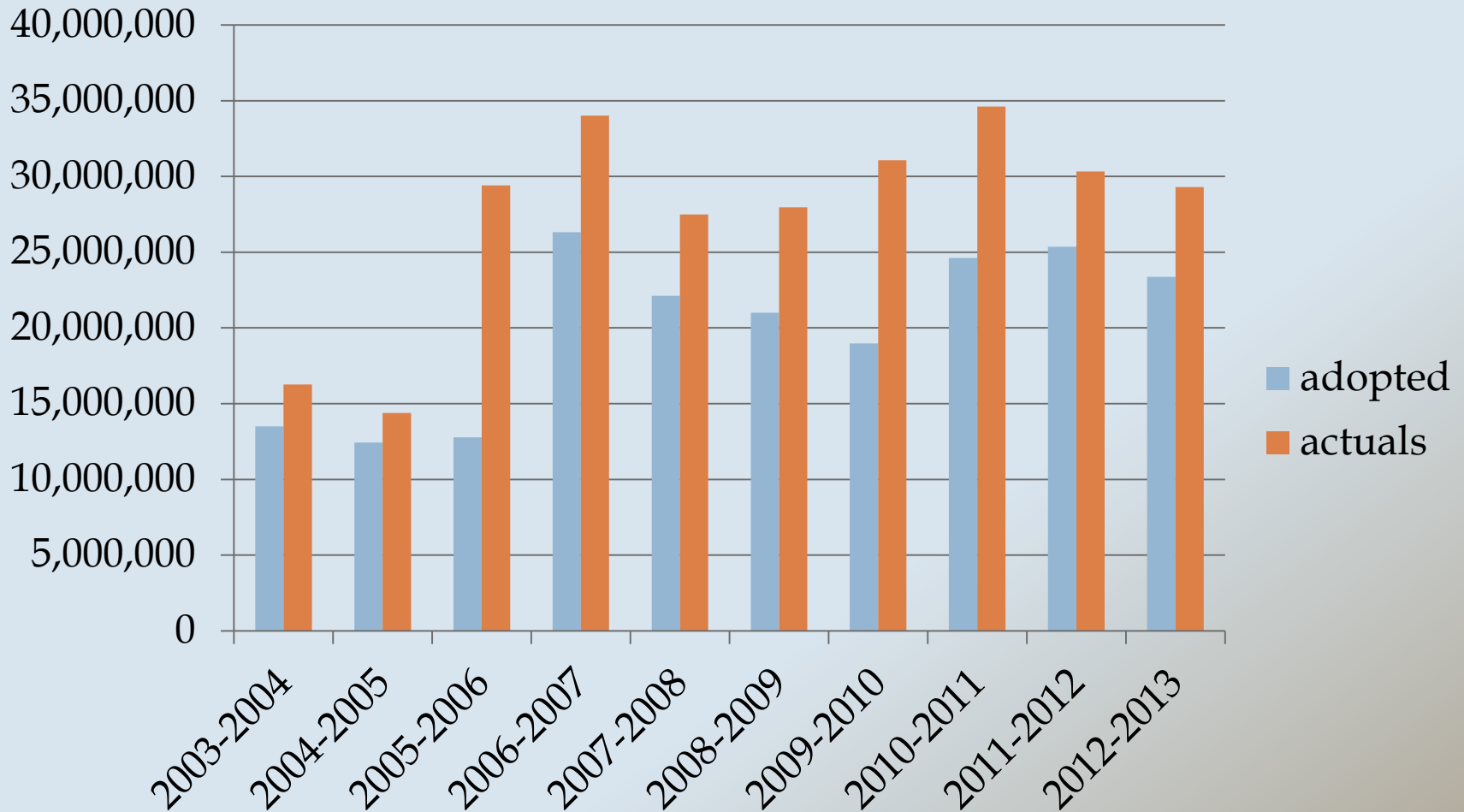
Data Driven Decisions

- District Takes Trans Loan
- Might not be able to make June Payroll
- Fact: Trans makes District over $300,000 in interest and premiums.

Data Driven Decisions

- District pays for retirement benefits out of OPEB Trust, and does not contribute.

- Fact: First three quarters of OPEB Trust interest is over $5,000,000 which is greater than cost to Trust of retirement benefits for the year, and close to covering contribution.

Full-time Faculty

- 18 Full-time Faculty will leave the District this year.

- The District to date has commitment to replace 8.

- Fact: One year savings to the District over $1,000,000.

- Fact: Ongoing savings a minimum of $125,460 per year if all faculty are replaced at the highest possible step.

Questions

- The FA respectfully requests that the District provides the Board with more accurate information in order to guide their decisions.

AFL-CIO

CSEA Chapter 262
2013 Executive Board

Laura Martinez
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Past President
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"To improve the lives of our members, students, and community."

June 26, 2013

On behalf of Chapter 262 I would like to congratulate and welcome all of the newly hired employees. As you will learn, Mt. SAC is a great institution that truly focuses care and attention to students. Tonight we honored two retiring Mt. SAC employees - Asuncion Ramos, with 24 years of service and Dr. Virginia Burley, with 27 years of services. I'm sure if you speak with either one, they will tell you they remember their first day on campus and are probably amazed at how quickly time has passed. I wish both of these retirees well in their future endeavors.

At our April Chapter Meeting elections were held for delegates to attend the CSEA Annual Conference. I am pleased to report Tamieka Hunter, Rondell Schroeder, Cason Smith, and Hawk Yao will join me at this year's conference. We have many resolutions to review and will additionally be electing a new Association President.

Bill Rawlings and Cason Smith represented CSEA at Netroots Nation 2013 for four days of trainings and panel sessions. These sessions included topics on education, labor and civil rights. They were treated to a video welcome by President Obama and listened to presentations by elected officials from the U.S. Senate and the House of Representatives, including Democratic Leader Nancy Pelosi.

Respectfully submitted,

Laura Martinez, President
CSEA Chapter 262

Foundation Report to Board of Trustees
June 26, 2013

June wraps up an incredibly busy month of activities with the Mt. SAC Foundation. As you know, a few of our biggest events of the year take place in the month of June. I have now fun through the full cycle of events and activities and it has me in a good position to fully evaluate the Foundation and identify opportunities to grow and expand our operations.

In the meantime, I am pleased to report that we had our most successful Golf Tournament ever. We raised close to $130,000. I want to thank the terrific golf committee for their support as well as our campus partners in Athletics who helped make the Tournament such a huge success. Special thanks to Leila Belinski for her efforts on our behalf.

Many of you attended the Scholarship Awards Ceremony on June 8. What a terrific afternoon that was! We awarded $243,000 to 215 deserving students. It is a great event that brings together our student scholars, their families and our wonderful donors. Thanks to many of you who attended, awarded and have also contributed to our scholarship program.

- Scholarship Committee—great job! Over 2,000 scholarship applications
- Special thanks to the dedicated team over in Financial Aid and Scholarship Office. It isn't easy to pull off an event that big and they did it and did it well.
- Desiree Marquez who I worked with throughout the year—smart, talented and a scholarship donor herself (with her family—Wendy Lozano)
- I also want to acknowledge the work of Ivonne Landeros in the Foundation Office. IL was a member of the scholarship committee and she herself read over 200 applications.

Other activities of note:

- The President and I met with Mike Gregoryk and Rosa Royce to discuss the timeline for transferring Foundation accounting to Fiscal Services. We laid out a plan that gives us substantial time needed to carefully and thoughtfully carryout this transition.
- We had another productive board meeting last week—they continue to have great energy and enthusiasm
- We're excited about Mt. SAC Night at Quakes Stadium on July 26—it represents another step in our Alumni engagement efforts

- Plans are moving forward with Alumni Day next Nov 15. It'll be a great day of activities designed to pull people in, update them on the college and reconnect them to Mt. SAC

One final note—I want to extend my congratulations and thanks to Dr. Burley. She has been a generous supporter of Mt. SAC and on a personal note, has been a wonderful friend and colleague to me in my first year at the college.

Submitted by Bill Lambert, Executive Director, Mt. SAC Foundation.

Mt. SAN ANTONIO COLLEGE

2013-14 TENTATIVE BUDGET

June 26, 2013

2012-13 ESTIMATED POSITIVE VARIANCES HIGHLIGHTS

Refer to the Tentative Budget for Additional Details (Pages 1 to 4)

Unrestricted General Fund	$3,428,382

- ➤ Growth/Restoration - $1.1M
- ➤ Mandated Cost Block Grant One-time - $0.8M
- ➤ Statewide Structural Deficit – ($1.9M)
- ➤ Unspent Budget Balances - $ 1.6M
- ➤ Permanent Salary and Benefit Savings - $ 1.4M
- ➤ Cost of Spring 2013 Course Offerings, 530 FTES – ($0.6M)

Unrestricted General Fund Revenue-Generated Accounts	$2,495,635

- ➤ Increased for Auxiliary Services Trust Accounts Conversion

CASH UPDATE

➢ Received $20,089,066 cash for the Education Protection Account (EPA) on June 25.

➢ Governor's May revision is proposing to reduce the apportionment statewide deferral for the 2012-13 fiscal year from $801.1M to $621.2M. Since the payment schedule will not be modified until the Governor signs the budget, Mt. SAC will receive the deferral payment in July for approximately $31M.

2013-14 TENTATIVE BUDGET UNRESTRICTED GENERAL FUND ONGOING REVENUE BUDGET ASSUMPTIONS

Base Ongoing Revenue Budget (2012-13)	**$133,777,374**
2009-10 Growth/Restoration - Partial Restoration Statewide Workload Reduction $189M	1,061,367
COLA – Proposed 1.57% - Will be included in the Adopted Budget	-
Lottery – To be Adjusted with the July 2013 Annual Attendance	-
Interest – Rates Decreased from .86% (July 2012) to .66% (March 2013); Deferrals Continue to be High - Estimated at $31M	(200,000)
Total Estimated Ongoing Revenue Budget	**$134,638,741**

2013-14 TENTATIVE BUDGET
ONGOING EXPENDITURE BUDGET ASSUMPTIONS

Ongoing Operational Budget	**$143,819,466**
2011-12 CSEA 651 Benefit Increase ($302 Benefit Increase)	26,576
Salary Schedule Progression & Personnel/Benefit Changes	836,654
Faculty Medical Coverage Opt-out	(25,000)
CSEA 262 and CSEA 651 Medical Coverage Opt-out	(7,301)
New and Reinstated Positions	215,611
Personnel Restructure and Reorganization	(67,229)
PERS Increase (Based on 2012-13 rate of 11.417%)	145,793
Unemployment Insurance Decrease (1.10% to .05%)	(775,405)
Retiree Health Premiums Increase	200,000
Workers' Comp Increase (Based on 2012-13 rate of 1.39%)	42,723
Reclassification (To be determined)	-
Immediate Needs and Ongoing Budget Increases	90,367
Sub-Total Ongoing Expenditure Budget	**$144,502,255**

2013-14 TENTATIVE BUDGET
ONGOING EXPENDITURE BUDGET ASSUMPTIONS

Sub-Total Ongoing Operational Budget	**$144,502,255**
Five Vacant Faculty Positions Eliminated	**(504,345)**
Ongoing Backfill for Eliminated Faculty Positions	**211,035**
Scheduled Maintenance Match - Temporary Use of Measure RR Funds for Scheduled Maintenance - $325,000 Reduced in 2012-13	-
Computer Replacement Program - Temporary Use of Measure RR Funds for Allowable Equipment Purchases - $250,000 Reduced in 2012-13	-
New Faculty Equipment and Computers - Temporary Use of Measure RR Funds for Allowable Equipment Purchases - $55,000 Reduced in 2012-13	-
Travel and Conference Ongoing Budget Reductions - Reduced $200,000 in 2012-13	-
Total Estimated Ongoing Expenditure Budget	**$144,208,945**

2013-14 TENTATIVE BUDGET UNRESTRICTED GENERAL FUND

Total Estimated Revenue	$134,638,741
Total Ongoing Expenditures	($144,208,945)
Ongoing Structural Budget Deficit	($9,570,204)

2013-14 ONE-TIME REVENUE PROJECTION UNRESTRICTED GENERAL FUND

Apportionment Increase – Proposed Growth 1.63% - Will be included in the Adopted Budget	$ -
Tax Revenue Anticipation Notes – Interest Earned Carryover	-
Total Estimated One-Time Revenue Budget	**$ -**

2013-14 ONE-TIME EXPENDITURES AND ONE-TIME EXPENDITURE SAVINGS

Purchases In Progress & Carryover Budgets (Based on PY)	$1,217,921
Categorical Support – To be reviewed and determined	540,843
Tax and Revenue Anticipation Notes - Interest Expense C/O	-
Class Schedule Increase – Based on 1.63% Growth	-
New Resources Allocation Requests – TBA	458,107
Election Costs – Two Additional & Two Existing Board Members	1,008,400
Total One-Time Expenditure Increases	**$ 3,225,271**
No Annual Contribution to OPEB Trust	(1,788,169)
Retiree Benefit Premiums (Paid from OPEB Trust)	(4,649,163)
One-time Savings for Vacant Positions	(200,000)
Total One-Time Expenditure Savings	**($6,637,332)**
Total One-Time Expenditure Increases and Savings	**($3,412,061)**

UNRESTRICTED GENERAL FUND REVENUE GENERATED ACCOUNTS REVENUE AND EXPENDITURES

Revenue Generated Accounts – Estimated 2012-13 Carryover	$1,748,445
Total Revenue Budget	**$1,748,445**
Revenue Generated Accounts – Estimated 2012-13 Carryover	$4,244,080
Total One-Time Expenditure Savings	**$4,244,080**
Total Revenue Generated Accounts Increases/(Decreases)	**($2,495,635)**

2013-14 TENTATIVE BUDGET UNRESTRICTED GENERAL FUND BALANCE

Unassigned Fund Balance – 10% Board Policy	10.00%	$14,504,096
Unassigned Fund Balance	4.23%	6,139,163
Total Fund Balance	14.23%	$20,643,259

Note: This Preliminary Budget assumes, that the Board of Trustees will continue to approve, one-time budget savings for no annual contribution to the OPEB Trust and retiree benefit premiums to be paid from the OPEB Trust, totaling $6,437,332. If these savings are not included, the Fund Balance will fall under the 10% Board Policy shown below:

Unassigned Fund Balance – 10% Board Policy	9.38%	$14,205,927
Unassigned Fund Balance	0.00%	-
Total Fund Balance	9.38%	$14,205,927

TOTAL APPORTIONMENT COMPUTATIONAL REVENUE

	2011-12 Actuals 2011-12	%	2012-13 Estimated Actuals 2012-13	%	2013-14 Tentative Budget	%
Property Taxes	$ 17,854,370	14%	$ 16,238,730	13%	$ 16,238,730	13%
EPA (Education Protection Account) [1] [2] [3]	-	0%	20,089,066	16%	20,089,066 [4]	16%
Student Enrollment Fees	7,294,458	6%	8,870,732	7%	8,870,732	7%
State General Apportionment	99,234,790	80%	80,246,457	64%	80,246,457	64%
Total Base Apportionment	**$124,383,618**	**100%**	**$ 125,444,985**	**100%**	**$125,444,985**	**100%**

(1) Created by Proposition 30 which temporarily raises the sales and use tax by .25 cents for four years, and raises the income tax on annual earnings over $250,000 for seven years. These funds are one-time in nature, occurring over several years.

(2) Proceeds shall not be used for administrative costs.

(3) Distribution of funds will be on a quarterly basis for 2013-14: September, December, March, and June.

(4) Proposed Governor's Budget provides backfill for 2012-13 and 2013-14.

MT. SAN ANTONIO COMMUNITY COLLEGE DISTRICT
BUDGET AND ACTUALS COMPARISON HISTORY
Unrestricted General Fund

	2012-13 Adopted Budget	2012-13 Estimated Actuals		2013-14 Tentative Budget		Estimated 2014-15 Preliminary Budget
UNRESTRICTED GENERAL FUND 11 AND 12						
Base Apportionment	$ 124,383,618	$ 124,383,618		$ 124,383,618		$ 125,444,985
Growth/Restoration	-	-		1,061,367		-
Total Apportionment	$ 124,383,618	$ 124,383,618		$ 125,444,985		$ 125,444,985
Miscellaneous	$ 5,801,832	$ 6,567,647		$ 5,601,832		$ 5,601,832
Lottery - Current Year	3,591,924	3,591,924		3,591,924		3,591,924
TOTAL ONGOING REVENUES:	$ 133,777,374	$ 134,543,189		$ 134,638,741		$ 134,638,741
TOTAL ONGOING EXPENDITURES:	$ (143,819,466)	$ (140,592,056)		$ (144,208,945)		$ (146,708,945)
SURPLUS/(DEFICIT) - ONGOING	$(10,042,092)	$ (6,048,867)		$ (9,570,204)		$ (12,070,204)
Growth/Restoration	$ -	$ 1,061,367	(1)	$ -		$ -
One-Time Revenue (Prior Year Apportionment Adj.)	-	511,417	(2)	-		-
Statewide Structural Deficit/One-Time Enrollment Fee/Property Tax Deficit	-	(1,881,675)	(3)	-		-
Mandated Cost Block Grant	-	780,684	(4)	-		-
TOTAL ONE-TIME REVENUE:	$ -	$ 471,793		$ -		$ -
ONE-TIME EXPENDITURES - INCREASES/(DECREASES)						
One-Time Expenditures	$ (2,038,286)	$ (2,471,662)		$ (3,225,271)	(8)	$ (2,712,164)
One-Time Expenditures Course Offerings Spring 2013	-	(603,260)	(1)	-		-
One-Time Expenditure Savings (Retiree Health Premiums/OPEB)	6,712,344	6,712,344		6,637,332		-
TOTAL ONE-TIME EXPENDITURES:	$ 4,674,058	$ 3,637,422		$ 3,412,061		$ (2,712,164)
SURPLUS/(DEFICIT) - ONGOING AND ONE-TIME	$ (5,368,034)	$ (1,939,652)		$ (6,158,143)		$ (14,782,368)
UNRESTRICTED GENERAL FUND 13 - REVENUE-GENERATED ACCOUNTS						
TOTAL REVENUES:	$ 1,748,445	$ 3,459,245		$ 1,748,445		$ 1,748,445
TOTAL EXPENDITURES:	(3,341,025)	(2,556,190)		(4,244,080)		(4,244,080)
TOTAL REVENUE GENERATED INCREASES/DECREASES	$ (1,592,580)	$ 903,055	(5)	$ (2,495,635)		$ (2,495,635)
SURPLUS/(DEFICIT) - ONGOING, ONE-TIME, AND REVENUE-GENERATED	$ (6,960,614)	$ (1,036,597)		$ (8,653,778)		$ (17,278,003)
SUMMARY OF FUND BALANCE:						
UNRESTRICTED GENERAL FUND 11 AND 12						
Assigned Fund Balance						
City of Industry - Legal Settlement	$ 5,000,000	$ 5,000,000	(6)	$ -		$ -
Total Assigned Fund Balance:	$ 5,000,000	$ 5,000,000		$ -		$ -
Unassigned Fund Balance						
10% - Board Policy	$ 14,248,643	$ 13,951,082		$ 14,504,096		$ 3,365,256
Unassigned Fund Balance - Growth Restoration/New Resources Allocation Requests		458,107	(1)	-		-
Unassigned Fund Balance	4,124,377	7,392,213		6,139,163		-
Total Unassigned Fund Balance:	$ 18,373,020	$ 21,801,402		$ 20,643,259		$ 3,365,256
Total Fund Balance:	$ 23,373,020	$ 26,801,402		$ 20,643,259		$ 3,365,256
Total Fund Balance Percentage:	16.80%	19.57%		14.66%		2.25%
UNRESTRICTED GENERAL FUND 13 - REVENUE-GENERATED ACCOUNTS						
		$3,428,382				
Assigned Fund Balance						
Revenue-Generated Accounts	$ -	$ 2,495,635	(5)	$ -		$ -
		$2,495,635				
Total Fund Balance Unrestricted General Fund (Funds 11, 12, and 13):	$ 23,373,020	$ 29,297,037		$ 20,643,259		$ 3,365,256
Total Fund Balance Percentage Unrestricted General Fund (Funds 11, 12 and 13):	16.40%	21.00%		14.23%		2.19%

2013-14 STATE BUDGET UPDATE
GOODS NEWS FOR COMMUNITY COLLEGES

- Adoption of COLA (1.57%)
- Growth/workload restoration (1.63%)
- $30M to buy down cash deferrals in 2013-14
- $48M for Energy Efficiency Projects to be allocated in a manner determined by the Chancellor's Office
- $118M in Categorical funds: $50M for Student Success & Support Program, $30M for Deferred Maintenance, $15M for DSPS, $15M for EOPS, and $8M for CalWORKs
- $25M for local planning related to new adult education consortia
- 16M for Online Education Initiative

VERY PRELIMINARY PROJECTIONS
FOR MT. SAC
MAY REVISE INFORMATIONAL

	2013-14 Tentative Budget	May Revise Informational 2013-14 Budget	
Base Apportionment	$ 124,383,618	$ 125,444,985	
COLA	-	1,969,486	**(10)** Funded COLA estimated at 1.57%.
Growth/Restoration	1,061,367	-	
Total Apportionment	**$ 125,444,985**	**$ 127,414,471**	
Miscellaneous	$ 5,601,832	$ 5,601,832	
Lottery - Current Year	3,591,924	3,650,808	
TOTAL ONGOING REVENUES:	**$ 134,638,741**	**136,667,111**	
TOTAL ONGOING EXPENDITURES:	**$ (144,208,945)**	**$ (144,208,945)**	
SURPLUS/(DEFICIT) - ONGOING	**$ (9,570,204)**	**$ (7,541,834)**	
Growth/Restoration	$ -	$ 1,898,170	**(12)** Proposed Growth Restoration estimated at 1.63% or $89.4 Million Statewide.
Statewide Structural Deficit/One-Time Enrollment Fee/Property Tax Deficit	-	(1,293,126)	**(13)** 1% of Estimated Total Apportionment Computational Revenue for 2013-14.
Mandated Cost Block Grant	-	780,684	**(14)** 2013-14 Mandated Costs Block Grant from 2012-13 Actual Revenue.
TOTAL ONE-TIME REVENUE:	**$ -**	**$ 1,385,728**	
ONE-TIME EXPENDITURES - INCREASES/(DECREASES)			
One-Time Expenditures	$ (3,225,271)	$ (3,225,271)	
One-Time Expenditures Course Offerings Spring 2013	-	(980,784)	**(15)** Cost of Course Offerings Estimated for the 1.63% Growth/Retoration
One-Time Expenditure Savings (Retiree Health Premiums/OPEB)	6,637,332	6,637,332	
TOTAL ONE-TIME EXPENDITURES:	**$ 3,412,061**	**$ 2,431,277**	
SURPLUS/(DEFICIT) - ONGOING AND ONE-TIME	**$ (6,158,143)**	**$ (3,724,829)**	
TOTAL REVENUES:	**$ 1,748,445**	**$ 1,748,445**	
TOTAL EXPENDITURES:	(4,244,080)	(4,244,080)	
TOTAL REVENUE GENERATED INCREASES/DECREASES	**$ (2,495,635)**	**$ (2,495,635)**	
SURPLUS/(DEFICIT) - ONGOING, ONE-TIME, AND REVENUE-GENERATED	**$ (8,653,778)**	**$ (6,220,464)**	

SUMMARY OF FUND BALANCE:

Total Assigned Fund Balance:	$ -	$ -	
Unassigned Fund Balance			
10% - Board Policy	$ 14,504,096	$ 14,602,175	
Unassigned Fund Balance	6,139,163	8,474,398	
Total Unassigned Fund Balance:	**$ 20,643,259**	**$ 23,076,573**	
Total Fund Balance:	**$ 20,643,259**	**$ 23,076,573**	
Total Fund Balance Percentage:	14.23%	15.80%	

WHAT IS NEXT??

➤ Complete Adopted Budget as soon as 2013-14 budget details are provided by the Chancellor's Office

➤ Determine best use of partial restoration of Categorical funding

➤ Determine which New Resources Allocation and Immediate Need Requests will be funded

➤ Review vacancy list and estimate one-time savings for vacant positions

➤ Complete Reclassification Study and Finalize Collective Bargaining Contract Negotiations

➤ Plan careful enrollment management to earn the 1.63% growth/restoration funds which are directly related to the hiring of faculty and the increase in cost of courses

➤ Continue with collaboration, teamwork, and campus-wide effort in working together to find solutions to ensure Mt. SAC's fiscal stability

QUESTIONS

?

► Mt. San Antonio College

2013-2014

Tentative Budget

MT. SAN ANTONIO COLLEGE
2013-14 Tentative Plan and Budget

TABLE OF CONTENTS

2012 - 13
ESTIMATED VARIANCES
(June 5, 2013)

	Adopted Budget	Revised Budget	Estimated Actuals	Estimated for Tentative Budget	Explanation
UNRESTRICTED GENERAL FUND 11 AND 12:					
ONGOING REVENUES:					
Base Apportionment Revenue (2012-13)	$ 124,383,618	$ 124,383,618	$ 124,383,618	$ -	
Total Apportionment	124,383,618	124,383,618	124,383,618	-	
Nonresident Tuition - International	3,000,000	3,000,000	2,667,689	(332,311)	Carryover International Student Fee estimated at $330,841 to 2013-14.
Nonresident Tuition - Out of State	-	-	724,959	724,959	
Interest	400,000	400,000	180,188	(219,812)	Interest decreased mainly as a result of the apportionment deferrals and decrease in interest rates.
Parking Citations	620,000	620,000	561,250	(58,750)	
JPA Property Tax Delinquency	25,000	25,000	22,361	(2,639)	Based on FY 2011-12.
Administrative Allowance 2% Enrollment	148,866	148,866	148,866	-	Per prior year apportionment calculation.
Part-time Faculty Health Insurance & Office Hours	54,456	54,456	54,456	-	
Faculty Parity	672,548	672,548	672,548	-	
Performing Arts Ticket Sales	43,000	43,000	27,179	(15,821)	
Student Records	38,000	38,000	17,449	(20,551)	
Student Fees Visa Application	14,000	14,000	10,100	(3,900)	Carryover Student Fee Visa Application estimated at $10,100 to 2013-14.
Medicare Part D Subsidy	320,000	320,000	319,388	(612)	Based on FY 2011-12.
BOG Fee Waiver Administration	154,074	154,074	392,960	238,886	Per 2012-13 first principal apportionment.
Administrative Allowance, Financial Aid Programs	100,000	100,000	65,630	(34,370)	
Prior Year Lottery Adjustment	-	-	172,683	172,683	Adjustment to Lottery funds received for 2011-12.
Sale of Fixed Assets	-	8,685	8,684	8,684	
TRANs Interest and Premium	-	423,000	316,210	316,210	The revenues include premium of $278,400. The TRANs net gain is estimated to be $9,333 on December 31, 2013. Transaction completed on March 14, 2013.
Other Misc. Revenue	207,977	305,977	137,564	(70,413)	Rebates ($12,690), Fire Academy Settlement ($43,824), and CSEA and CCA release time reimbursements ($59,428).
Rentals and Leases	3,911	3,911	13,911	10,000	48th Agricultural District and Auxiliary Services rent.
Self Insured Retention Trust	-	53,572	53,572	53,572	
Current Year Lottery	3,591,924	3,591,924	3,591,924	-	Rates estimated at $122 and FTES decreased from 31,918 to 29,442. The rates were increased to $124 per FTE in October 2012. The final rates and FTES will be known on July 2013 and the actual revenue will be adjusted accordingly.
TOTAL ONGOING REVENUES	**133,777,374**	**134,360,631**	**134,543,189**	**765,815**	

	Adopted Budget	Revised Budget	Estimated Actuals	Estimated for Tentative Budget	Explanation
ONE-TIME REVENUES:					
Growth/Restoration	-	-	1,061,367	1,061,367	Estimated partial Growth/Restoration of the $189 million 2009-10 workload reduction. Based on increased in FTES in 2012-13 reported in April 2013.
Prior Year Apportionment Adjustment (2011-12)	-	-	511,417	511,417	Per 2012-13 first principal apportionment published on February 2013.
Statewide Structural Deficit	-	-	(1,881,675)	(1,881,675)	Anticipated statewide structural deficit estimated at 1.5% (P1 apportionment) mainly due to restoring FTES that districts previously lost and new colleges and centers becoming eligible for funding as per March 8, 2013 Chancellor's Office letter.
Mandated Cost Block Grant	-	780,684	780,684	780,684	District elected to participate in the Mandated Costs Block Grant for 2012-13. Election requested on September 27, 2013.
TOTAL ONE-TIME REVENUES	**-**	**780,684**	**471,793**	**471,793**	
TOTAL REVENUES	**133,777,374**	**135,141,315**	**135,014,982**	**1,237,608**	
EXPENDITURES:					
Savings from Regular Salaries	72,338,939	71,128,397	70,189,389	2,149,550	When actuals are compared to the revised budget, savings in this section total $939,008 due to several retirements, unpaid leave of absences, and vacancies. Portions of the budget were transferred to adjunct faculty hourly, short-term, and overtime backfill.
Hourly Faculty	23,120,615	24,322,844	24,696,659	(1,576,044)	
Blended Rate Overtime Salaries and Benefits - Three Years	215,536	215,536	402,693	(187,157)	The original estimate was based only on classified instructors with rehire rights. The additional expenditure includes classified instructors without rehire rights.
Blended Rate Overtime Salaries and Benefits - FY 2012-13	-	-	57,406	(57,406)	
Short-term Hourly and Overtime	3,245,716	3,512,429	3,269,965	(24,249)	
Benefits	22,854,732	23,053,556	22,376,941	477,791	
Retiree Benefit Health and Welfare Premiums	-	-	-	-	
Stars of Excellence	217,450	217,450	137,596	79,854	Conserved Budget; Balance of unspent funds.
Travel and Conference	77,484	77,484	73,277	4,207	Instituted 2012-13 travel and conference freeze.
Instructional Equipment	433,398	433,398	323,021	110,377	The Instruction Office intentionally did not allocate all of these funds in order to save for emergencies. The State funding for Instructional Equipment was eliminated in 2009-10. Carryover balance to 2013-14 is estimated at $110,377.
Catalog and Schedules	131,397	131,397	64,016	67,381	Instruction discontinued the mailing of the schedule of classes to the community, which was a deliberate cost saving strategy.
Marketing Savings (Accounts 561000, 583000 and 589000)	62,783	62,783	24,976	37,807	Due to a planned reduction in marketing.
Energy Maintenance Projects	609,442	440,596	442,954	166,488	Carryover balance to 13-14 for the Central Plant Energy.
Postage	237,222	236,222	135,994	101,228	Carryover balance to 2013-14 due to increase in mailing as a result of increase in enrollment, alumni giving mailers, and bids and construction document mailers.
Rideshare Program	16,000	16,000	12,604	3,396	
Institutional Memberships	191,345	191,715	164,722	26,623	
Human Resources - Recruitment, Employment Related, & HR	352,371	310,871	312,142	40,229	

2012 - 13
ESTIMATED VARIANCES
(June 5, 2013)

	Adopted Budget	Revised Budget	Estimated Actuals	Estimated for Tentative Budget	Explanation
Accreditation	37,200	37,200	9,109	28,091	
New Faculty Computers and Furniture	4,200	4,232	4,189	11	
Utilities - Gas & Electric	2,669,077	2,669,077	2,472,433	196,644	
Utilities - Telephone	202,832	204,932	144,389	58,443	
Utilities - Water	284,721	284,721	308,900	(24,179)	
Utilities - Waste Disposal and Recycling	238,485	238,485	188,203	50,282	
Utilities - Cable	1,200	1,200	3,380	(2,180)	
Liability Insurance Premiums	1,144,424	1,144,424	1,144,424	-	
Rate-Driven Increases Budget	568,810	565,166	-	568,810	Did not expend the full allocation for 2012-13, carryover balance to 2013-14.
Balances from Unspent Status Quo Budgets	9,295,739	10,200,117	9,610,006	(314,267)	
Telephone System	119,290	119,290	-	119,290	Carryover balance to 2013-14 to fund upgrade of telephone system.
Child Development Categorical Support	80,000	80,000	80,000	-	
Credit Matriculation Categorical Support	56,584	56,584	56,584	-	
DSPS Categorical Support	199,801	199,801	199,801	-	
EOPS Categorical Support	138,615	138,615	138,615	-	
Vacation Accrual			-	-	To be determined at year-end.
Indirect Cost			(319,275)	319,275	
Allowance for Doubtful Accounts			-	-	To be determined at year-end.
TRANs Interest Expenses and Cost of Issuance	-	423,000	170,290	(170,290)	The total interest expense is estimated to be $318,889 on December 31, 2013. The TRANs net gain is estimated at $9,333. Transaction completed on March 13, 2013.
Self Insured Retention Trust	-	48,744	48,744	(48,744)	
Community Services Over Expenditure and Indirect Cost	-	-	10,487	(10,487)	The over expenditure is based on the fiscal year 2011-12 actuals.
TOTAL EXPENDITURES	**139,145,408**	**140,766,266**	**136,954,634**	**2,190,774**	

| TOTAL 2012-13 ESTIMATED VARIANCE - UNRESTRICTED GENERAL FUND | | | | 3,428,382 | |

2012 - 13
ESTIMATED VARIANCES
(June 5, 2013)

	Adopted Budget	Revised Budget	Estimated Actuals	Estimated for Tentative Budget	Explanation

UNRESTRICTED GENERAL FUND 13 - REVENUE-GENERATED ACCOUNTS

REVENUES:

	Adopted Budget	Revised Budget	Estimated Actuals	Estimated for Tentative Budget	Explanation
Revenue-Generated Accounts	1,718,445	2,529,290	2,187,263	468,818	
Revenue-Generated Accounts - Converted Auxiliary Trust Accounts	30,000	1,285,800	1,271,982	1,241,982	
TOTAL REVENUES	1,748,445	3,815,090	3,459,245	1,710,800	

EXPENDITURES:

	Adopted Budget	Revised Budget	Estimated Actuals	Estimated for Tentative Budget	Explanation
Revenue-Generated Accounts	3,301,025	4,111,870	1,879,925	1,421,100	Estimated Carryover $1,889,918 to 2013-14.
Revenue-Generated Accounts - Converted Auxiliary Trust Accounts	40,000	1,295,800	676,265	(636,265)	Estimated Carryover $605,177 to 2013-14.
TOTAL EXPENDITURES	3,341,025	5,407,670	2,556,190	784,835	

TOTAL 2012-13 ESTIMATED VARIANCE - UNRESTRICTED GENERAL FUND REVENUE-GENERATED ACCOUNTS				**2,495,635**	

TOTAL 2012-13 ESTIMATED VARIANCE				**$ 5,924,017**	

Funds will be carried over to 2012-13 and budgeted as one-time	Tax Revenue Anticipation Notes (TRANs)		Revenue Generated Accounts

MT. SAN ANTONIO COMMUNITY COLLEGE DISTRICT
2013-14 TENTATIVE BUDGET
UNRESTRICTED GENERAL FUND

UNRESTRICTED GENERAL FUND 11 AND 12:

ONGOING REVENUE BUDGET ASSUMPTIONS

		Fund 11/12	Fund 13	Total
Base Ongoing Revenue Budget	**Balance as of the 2012-13 Adopted Budget**	**$ 133,777,374**	**$ -**	**$ 133,777,374**
2009-10 Growth/Restoration	Partial restoration of the $189 million Statewide Workload Reduction	1,061,367	-	1,061,367
COLA	Proposed 1.57%	-	-	-
Lottery	To be adjusted with the July 2013 Annual Attendance Report and Final Accrual Rates that will be announced in July 2013	-	-	-
Interest	Decrease $200,000 from the $400,000 Budgeted in 2012-13. Rates Decreased from .86% (July 2012) to .66% (March 2013); Deferrals Continue to be High Estimated at $31,268,075	(200,000)	-	(200,000)
Nonresident Tuition	Estimated Based on 2012-13 Actual Revenue; Budgeted $3,000,000	-	-	-
PT Faculty Office Hours/Health Insurance	Per Chancellor's Office Estimate	-	-	-
PT Faculty Parity	Per Chancellor's Office Estimate	-	-	-
Other Miscellaneous Revenue	Facility Rental, Community Services, Contract Education, Misc. Fees, etc; Increased Revenue to Align with 2012-13 Actuals	-	-	-
Total Revenue Increases/(Decreases)		**$ 861,367**	**$ -**	**$ 861,367**

Total Ongoing Revenue Budget		**$ 134,638,741**	**$ -**	**$ 134,638,741**

MT. SAN ANTONIO COMMUNITY COLLEGE DISTRICT
2013-14 TENTATIVE BUDGET
UNRESTRICTED GENERAL FUND

ONGOING EXPENDITURE BUDGET ASSUMPTIONS

		Fund 11/12	Fund 13	Total
Base Ongoing Expenditure Budget	**Balance as of the 2012-13 Adopted Budget**	**$ 143,819,466**	**$ -**	**$ 143,819,466**
2011-12 CSEA 651 Benefit Increase	$302 Health Benefit Contribution Increase	26,576	-	26,576
2013-14 Salary Schedule Progression	Estimated Step/Column and Longevity Changes	863,520	-	863,520
2013-14 Adjunct Salary Schedule Progression	Estimated Step/Column Changes	128,000	-	128,000
2013-14 Noncredit Adjunct Step/Column	Estimated Step/Column Changes	105,000	-	105,000
2013-14 Faculty Agreement	To be Determined	-	-	-
Faculty Medical Coverage Opt-out		(25,000)	-	(25,000)
CSEA 262 Medical Coverage Opt-out		3,423	-	3,423
CSEA 651 Medical Coverage Opt-out		(10,724)	-	(10,724)
Misc. Personnel and Benefit Changes		(259,866)	-	(259,866)
New and Reinstated Positions	Approved by President's Cabinet (Refer to Page 12 for Details)	215,611	-	215,611
Personnel Restructures and Reorganizations	Approved by President's Cabinet (Refer to Page13 for Details)	(67,229)	-	(67,229)
PERS Employer Rate Increase	Estimated Increase Based on 2012-13 (2012-13 Rate at 11.417%)	145,793	-	145,793
Unemployment Insurance	Decreased from 1.10% to 0.05%	(775,405)	-	(775,405)
Retiree Health Premiums	Estimated Premiums Increase	200,000	-	200,000
Worker's Compensation Increase	Estimated Increase Based on 2012-13 (2012-13 Rate at 1.39%)	42,723	-	42,723
Reclassification	To be Determined	-	-	-
Immediate Needs & Ongoing Budget Increases	Budget Increases Approved by President's Cabinet (Refer to Pages 14 & 15 for Details)	90,367	-	90,367
Rate-Driven Increases	Estimated Carryover Budget from 2012-13. No Increase for 2013-14	-	-	-
Vacant Positions Eliminated	Ongoing Expenditure Savings - 5 Faculty Positions	(504,345)	-	(504,345)
Ongoing Backfill for Eliminated FT Faculty Positions	Hourly Adjunct Backfill for 5 Full-Time Faculty Positions	211,035	-	211,035
Scheduled Maintenance Match Reduction	Temporary Use of Measure RR Funds for Scheduled Maintenance, $325,000 reduced in 2012-13	-	-	-
Computer Replacement Program Reduction	Temporary Use of Measure RR Funds for Allowable Equipment Purchases, $250,000 reduced in 2012-13	-	-	-
New Faculty Equipment and Computers Reduction	Temporary Use of Measure RR Funds for Allowable Equipment Purchases, $55,000 reduced in 2012-13	-	-	-
Travel and Conference Ongoing Budget Reductions	Reduced $200,000 in 2012-13	-	-	-
Total Net Increase to Ongoing Expenditure Budget		**$ 389,479**	**$ -**	**$ 389,479**
Total Ongoing Expenditure Budget		**$ 144,208,945**	**$ -**	**$ 144,208,945**
Total Ongoing Budget Surplus/(Deficit)		**$ (9,570,204)**	**$ -**	**$ (9,570,204)**

MT. SAN ANTONIO COMMUNITY COLLEGE DISTRICT
2013-14 TENTATIVE BUDGET
UNRESTRICTED GENERAL FUND

ONE-TIME REVENUE AND EXPENDITURE BUDGET ASSUMPTIONS

One-Time Revenue Budget Increases/(Decreases)		Fund 11/12	Fund 13	Total
Apportionment Increase	Proposed Growth 1.63%	$ -	$ -	$ -
Tax Revenue Anticipation Notes - TRANS	Interest Earned Carryover Budget will be determined in the Adopted Budget	-	-	-
Total One-Time Revenue Budget		**$ -**	**$ -**	**$ -**

One-Time Expenditure Budget Increases/(Decreases)		Fund 11/12	Fund 13	Total
Purchases In Progress	Estimated Carryover from 2011-12	$ 547,085	$ -	$ 547,085
Various Carryover Budgets	Based on Estimated 2012-13 Carryover (Refer to page 16 for Details)	670,836	-	670,836
Categorical Support	Will be allocated in the Adopted Budget	540,843	-	540,843
Tax Revenue Anticipation Notes - TRANS	Interest Expense Carryover Budget will be determined in the Adopted Budget	-	-	-
Class Schedule Increase	Estimated increase of 539 FTES for Summer and Fall 2013, based on a 1.63% Proposed Growth Apportionment Increase -TBD	-	-	-
New Resources Allocation Requests	One-time Carryover Growth Restoration. Will be allocated in the Adopted Budget	458,107		458,107
Election Cost	Based on 2011 Estimate. Two Additional Members and Two Existing Members	1,008,400		1,008,400
Contribution to OPEB Trust	No Annual Contribution for 2013-14	(1,788,169)	-	(1,788,169)
Retiree Benefit Premiums	Retiree Benefit Premiums will be Paid from the OPEB Trust	(4,649,163)	-	(4,649,163)
2013-14 One-time Savings for Vacant Positions	Salary and Benefit Savings - Less Requested Backfill Budget. Estimated at $200,000 budget will be determined in the Adopted Budget	(200,000)	-	(200,000)
Total One-Time Expenditure Budget Increases/(Decreases) - Funded from the Unassigned Fund Balance		**$ (3,412,061)**	**$ -**	**$ (3,412,061)**

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MT. SAN ANTONIO COMMUNITY COLLEGE DISTRICT
2013-14 TENTATIVE BUDGET
UNRESTRICTED GENERAL FUND

UNRESTRICTED GENERAL FUND 13 - REVENUE-GENERATED ACCOUNTS:

REVENUE AND EXPENDITURE ASSUMPTIONS

One-Time Revenue Budget Increases/(Decreases)		Fund 11/12	Fund 13	Total
Revenue-Generated Accounts	Estimated 2012-13 Carryover	$ -	$ 1,748,445	$ 1,748,445
Total Revenue Budget		**$ -**	**$ 1,748,445**	**$ 1,748,445**

One-Time Expenditure Budget Increases/(Decreases) - Funded from the Unassigned Fund Balance		Fund 11	Fund 13	Total
Revenue-Generated Accounts	Estimated 2012-13 Carryover	$ -	$ 4,244,080	$ 4,244,080
Total Expenditure Budget - Funded from the Assigned Fund Balance		**$ -**	**$ 4,244,080**	**$ 4,244,080**

	Fund 11/12	Fund 13	Total
Total Unrestricted General Fund Revenue Budget - Ongoing, One-Time, and Revenue-Gen. Accounts	$ 134,638,741	$ 1,748,445	$ 136,387,186
Total Unrestricted General Fund Expenditure Budget - Ongoing, One-Time, and Revenue-Gen. Accounts	$ 140,796,884	$ 4,244,080	$ 145,040,964

MT. SAN ANTONIO COMMUNITY COLLEGE DISTRICT
BUDGET AND ACTUALS COMPARISON HISTORY
Unrestricted General Fund

	2009-10 Actuals	2010-11 Actuals	2011-12 Actuals	2012-13 Adopted Budget	2012-13 Estimated Actuals	2013-14 Tentative Budget	Estimated 2014-15 Preliminary Budget	May Revise Informational 2013-14 Budget
UNRESTRICTED GENERAL FUND 11 AND 12								
ONGOING REVENUE SOURCE:								
Base Apportionment	$ 135,601,331	$ 131,060,305	$ 134,239,283	$ 124,383,618	$ 124,383,618	$ 124,383,618	$ 125,444,985	$ 125,444,985 (9)
Prior Year Apportionment Adjustment	-	(1,119)	(17,269)	-	-	-	-	-
Apportionment Workload Reduction/Tier 2 "Trigger Cut"	(4,541,026)	-	(9,838,396)	-	-	-	-	-
COLA	-	-	-	-	-	-	-	1,969,486 (10)
Growth/Restoration	-	3,180,097	-	-	-	1,061,367	-	-
Total Apportionment	$ 131,060,305	$ 134,239,283	$ 124,383,618	$ 124,383,618	$ 124,383,618	$ 125,444,985	$ 125,444,985	$ 127,414,471
Miscellaneous	$ 7,086,981	$ 6,340,552	$ 6,523,243	$ 5,801,832	$ 6,567,647	$ 5,601,832	$ 5,601,832	$ 5,601,832
Lottery - Current Year	3,683,790	3,561,264	3,830,160	3,591,924	3,591,924	3,591,924	3,591,924	3,650,808 (11)
TOTAL ONGOING REVENUES:	$ 141,831,076	$ 144,141,099	$ 134,737,021	$ 133,777,374	$ 134,543,189	$ 134,638,741	$ 134,638,741	$ 136,667,111
TOTAL ONGOING EXPENDITURES:	$ (135,069,605)	$ (135,234,346)	$ (141,168,698)	$ (143,819,466)	$ (140,592,056)	$ (144,208,945)	$ (146,708,945) (7)	$ (144,208,945)
SURPLUS/(DEFICIT) - ONGOING	$ 6,761,471	$ 8,906,753	$ (6,431,677)	$ (10,042,092)	$ (6,048,867)	$ (9,570,204)	$ (12,070,204)	$ (7,541,834)
ONE-TIME REVENUE - INCREASES/(DECREASES)								
Growth/Restoration	$ -	$ -	-	$ -	$ 1,061,367 (1)	$ -	$ -	$ 1,898,170 (12)
One-Time Revenue (Prior Year Apportionment Adj.)	223,524	147,315	260,976	-	511,417 (2)	-	-	-
Statewide Structural Deficit/One-Time Enrollment Fee/Property Tax Deficit	(148,434)	(711,999)	(2,239,554)	-	(1,881,675) (3)	-	-	(1,293,126) (13)
Tier 1 "Trigger Cut" Apportionment Reduction	-	-	(682,766)	-	-	-	-	-
City of Industry - Legal Settlement	-	-	5,000,000	-	-	-	-	-
Mandated Cost Block Grant	-	-	-	-	780,684 (4)	-	-	780,684 (14)
TOTAL ONE-TIME REVENUE:	$ 75,090	$ (564,684)	$ 2,338,656	$ -	$ 471,793	$ -	$ -	$ 1,385,728
ONE-TIME EXPENDITURES - INCREASES/(DECREASES)								
One-Time Expenditures	$ (3,859,607)	$ (4,927,119)	$ (2,348,626)	$ (2,038,286)	$ (2,471,662)	$ (3,225,271) (8)	$ (2,712,164) (8)	$ (3,225,271) (8)
One-Time Expenditures Course Offerings Spring 2013	-	-	-	-	(603,260) (1)	-	-	(980,784) (15)
One-Time Expenditure Savings (Retiree Health Premiums/OPEB)	-	-	2,828,573	6,712,344	6,712,344	6,637,332	-	6,637,332
TOTAL ONE-TIME EXPENDITURES:	$ (3,859,607)	$ (4,927,119)	$ 479,947	$ 4,674,058	$ 3,637,422	$ 3,412,061	$ (2,712,164)	$ 2,431,277
SURPLUS/(DEFICIT) - ONGOING AND ONE-TIME	$ 2,976,954	$ 3,414,950	$ (3,613,074)	$ (5,368,034)	$ (1,939,652)	$ (6,158,143)	$ (14,782,368)	$ (3,724,829)
UNRESTRICTED GENERAL FUND 13 - REVENUE-GENERATED ACCOUNTS								
TOTAL REVENUES:	$ 1,742,020	$ 1,613,784	$ 2,004,977	$ 1,748,445	$ 3,459,245	$ 1,748,445	$ 1,748,445	$ 1,748,445
TOTAL EXPENDITURES:	(1,609,969)	(1,486,079)	(1,871,340)	(3,341,025)	(2,556,190)	(4,244,080)	(4,244,080)	(4,244,080)
TOTAL REVENUE GENERATED INCREASES/DECREASES	$ 132,051	$ 127,705	$ 133,637	$ (1,592,580)	$ 903,055 (5)	$ (2,495,635)	$ (2,495,635)	$ (2,495,635)
SURPLUS/(DEFICIT) - ONGOING, ONE-TIME, AND REVENUE-GENERATED	$ 3,109,005	$ 3,542,655	$ (3,479,437)	$ (6,960,614)	$ (1,036,597)	$ (8,653,778)	$ (17,278,003)	$ (6,220,464)
SUMMARY OF FUND BALANCE:								
UNRESTRICTED GENERAL FUND 11 AND 12								
Assigned Fund Balance								
City of Industry - Legal Settlement	$ -	$ -	$ 5,000,000	$ 5,000,000	$ 5,000,000 (6)	$ -	$ -	$ -
Total Assigned Fund Balance	$ -	$ -	$ 5,000,000	$ 5,000,000	$ 5,000,000	$ -	$ -	$ -
Unassigned Fund Balance								
10% - Board Policy	$ 14,053,918	$ 14,164,754	$ 14,256,009	$ 14,248,643	$ 13,951,082	$ 14,504,096	$ 3,365,256	$ 14,602,175
Unassigned Fund Balance - Growth Restoration/New Resources Allocation Requests	-	-	-	-	458,107 (1)	-	-	-
Unassigned Fund Balance	14,885,260	18,189,374	9,485,045	4,124,377	7,392,213	6,139,163	-	8,474,398
Total Unassigned Fund Balance:	$ 28,939,178	$ 32,354,128	$ 23,741,054	$ 18,373,020	$ 21,801,402	$ 20,643,259	$ 3,365,256	$ 23,076,573
Total Fund Balance:	$ 28,939,178	$ 32,354,128	$ 28,741,054	$ 23,373,020	$ 26,801,402	$ 20,643,259	$ 3,365,256	$ 23,076,573
Total Fund Balance Percentage:	20.83%	23.08%	20.43%	16.80%	19.57%	14.66%	2.25%	16.28%
UNRESTRICTED GENERAL FUND 13 - REVENUE-GENERATED ACCOUNTS								
					$3,428,382			
Assigned Fund Balance								
Revenue-Generated Accounts	$ 1,331,238	$ 1,458,943	$ 1,592,580	$ -	$ 2,495,635 (5)	$ -	$ -	$ -
Total Fund Balance Unrestricted General Fund (Funds 11, 12, and 13):	$ 30,270,416	$ 33,813,071	$ 30,333,634	$ 23,373,020	$ 29,297,037	$ 20,643,259	$ 3,365,256	$ 23,076,573
Total Fund Balance Percentage Unrestricted General Fund (Funds 11, 12, and 13):	21.54%	23.87%	21.28%	16.40%	21.00%	14.23%	2.19%	15.80%

$5,924,017

(1) Partial Growth Restoration of the $189 Million 2009-10 Workload Reduction $1,061,367. Cost of 530 FTES. Courses $603,260. One-Time Fund Balance at $458,107 to Fund One-Time New Resources Allocation Requests.
(2) 2011-12 Final Apportionment Revenue Payment (One-time).
(3) Anticipated Community College System Structural Deficit (Estimated 1.5%).
(4) District Elected to Participate in Mandated Costs Block Grant for 2012-13.
(5) Fund Balance Increased from $1,592,580 to $2,495,635 mainly as a result of the Auxiliary Trust Accounts Conversion.
(6) Will be Used to Cover Ongoing and One-time Expenses for the Fiscal Year 2013-14.
(7) Assumes a Conservative Ongoing Expenditure Increase of $2,500,000.
(8) Includes $1,008,400 Board Election Expenses for 2013-14 and 2014-15.

(9) Includes the $1,061,367 Growth Restoration Received in the Fiscal Year 2012-13.
(10) Funded COLA estimated at 1.57%.
(11) Based on Attendance Report for the Second Period and Estimated Increase In Lottery Rates From $122 to $124.
(12) Proposed May Revise Growth Restoration for the Fiscal Year 2013-14 estimated at 1.63% or $89.4 Million Statewide. The College will need to increase courses to earn the growth.
(13) 1% of Estimated Total Apportionment Computational Revenue for 2013-14.
(14) 2013-14 Mandated Costs Block Grant from 2012-13 Actual Revenue.
(15) Cost of Course Offerings Estimated Using Proportional Ratio of Cost of 2012-13.

TOTAL APPORTIONMENT COMPUTATIONAL REVENUE

	2011-12 Actuals [4] 2011-12	%	2012-13 Estimated Actuals [4] 2012-13	%	2013-14 Tentative [4] Budget	%
Property Taxes	$ 17,854,370	14%	$ 16,238,730	13%	$ 16,238,730	13%
EPA (Education Protection Account) [1] [2] [3]	-	0%	20,407,017	16%	20,407,017 [5]	16%
Student Enrollment Fees	7,294,458	6%	8,870,732	7%	8,870,732	7%
State General Apportionment	99,234,790	80%	79,928,506	64%	79,928,506	64%
Total Base Apportionment	**$ 124,383,618**	**100%**	**$ 125,444,985**	**100%**	**$ 125,444,985**	**100%**

(1) Created by Proposition 30 which temporarily raises the sales tax and use tax by .25 cents for four years, and raises the income tax on annual earnings over $250,000 for seven years. These funds are one-time in nature, occurring over several years.

(2) Proceeds shall not be used for administrative costs.

(3) Distribution of funds will be on a quarterly basis for 2013-14: Sept., Dec., Mar., and Jun.

(4) Per first principal apportionment revised on May 16, 2013.

(5) Proposed Governor's Budget provides backfill for 2012-13 and 2013-14.

MT. SAN ANTONIO COLLEGE

SUMMARY OF REGULAR POSITIONS
INCLUDED IN THE 2013-14 TENTATIVE BUDGET

EMPLOYEE GROUP	2012-2013 POSITIONS BUDGETED	2012-2013 TOTAL FTE	2013-2014 POSITIONS BUDGETED	2013-2014 TOTAL FTE	DIFFERENCE POSITIONS BUDGETED	DIFFERENCE TOTAL FTE
MANAGEMENT	73	73.000	76	76.000	3	3
SUPERVISORS						
100% FTE	12	12.000	14	14.000		
LESS THAN 100% FTE	1	0.750	1	0.750		
SUPERVISORS TOTAL	13	12.750	15	14.750	2	2
FACULTY	396	395.500	391	390.500	(5)	(5)
CONFIDENTIAL	14	14.000	14	14.000	-	-
CLASSIFIED - UNIT A						
100% FTE	328	328.000	331	331.000		
LESS THAN 100% FTE	132	65.525	132	65.525		
UNIT A TOTAL	460	393.525	463	396.525	3	3.000
CLASSIFIED - UNIT B						
100% FTE	93	93.000	95	95.000		
LESS THAN 100% FTE	8	3.800	8	3.800		
UNIT B TOTAL	101	96.800	103	98.800	2	2
TOTAL	**1057**	**985.575**	**1062**	**990.575**	**5**	**5.000**

NEW AND REINSTATED POSITIONS
UNRESTRICTED GENERAL FUND

POSITION NUMBER	ACTUAL FTE	RANGE	TOTAL MONTHS	NAME	FD	ORG	ACCT	PROG	ACCOUNT PERCENT	TOTAL SALARY	TOTAL BENEFITS	TOTAL SALARY & BENEFITS
CA9472	0.475	52	12	VACANT-CLERICAL ASSISTANT	11000	301010	211000	601000	100.00%	16,289	1,173	17,462
				TOTAL INSTRUCTION						16,289	1,173	17,462
CB9893	1.000	710	12	SKILLED TRADE CRAFT WORKER	11000	621600	212000	651000	100.00%	51,096	21,875	72,971
CA9464	1.000	88	12	VACANT-ACCOUNT CLERK III	11000	611000	211000	672000	100.00%	49,063	20,140	69,203
CB9892	1.000	390	12	VACANT-GROUNDS EQUIPMENT OPERATOR	11000	622000	212000	655000	100.00%	37,115	18,860	55,975
				TOTAL ADMINISTRATIVE SERVICES						137,274	60,875	198,149
				TOTAL NEW AND REINSTATED POSITIONS						$ 153,563	$ 62,048	$ 215,611

PERSONNEL RESTRUCTURES AND REORGANIZATIONS

POSITION NUMBER	ACTUAL FTE	RANGE	TOTAL MONTHS	NAME	NET EFFECT RESTRUCTURE OR CONVERSION	CHANGE TO UNRESTRICTED FUND IN 2013-14
MA9967	1.000	190	12	VACANT-ASSOC DEAN COUNSELING - *Eliminated in 2012-13* 9 LHE Hourly Backfill for Counseling Project Coordinator, already accounted in the Budget	(162,914)	-
CA9935	1.000	105	12	VACANT-HIGH SCHOOL OUTREACH COORDINATOR	(108,765)	(108,765)
SU9984	1.000	8	12	VACANT-SUPRV, HS OUTREACH	105,502	105,502
				Subtotal Counseling Restructure	**(166,177)**	**(3,263)**
CA9997	1.000	124	12	VACANT-ALVAREZ, JOHN	121,191	121,191
CA9997	1.000	124	12	VACANT-FINANCIAL AID SYSTEMS SPECIALIST	(121,191)	(121,191)
CA9497	0.475	45	12	VACANT-OFFICE ASSISTANT	(16,290)	-
CA9497	1.000	69	12	VACANT-CLERICAL SPECIALIST	58,929	-
CA9826	1.000	88	12	VACANT-SCHOLARSHIP PROGRAM SPECIALIST	(86,948)	(86,948)
CA9919	1.000	78	12	VACANT-VETERANS SERVICES SPECIALIST	(63,554)	(63,554)
CA9919	0.500	81	12	VACANT-FINANCIAL AID SPECIALIST	32,596	32,596
CA9919	0.500	81	12	VACANT-FINANCIAL AID SPECIALIST	32,596	32,596
CA9500	1.000	109	12	COORDINATOR, VETERANS AND SCHOLARSHIPS	(83,062)	(83,062)
SU9983	1.000	8	12	MARQUEZ DESIREE - SUPERVISOR	105,502	105,502
				Subtotal Financial Aid Reorganization	**(20,231)**	**(62,870)**
CA9636	1.000	81	12	VACANT-SECRETARY	(65,190)	(65,190)
CA9636	1.000	79	12	VACANT-STUDENT SERVICES PROGRAM SPEC.	64,094	64,094
				Subtotal Student Services Division Restructure	**(1,096)**	**(1,096)**
				Total Restructures and Reorganization	**$ (187,504)**	**$ (67,229)**

2013-14 IMMEDIATE NEEDS - ONGOING

Team	Description	Account Number					Total
		Fund	Org	Acct	Prog	Actv	
Instruction	Travel and Conference - Planetarium Director participation in a three year term Space Science Committee for American Association of Physics Teachers	11000	301030	521000	601000		1,500
Instruction	Instructional Materials - Chemistry, 2013 Spring Class Offerings	11000	312500	431000	190500		12,000
Instruction	Instructional Materials - Biology, 2013 Spring Class Offerings	11000	313500	431000	040100		21,000
Instruction	Instructional Materials - Math and Computer Sciences, 2013 Spring Class Offerings	11000	313010	433000	170100		5,500
Instruction	Instructional Materials - Earth Sciences and Astronomy, 2013 Spring Class Offerings	11000	314530	431000	191400		6,500
Instruction	Instructional Materials - Physical Sciences, 2013 Spring Class Offerings	11000	314010	431000	190100		5,000
Instruction	Instructional Materials - Registered Veterinary Technician, 2013 Spring Class Offerings	11000	312010	431000	010210		3,000
Instruction	Instructional Materials - Natural Sciences, 2013 Spring Class Offerings	11000	301010	431000	601000		2,000
Instruction	Maintenance Agreement - Digistar computer hardware and planetarium projector system	11000	314510	564500	191100		4,350
Instruction	Employee Wellness Center Program Support	11000	365000	232000	083600	2100	3,272

Total $ **64,122**

2013-14 ONGOING BUDGET INCREASES

Team	Description	Account Number				Total
		Fund	Org	Acct	Prog	
Instruction	Travel and Conference for faculty who accompany students on student travel events. The funds were previously eliminated in the 2012-13 Adopted Budget.	11000	372010	523000	1004000	3,823
Instruction	Travel and Conference for faculty who accompany students on student travel events. The funds were previously eliminated in the 2012-13 Adopted Budget.	11000	372020	523000	100400	822
Instruction	Travel and Conference for faculty who accompany students on student travel events. The funds were previously eliminated in the 2012-13 Adopted Budget.	11000	372040	523000	100400	500
Administrative Services	Satellite services/cell phones connectivity for the Fire Academy housed in a leased facility in Ontario.	11000	960200	554500	657000	1,600
Instruction	Hourly support for front desk operations of credit students at the Wellness Center.	11000	365000	232000	083600	19,500
	Total					**$ 26,245**

Various Carryover Budgets
(Based on Estimated 2012-13 Carryover)

	Total
International Student Program	340,941
Instructional Equipment	110,377
Postage	100,228
Telephone System	119,290
	$ 670,836

MT. SAN ANTONIO COLLEGE
UNRESTRICTED GENERAL FUND
(Fund 11/12 and 13 Combined)
REVENUE

ACCOUNT DESCRIPTION	ADOPTED BUDGET 2012-13	TENTATIVE BUDGET 2013-14
TOTAL CURRENT ASSETS	$ 45,066,517	$ 44,029,920
TOTAL CURRENT LIABILITIES	14,732,883	14,732,883
TOTAL NET BEGINNING BALANCE	**$ 30,333,634**	**$ 29,297,037**
CLASSIFICATION OF REVENUE		
810000 TOTAL FEDERAL REVENUE	$ 420,000	$ 420,000
860000 TOTAL STATE REVENUE	103,856,077	104,917,444
880000 TOTAL LOCAL REVENUE	31,096,184	30,896,184
TOTAL REVENUE	**$ 135,372,261**	**$ 136,233,628**
890000 OTHER FINANCING SOURCES	$ 153,558	$ 153,558
TOTAL OTHER FINANCING SOURCES	**$ 153,558**	**$ 153,558**
TOTAL REVENUE & OTHER FINANCING SOURCES	**$ 135,525,819**	**$ 136,387,186**
TOTAL REVENUE, OTHER FINANCING SOURCES, & NET BEGINNING BALANCE	**$ 165,859,453**	**$ 165,684,223**

MT. SAN ANTONIO COLLEGE
UNRESTRICTED GENERAL FUND
(Fund 11/12 and 13 Combined)
EXPENDITURES

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
DESCRIPTION OF EXPENDITURE	**ADOPTED BUDGET 2012-13**	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**
100000 TOTAL ACADEMIC SALARIES	$ 66,784,085	$ 66,971,694	$ 187,609
200000 TOTAL CLASSIFIED SALARIES AND OTHER NON-ACADEMIC SALARIES	33,132,900	33,281,824	148,924
300000 TOTAL EMPLOYEE BENEFITS	23,017,996	22,603,815	(414,181)
400000 TOTAL SUPPLIES AND MATERIALS	2,905,414	3,318,324	412,910
500000 TOTAL OTHER OPERATING EXPENSES AND SERVICES	14,395,342	17,308,951	2,913,609
600000 TOTAL CAPITAL OUTLAY	1,702,822	1,397,198	(305,624)
700000 TOTAL OTHER OUTGO	547,874	159,158	(388,716)
100000 - 700000 TOTAL EXPENDITURES	**$ 142,486,433**	**$ 145,040,964**	**$ 2,554,531**

FUND BALANCE

794001 Assigned Fund Balance - Revenue-Generated	$ -	$ -	$ -
794002 Assigned Fund Balance - 2011-12 Anticipated Mid-Year Reductions	-	-	-
794006 Assigned Fund Balance - City of Industry Settlement	5,000,000	-	(5,000,000)
795001 Unassigned Fund Balance - 10% Board Policy	14,248,643	14,504,096	255,453
795002 Unassigned Fund Balance	4,124,377	6,139,163	2,014,786
790000 TOTAL FUND BALANCE	**$ 23,373,020**	**$ 20,643,259**	**$ (2,729,761)**
TOTAL EXPENDITURES PLUS FUND BALANCE	**$ 165,859,453**	**$ 165,684,223**	**$ (175,230)**

ACCOUNT DESCRIPTION	ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	

CURRENT ASSETS

11000-000000-9110-000000	Cash and Cash Equivalents	$	490,427	$	-
11000-000000-9130-000000	Revolving Cash Fund		100,000		100,000
11000-000000-9200-000000	Accounts Receivable		42,292,739		40,843,514
11000-000000-9220-000000	Accounts Receivable-Student Fees		159,475		159,475
11000-000000-9342-000000	Earned Salary Advance		2,214		2,214
11000-000000-9330-000000	Prepaid Expenditures		-		-
TOTAL CURRENT ASSETS		**$**	**43,044,855**	**$**	**41,105,203**

CURRENT LIABILITIES

11000-000000-9500-000000	Accounts Payable	$	6,253,735	$	6,253,735
11000-000000-9552-000000	Use Tax Payable		28,645		28,645
11000-000000-9542-000000	Accrued Vacation Liability		3,954,575		3,954,575
11000-000000-9546-000000	Accrued Load Banking Liability		3,294,742		3,294,742
11000-000000-9650-000000	Deferred Revenue		83,264		83,264
11000-000000-9651-000000	Deferred Revenue-Student Fees		688,840		688,840
TOTAL CURRENT LIABILITIES		**$**	**14,303,801**	**$**	**14,303,801**
TOTAL NET BEGINNING BALANCE		**$**	**28,741,054**	**$**	**26,801,402**

CLASSIFICATION OF REVENUE

FEDERAL REVENUE

11752-902500-812002-732000	Administrative Allowance, FWS 11/12	$	-	$	-
11000-901000-815000-000000	Administrative Allowance, Other		100,000		100,000
11750-901500-815000-732000	Administrative Allowance, Pell 09/10		-		-
11751-901500-815000-732000	Administrative Allowance, Pell 10/11		-		-
11752-901500-815000-732000	Administrative Allowance, Pell 11/12		-		-
11000-820560-819000-000000	Medicare Part D Subsidy		320,000		320,000
TOTAL FEDERAL REVENUE		**$**	**420,000**	**$**	**420,000**

STATE REVENUE

11000-800100-861100-000000	Administrative Allow 2% Enrollment	$	148,866	$	148,866
11000-800200-861100-000000	Enrollment Fee Administration 2%		154,074		154,074
11000-810000-861100-000000	State General Apportionment		99,085,924		79,791,293
11000-811000-861101-000000	State General Apportionment-PY Adj		-		-
11000-820100-861902-000000	Part-time Faculty Office Hours		47,545		47,545
11000-820200-861904-000000	Part-time Faculty Health Insurance		6,911		6,911
11000-901000-861911-732000	Return to Title IV		10,000		10,000
11000-810000-863000-000000	Education Protection Account		-		20,355,998
11000-810000-867200-000000	Homeowners' Property Tax Relief		138,178		138,178
11000-810000-867900-000000	Other Tax Relief Subventions		107		107
11800-820600-868501-000000	Lottery-Current Year		3,591,924		3,591,924
11800-820600-868502-000000	Lottery-Prior Year		-		-
11000-300310-869000-000000	Part-time Faculty Parity		672,548		672,548
TOTAL STATE REVENUE		**$**	**103,856,077**	**$**	**104,917,444**

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13	TENTATIVE BUDGET 2013-14
LOCAL REVENUE			
11000-810000-881100-000000	Tax Allocation-Secured Roll	$ 14,443,887	$ 14,443,887
11000-810000-881200-000000	Tax Allocation-Supplemental Roll	169,510	169,510
11000-810000-881300-000000	Tax Allocation-Unsecured Roll	344,203	344,203
11000-810000-881600-000000	Prior Years' Taxes	1,073,650	1,073,650
11000-810000-881700-000000	ERAF	1,244,868	1,244,868
11000-810000-881800-000000	Redevelopment Agency Funds	91,110	91,110
11000-810000-881900-000000	Redevelopment Agency Funds-Residual	348,857	348,857
11000-820550-883900-653000	Other Contract Services-48th Agricultural District	-	-
11000-361000-884000-100800	Sales and Comm-Perform Arts Dance	14,000	-
11000-372000-884000-100400	Sales and Comm-Perform Arts Music	20,000	-
11000-372000-884001-100400	Sales and Comm-Perform Arts Music	-	20,000
11000-373000-884000-100700	Sales and Comm-Perform Arts Theater	9,000	-
11000-373000-884002-100700	Sales and Comm-Perform Arts Theater	-	9,000
11000-361000-884003-100800	Sales and Comm-Perform Arts Dance	-	14,000
11000-615000-885000-683000	Rentals & Leases-Mt. SAC Auxiliary	-	10,000
11000-820550-885000-683000	Rentals & Leases-48th Agricultural District	3,911	3,911
11000-000000-886000-000000	Interest Income	400,000	200,000
11000-810000-887410-000000	Enrollment-CY	7,443,324	7,443,324
11000-810000-887411-000000	Enrollment-Summer	-	-
11000-810000-887412-000000	Enrollment-Fall	-	-
11000-810000-887413-000000	Enrollment-Winter	-	-
11000-810000-887414-000000	Enrollment-Spring	-	-
11000-811000-887420-000000	Enrollment-PY	-	-
11000-810000-887431-000000	BOG Waivers-Summer	-	-
11000-810000-887432-000000	BOG Waivers-Fall	-	-
11000-810000-887433-000000	BOG Waivers-Winter	-	-
11000-810000-887434-000000	BOG Waivers-Spring	-	-
11000-811000-887440-000000	BOG Waivers-PY	-	-
11000-410000-887750-000000	Instructional Materials Fees	160	160
11000-800000-887700-000000	Instructional Materials Fees	3,674	3,674
11000-800000-887900-000000	Student Records Fees	38,000	38,000
11000-800000-888010-000000	Non-Resident Tuition-CY	3,000,000	3,000,000
11000-800000-888011-000000	Nonresident Tuition-Summer	-	-
11000-800000-888012-000000	Nonresident Tuition-Fall	-	-
11000-800000-888013-000000	Nonresident Tuition-Winter	-	-
11000-800000-888014-000000	Nonresident Tuition-Spring	-	-
11000-800000-888020-000000	Nonresident Tuition-PY	-	-
11000-502000-888500-620000	Other Student Fees-VISA App	14,000	14,000
11000-800000-888600-000000	Other Student Fees-Drop Fee	-	-
11000-000000-889000-000000	Other Local Revenues	190,000	180,000
11000-820570-889000-000000	Other Local Rev-JPA Prop Tax Delinquent	25,000	25,000
11000-610000-889000-672000	Other Local Rev-NSF Check Fees	4,000	4,000
11000-614000-889000-672000	Other Local Revenues-Bursar's Office	143	143
11000-631000-889000-695000	Other Local Rev-Parking Ticket/Bail	620,000	620,000
11000-650300-889000-677000	Other Local Rev-Self-Insured Retention Trust	-	-
11900-820551-889000-000000	City of Industry Settlement	-	-
TOTAL LOCAL REVENUE		**$ 29,501,297**	**$ 29,301,297**
TOTAL REVENUE		**$ 133,777,374**	**$ 134,638,741**

MT. SAN ANTONIO COLLEGE
UNRESTRICTED GENERAL FUND - 11/12
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13	TENTATIVE BUDGET 2013-14
OTHER FINANCING SOURCES			
11900-200000-891001-673000	Compensation for Loss of Capital Assets	$ -	$ -
11000-800000-891002-000000	Sales of Equipment and Supplies	-	-
TOTAL OTHER FINANCING SOURCES		**$ -**	**$ -**
TOTAL REVENUE & OTHER FINANCING SOURCES		**$ 133,777,374**	**$ 134,638,741**
TOTAL REVENUE, OTHER FINANCING SOURCES, & NET BEGINNING BALANCE		**$ 162,518,428**	**$ 161,440,143**

MT. SAN ANTONIO COLLEGE
UNRESTRICTED GENERAL FUND - 11/12
EXPENDITURES

	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
	DESCRIPTION OF EXPENDITURE	**ADOPTED BUDGET 2012-13**	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**

ACADEMIC SALARIES

110000 Instructional Salaries	$ 34,881,968	$ 34,762,548	$ (119,420)
120000 Non-Instructional Salaries	8,567,277	8,781,978	214,701
130000 Instructional Salaries, Hourly	22,309,511	22,461,644	152,133
140000 Non-Instructional Salaries, Hourly	1,016,796	965,524	(51,272)
100000 TOTAL	**$ 66,775,552**	**$ 66,971,694**	**$ 196,142**

CLASSIFIED SALARIES AND OTHER NON-ACADEMIC SALARIES

210000 Non-Instructional, Regular Full-Time	$ 26,807,324	$ 27,518,832	$ 711,508
220000 Instructional Aides, Regular Full-Time	1,664,131	1,706,094	41,963
230000 Short-Term Hourly Non-Instructional	2,056,262	1,601,444	(454,818)
240000 Instr Aides, Hourly, Direct Instruction	1,380,614	1,239,018	(141,596)
250000 Instr Aides, Full-Time, Non-Direct Instr	573,071	582,864	9,793
260000 Instr Aides, Hourly, Non-Direct Instruction	61,698	31,802	(29,896)
200000 TOTAL	**$ 32,543,100**	**$ 32,680,054**	**$ 136,954**

EMPLOYEE BENEFITS

310000 STRS	$ 4,971,966	$ 4,979,966	$ 8,000
320000 PERS	3,388,650	3,619,481	230,831
330000 OASDI and Medicare	3,283,887	3,318,673	34,786
340000 Health and Welfare Benefits	153,892	178,315	24,423
350000 State Unemployment Insurance	1,202,255	426,780	(775,475)
360000 Workers' Compensation Insurance	1,429,188	1,476,188	47,000
370000 Cash in Lieu Benefits	8,212,622	8,235,826	23,204
380000 Alternative Retirement Plan	271,338	261,019	(10,319)
390000 Benefits-Retirees	2,922	2,322	(600)
300000 TOTAL	**$ 22,916,720**	**$ 22,498,570**	**$ (418,150)**

SUPPLIES AND MATERIALS

410000 Textbooks	$ 29,000	$ 27,000	$ (2,000)
420000 Books, Magazines and Periodicals	6,931	16,869	9,938
430000 Instructional Supplies and Materials	841,760	888,762	47,002
440000 Software	19,350	18,100	(1,250)
450000 Non-Instructional Supplies and Materials	1,383,102	1,363,608	(19,494)
460000 Transportation and Vehicles Supplies	179,387	179,387	-
470000 Food Supplies	3,975	3,975	-
400000 TOTAL	**$ 2,463,505**	**$ 2,497,701**	**$ 34,196**

MT. SAN ANTONIO COLLEGE
UNRESTRICTED GENERAL FUND - 11/12
EXPENDITURES

	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
	DESCRIPTION OF EXPENDITURE	**ADOPTED BUDGET 2012-13**	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**

OTHER OPERATING EXPENSES AND SERVICES

510000	Personal and Consultant Services	$ 21,950	$ 46,121	$ 24,171
520000	Travel and Conference Expenses	575,479	581,074	5,595
530000	Dues and Memberships	192,905	192,905	-
540000	Insurance	1,144,424	1,144,424	-
550000	Utilities and Housekeeping Services	3,436,060	3,438,111	2,051
560000	Contracts, Rents, Leases and Repairs	2,452,655	1,984,730	(467,925)
570000	Legal, Elections and Audit Expenses	253,129	253,129	-
580000	Other Services and Expenses	4,806,583	7,789,638	2,983,055
590000	Indirect Costs	-	-	-
	500000 TOTAL	**$ 12,883,185**	**$ 15,430,132**	**$ 2,546,947**

CAPITAL OUTLAY

630000	Library Books	$ 30,000	$ 20,000	$ (10,000)
640000	Equipment	985,472	539,575	(445,897)
	600000 TOTAL	**$ 1,015,472**	**$ 559,575**	**$ (455,897)**

OTHER OUTGO

720000	Intrafund Transfers-Out	$ 153,558	$ -	$ (153,558)
730000	Interfund Transfers-Out	325,316	149,158	(176,158)
750000	Student Financial Aid	10,000	10,000	-
760000	Other Student Aid	59,000	-	(59,000)
	700000 TOTAL	**$ 547,874**	**$ 159,158**	**$ (388,716)**
	100000 - 700000 TOTAL EXPENDITURES	**$ 139,145,408**	**$ 140,796,884**	**$ 1,651,476**

FUND BALANCE

794006	Assigned Fund Balance - City of Industry Settlement	$ 5,000,000	$ -	$ (5,000,000)
795001	Unassigned Fund Balance - 10% Board Policy	14,248,643	14,504,096	255,453
795002	Unassigned Fund Balance	4,124,377	6,139,163	2,014,786
	790000 TOTAL FUND BALANCE	**$ 23,373,020**	**$ 20,643,259**	**$ (2,729,761)**
	TOTAL EXPENDITURES PLUS FUND BALANCE	**$ 162,518,428**	**$ 161,440,143**	**$ (1,078,285)**

MT. SAN ANTONIO COLLEGE
UNRESTRICTED GENERAL FUND - REVENUE-GENERATED - 13
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14
CURRENT ASSETS				
13000-000000-9110-000000	Cash and Cash Equivalents	$ 1,978,156	$	2,881,211
13000-000000-9200-000000	Accounts Receivable	38,341		38,341
13000-000000-9229-000000	Accounts Receivable-Student Fees	5,165		5,165
TOTAL CURRENT ASSETS		**$ 2,021,662**	**$**	**2,924,717**
CURRENT LIABILITIES				
13000-000000-9500-000000	Accounts Payable	$ 185,028	$	185,028
13000-000000-9650-000000	Deferred Revenue	244,054		244,054
TOTAL CURRENT LIABILITIES		**$ 429,082**	**$**	**429,082**
TOTAL NET BEGINNING BALANCE		**$ 1,592,580**	**$**	**2,495,635**
	CLASSIFICATION OF REVENUE			
FEDERAL REVENUE				
13504-504100-816000-648000	Veterans Education	$ -	$	-
TOTAL FEDERAL REVENUE		**$ -**	**$**	**-**
LOCAL REVENUE				
13314-311500-882001-010900	Contr Mt. SAC Foundation-Horticulture Sciences	$ -	$	-
13314-312000-882001-010210	Contr Mt. SAC Foundation-Registered Veterinary	-		-
13314-355000-882001-213300	Contr Mt. SAC Foundation-Fire Technology	12,727		12,727
13500-470300-883100-701000	Contr Instr Serv-Training Source Other	-		-
13315-313540-883900-049900	Other Contr Serv-Wildlife Sanctuary	-		-
13336-336100-883900-684000	Other Contr Serv-Center of Excellence	-		-
13520-522000-883900-642000	Other Contr Serv-DSPS	-		-
13676-676000-883900-709000	Other Contr Serv-Video Production	80,000		80,000
13522-521000-884006-696000	Sales-Student Life	-		-
13302-301010-884007-681000	Sales Planetarium-Natural Sciences	-		-
13675-675000-884008-683000	Sales-Box Office	30,000		30,000
13110-100100-885000-601000	Rentals and Leases-College Improvements	109,077		109,077
13674-674000-885000-683000	Rentals and Leases-Campus Facility Rentals	147,160		147,160
13430-440100-887200-681000	CS Recreation-Dance	19,000		19,000
13430-440200-887200-681000	CS Recreation-Martial Arts	5,500		5,500
13430-440300-887200-681000	CS Recreation-Sports	3,500		3,500
13430-440400-887200-681000	CS Recreation-Swim	134,000		134,000
13430-440500-887200-681000	CS Recreation-Tennis	21,000		21,000
13430-430200-887200-682000	CS Academies and Camps	8,500		8,500
13430-430300-887200-682000	CS The Arts	9,000		9,000
13430-430400-887200-682000	CS Business	175,000		175,000
13430-430500-887200-682000	CS CATS	10,500		10,500
13430-430600-887200-682000	CS College for Kids	77,169		77,169
13430-430700-887200-682000	CS Computers	28,000		28,000
13430-430900-887200-682000	CS Financial Planning	10,000		10,000
13430-431000-887200-682000	CS Flight Simulator	14,000		14,000
13430-431100-887200-682000	CS Foreign Languages	2,500		2,500
13430-431200-887200-682000	CS Health and Safety	7,000		7,000

ACCOUNT DESCRIPTION	ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	
LOCAL REVENUE (continued)				
13430-431400-887200-682000 CS Medical/Dental Billing	$	55,000	$	55,000
13430-431500-887200-682000 CS Motorcycle Safety		407,478		407,478
13430-431700-887200-682000 CS Processing Fee		-		-
13430-431800-887200-682000 CS Personal Development		1,500		1,500
13430-432100-887200-682000 CS Traffic Violator School		6,500		6,500
13430-432300-887200-682000 CS CPR		110,000		110,000
13430-432900-887200-682000 CS Phlebotomy		55,000		55,000
13450-460000-887200-681000 CS Exercise Science-Wellness Center		10,001		10,001
13740-313500-887500-040100 Biological Science Field Trip Fee		-		-
13341-340100-887700-150100 Material Fees, Writing Center		-		-
13711-357030-887710-125100 Instructional Material Fees, Paramedic		-		-
13355-355100-887712-213350 Instructional Material Fees, Fire Academy-Fall		45,775		45,775
13355-355150-887714-213350 Instructional Material Fees, Fire Academy-SP		-		-
13702-330000-887730-000000 Sales Materials, Business Division		-		-
13710-336030-887730-130200 Sales Materials, Interior Design		-		-
13712-360000-887730-083500 Sales Materials, First Aid and CPR Fees		-		-
13704-350500-887730-129900 Sales Materials, Health Career Skills Lab		-		-
13703-352500-887730-095300 Sales Materials, Architecture, Eng Design Tech		-		-
13701-371000-887730-100100 Sales Materials, Architecture, Ceramics, Clay		-		-
13705-371000-887730-100100 Sales Materials, Arts-Materials Fees		-		-
13708-371000-887730-100100 Sales Materials, Arts-Print Making Fees		-		-
13707-371010-887730-101300 Sales Materials, Commercial Arts-Print Fees		-		-
13709-371010-887730-101300 Sales Materials, Animation, Paper Fees		-		-
13706-376000-887730-103000 Sales Materials, Computer Graphics		-		-
13736-413100-887750-010920 Instr Material Fees-Noncredit, Floral Design		-		-
13631-631000-888107-695000 Parking Serv, Facility Rental		-		-
13738-340150-888500-490000 Other Student Fees-Charges, Study Abroad		-		-
13741-900810-888500-672000 Other Student Fees-Charges, Bursar's Office		-		-
13731-351000-888545-123000 Exam Fees, Nursing		-		-
13737-351510-888545-095000 Exam Fees, Aircraft Maintenance		-		-
13732-353510-888545-094600 Exam Fees, Air Conditioning/Refrigeration		-		-
13734-353520-888545-095650 Exam Fees, Welding		-		-
13733-356000-888545-121000 Exam Fees, Respiratory Technology		-		-
13739-357030-888545-125100 Exam Fees, Paramedic		-		-
13200-203000-889000-673000 Other Local Rev-Fingerprinting		-		-
13303-380500-889000-701000 Other Local Rev-Promoting STEM Research		-		-
13312-312500-889000-709000 Other Local Rev-Chemistry		-		-
13340-340110-889000-675000 Other Local Rev-Developmental Education		-		-
13350-350000-889000-120100 Other Local Rev-Tech and Health Division		-		-
13352-352000-889000-095000 Other Local Rev-Aeronautics		-		-
13387-380480-889000-130100 Other Local Rev-Fashion Symposium		-		-
13620-620000-889000-659000 Other Local Rev-Facilities Planning and Mgt.		-		-
13621-625000-889000-653000 Other Local Rev-Custodial Recycling		-		-
13630-663000-889000-677000 Other Local Rev-Printing Services		-		-
13651-650100-889000-040100 Other Local Rev-Risk Management		-		-
13651-650100-889000-095000 Other Local Rev-Risk Management		-		-
13651-650100-889000-651000 Other Local Rev-Risk Management		-		-
13653-650400-889000-095000 Other Local Rev-Loss Control Assistance Fund		-		-
13343-342510-889004-150100 Other Local Rev-English		-		-
TOTAL LOCAL REVENUE	**$**	**1,594,887**	**$**	**1,594,887**
TOTAL REVENUE	**$**	**1,594,887**	**$**	**1,594,887**

MT. SAN ANTONIO COLLEGE
UNRESTRICTED GENERAL FUND - REVENUE-GENERATED - 13
REVENUE

ACCOUNT DESCRIPTION	ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	
OTHER FINANCING SOURCES				
13551-351500-891002-095600 Sales of Equipment and Supplies-Aircraft	$	-	$	-
13631-631000-898001-695000 Interfund Transfers-In, Parking		-		-
13111-313010-898002-170100 Interfund Transfers-In, Mathematics		-		-
13111-353000-898002-093400 Interfund Transfers-In, Electronics, Computer Tech		-		-
13502-502100-898002-620000 Interfund Transfers-In, International Student Program		153,558		153,558
TOTAL OTHER FINANCING SOURCES	**$**	**153,558**	**$**	**153,558**
TOTAL REVENUE & OTHER FINANCING SOURCES	**$**	**1,748,445**	**$**	**1,748,445**
TOTAL REVENUE, OTHER FINANCING SOURCES, & NET BEGINNING BALANCE	**$**	**3,341,025**	**$**	**4,244,080**

	COLUMN 1	COLUMN 2 **ADOPTED BUDGET 2012-13**	COLUMN 3 **TENTATIVE BUDGET 2013-14**	COLUMN 4 **DIFFERENCE BETWEEN COL 2 & 3**
	DESCRIPTION OF EXPENDITURE			
ACADEMIC SALARIES				
120000	Non-Instructional Salaries	$ -	$ -	$ -
140000	Non-Instructional Salaries, Hourly	8,533	-	(8,533)
100000	**TOTAL**	**$ 8,533**	**$ -**	**$ (8,533)**
CLASSIFIED SALARIES AND OTHER NON-ACADEMIC SALARIES				
210000	Non-Instructional, Regular Full-Time	$ 218,003	$ 240,805	$ 22,802
230000	Short-Term Hourly Non-Instructional	371,797	360,965	(10,832)
240000	Instr Aides, Hourly, Direct Instruction	-	-	-
200000	**TOTAL**	**$ 589,800**	**$ 601,770**	**$ 11,970**
EMPLOYEE BENEFITS				
310000	STRS	$ 704	$ -	$ (704)
320000	PERS	24,197	26,792	2,595
330000	OASDI and Medicare	26,141	27,532	1,391
350000	State Unemployment Insurance	6,568	6,620	52
360000	Workers' Compensation Insurance	8,279	8,362	83
370000	Cash in Lieu Benefits	24,768	25,724	956
380000	Alternative Retirement Plan	10,619	10,215	(404)
390000	Benefits-Retirees	-	-	-
300000	**TOTAL**	**$ 101,276**	**$ 105,245**	**$ 3,969**
SUPPLIES AND MATERIALS				
410000	Textbooks	$ 6,500	$ 6,500	$ -
430000	Instructional Supplies and Materials	231,888	16,000	(215,888)
440000	Software	-	-	-
450000	Non-Instructional Supplies and Materials	202,556	797,523	594,967
470000	Food Supplies	965	600	(365)
400000	**TOTAL**	**$ 441,909**	**$ 820,623**	**$ 378,714**
OTHER OPERATING EXPENSES AND SERVICES				
510000	Personal and Consultant Services	$ 82,365	$ 59,000	$ (23,365)
520000	Travel and Conference Expenses	40,772	6,657	(34,115)
540000	Insurance	13,350	13,350	-
550000	Utilities and Housekeeping Services	1,500	1,500	-
560000	Contracts, Rents, Leases and Repairs	491,462	380,040	(111,422)
580000	Other Services and Expenses	709,273	1,256,227	546,954
590000	Indirect Costs	173,435	162,045	(11,390)
500000	**TOTAL**	**$ 1,512,157**	**$ 1,878,819**	**$ 366,662**

MT. SAN ANTONIO COLLEGE
UNRESTRICTED GENERAL FUND - REVENUE-GENERATED - 13
EXPENDITURES

COLUMN 1	COLUMN 2		COLUMN 3		COLUMN 4	
DESCRIPTION OF EXPENDITURE	**ADOPTED BUDGET 2012-13**		**TENTATIVE BUDGET 2013-14**		**DIFFERENCE BETWEEN COL 2 & 3**	
CAPITAL OUTLAY						
610000 Sites and Site Improvements	$	7,846	$	-	$	(7,846)
640000 Equipment		679,504		837,623		158,119
600000 TOTAL	**$**	**687,350**	**$**	**837,623**	**$**	**150,273**
OTHER OUTGO						
720000 Intrafund Transfers-Out	$	-	$	-	$	-
730000 Interfund Transfers-Out		-		-		-
700000 TOTAL	**$**	**-**	**$**	**-**	**$**	**-**
100000 - 700000 TOTAL EXPENDITURES	**$**	**3,341,025**	**$**	**4,244,080**	**$**	**903,055**
FUND BALANCE						
794001 Assigned Fund Balance - Revenue-Generated	$	-	$	-	$	-
790000 TOTAL FUND BALANCE	**$**	**-**	**$**	**-**	**$**	**-**
TOTAL EXPENDITURES PLUS FUND BALANCE	**$**	**3,341,025**	**$**	**4,244,080**	**$**	**903,055**

MT. SAN ANTONIO COLLEGE
RESTRICTED GENERAL FUND - 17
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14
CURRENT ASSETS				
17000-000000-9110-000000	Cash and Cash Equivalents	$ 511,210	$	900,777
17000-000000-9200-000000	Accounts Receivable	2,467,274		2,467,274
TOTAL CURRENT ASSETS		**$ 2,978,484**	**$**	**3,368,051**
CURRENT LIABILITIES				
17000-000000-9500-000000	Accounts Payable	$ 482,243	$	482,243
17000-000000-9650-000000	Deferred Revenue	1,289,434		1,289,434
TOTAL CURRENT LIABILITIES		**$ 1,771,677**	**$**	**1,771,677**
TOTAL NET BEGINNING BALANCE		**$ 1,206,807**	**$**	**1,596,374**
	CLASSIFICATION OF REVENUE			
FEDERAL REVENUE				
17009-380440-812000-701000	Mt. SAC Agriculture Pathways	$ 19,160	$	-
17059-380470-812000-691000	Pilot Prog for Course Material Rental Grant	380,810		-
17122-500400-812000-701000	AANAPISI - Begins 10/01/11	256,478		-
17123-500400-812000-701000	AANAPISI - Begins 10/01/12	191,243		137,497
17124-500400-812000-701000	AANAPISI - Begins 10/01/13	-		122,949
17532-514000-812000-701000	Upward Bound - Ends 08/31/12	160,003		-
17533-514000-812000-701000	Upward Bound - Ends 08/31/13	292,005		25,352
17534-514000-812000-701000	Upward Bound - Ends 08/31/14	-		148,816
17663-902500-812001-000000	Federal Work Study, 12/13	407,090		-
17372-514500-812003-701000	Mt. SAC Student Support Services, 11/12	101,103		-
17373-514500-812003-701000	Mt. SAC Student Support Services, 12/13	134,315		23,636
17374-514500-812003-701000	Mt. SAC Student Support Services, 13/14	-		139,748
17069-380450-813000-094600	High Growth and Emerging Industries	661,463		-
17573-523300-814000-649000	TANF, 12/13	94,478		-
17574-523300-814000-649000	TANF, 13/14	-		94,478
17132-380110-817000-130100	VTEA-Family and Consumer Sciences, 11/12	31,803		-
17133-380110-817000-130100	VTEA-Family and Consumer Sciences, 12/13	270,000		-
17332-392000-817000-000000	VTEA, 11/12	870		-
17333-392000-817000-000000	VTEA, 12/13	923,763		-
17334-392000-817000-000000	VTEA, 13/14	-		923,763
17343-392200-817000-701000	CTE Transitions, 12/13	49,389		-
17003-380350-819000-701000	Mt. SAC Scholars Program	155,971		-
17012-380500-819000-701000	Promoting STEM Research to Freshmen/Sophomore	13,679		-
17014-380540-819000-090100	Jet Propulsion Laboratory	3,502		-
17062-534500-819000-701000	Mt SAC Suicide Prevention, 11/12	16,565		-
17063-534500-819000-701000	Mt SAC Suicide Prevention, 12/13	101,868		4,828
17064-534500-819000-701000	Mt SAC Suicide Prevention, 13/14	-		51,963
17080-380280-819000-079900	RISSC-Year 3, 09/10	60,025		-
17081-380510-819000-079900	CyberWatch, 11/12	1,321,477		-
17112-380490-819000-123080	Personal and Home Care Aide Program, 11/12	67,377		-
17113-380490-819000-123080	Personal and Home Care Aide Program, 12/13	-		17,458
17422-410500-819000-493087	231 Literacy Grant ESL, 11/12	3,411		-
17422-410505-819000-493087	231 Literacy Grant ESL, Civics Section 11/12	41,222		-
17423-410500-819000-493087	231 Literacy Grant ESL, 12/13	$ 411,134	$	-
17423-410505-819000-493087	231 Literacy Grant ESL, Civics Section 12/13	173,482		-

MT. SAN ANTONIO COLLEGE
RESTRICTED GENERAL FUND - 17
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13	TENTATIVE BUDGET 2013-14
FEDERAL REVENUE (continued)			
17423-420000-819000-493000	231 Literacy Grant Basic Skills, 12/13	109,289	-
17423-420100-819000-493000	231 Literacy Grant Basic Skills, GED Section 12/13	158,722	-
17424-410500-819000-493087	231 Literacy Grant ESL, 13/14	-	478,417
17424-410505-819000-493087	231 Literacy Grant ESL, Civics Section 13/14	-	196,863
17424-420000-819000-493000	231 Literacy Grant Basic Skills, 13/14	-	151,079
17424-420100-819000-493000	231 Literacy Grant Basic Skills, GED Section 13/14	-	157,697
17633-380380-819000-701000	TEST UP - Ends 06/30/12	150,241	-
TOTAL FEDERAL REVENUE		**$ 6,761,938**	**$ 2,674,544**
STATE REVENUE			
17543-523000-862200-643000	EOPS, 12/13	$ 605,402	$ -
17544-523000-862200-643000	EOPS, 13/14	-	637,265
17523-522000-862300-000000	DSPS, 12/13	1,465,094	-
17524-522000-862300-000000	DSPS, 13/14	-	1,502,602
17223-523400-862500-647000	CalWORKs, 12/13	313,442	-
17224-523400-862500-647000	CalWORKs, 13/14	-	313,442
17413-480000-862901-000000	Noncredit Matriculation, 12/13	840,065	-
17414-480000-862901-000000	Noncredit Matriculation, 13/14	-	840,065
17513-500010-862901-000000	Credit Matriculation, 12/13	720,987	-
17514-500010-862901-000000	Credit Matriculation, 13/14	-	720,987
17553-523100-862902-643000	CARE, 12/13	97,274	-
17554-523100-862902-643000	CARE, 13/14	-	97,274
17562-504200-862903-646000	BFAP, 11/12	7,737	-
17563-504200-862903-646000	BFAP, 12/13	977,464	-
17564-504200-862903-646000	BFAP, 13/14	-	1,003,375
17211-294000-862904-676000	Equal Employment Opportunity, 10/11	466	-
17212-294000-862904-676000	Equal Employment Opportunity, 11/12	12,516	-
17999-900640-862907-000000	Instructional Equipment, 08/09	8,283	-
17252-300500-862908-000000	Basic Skills, 11/12	392,865	-
17253-300500-862908-000000	Basic Skills, 12/13	1,128,434	393,794
17254-300500-862908-000000	Basic Skills, 13/14	-	1,154,644
17023-380140-865900-123000	Enrollment Growth Nursing, 12/13	260,687	-
17024-380140-865900-123000	Enrollment Growth Nursing, 13/14	-	49,696
17031-380600-865900-095300	Workforce Innovations Partnerships	168,029	-
17032-380600-865900-095300	Workforce Innovations Partnerships	218,750	-
17042-380120-865900-130500	Child Dev Training Consortium - Ends 07/31/12	4,992	-
17152-336100-865900-684000	Center of Excellence-CTE HUB, 11/12	150,000	60,228
17153-336100-865900-684000	Center of Excellence-CTE HUB, 12/13	-	90,342
17352-336100-865900-684000	Center of Excellence, 11/12	178,263	-
17353-336100-865900-684000	Center of Excellence, 12/13	205,000	-
17636-380370-865900-499900	CTE Community Collaborative Proj, 11/12	80,719	-
17091-380700-865900-123010	Song-Brown Registered Ed Nurse Program	147,820	-
17813-820600-868501-000000	Lottery-Restricted, 12/13	824,376	-
17814-820600-868502-000000	Lottery-Restricted, 13/14	-	824,376
TOTAL STATE REVENUE		**$ 8,808,665**	**$ 7,688,090**

MT. SAN ANTONIO COLLEGE
RESTRICTED GENERAL FUND - 17
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14
LOCAL REVENUE				
17010-300250-882000-170100	Statistics Pathway, 09/10	$	38,382	$ -
17011-380520-882002-095000	Flight Safety Program		45,979	-
17013-300260-882000-619000	Development A Comm College Student Roadmap		9,302	-
17058-380260-882000-123000	Citrus Valley Health Partners, 07/08		50,913	-
17262-380530-882000-701000	LA84 Foundation/Mt SAC Relays Youth		27,567	-
17308-380130-882000-123000	Pomona Valley Medical Center		102,712	-
17428-481000-883900-000000	WIA-Individual Referrals		18,861	-
17443-481000-883900-701000	Youth-LA County-LA Works, 12/13		39,503	-
17593-523400-883900-701000	LA County DPSS-CalWorks Program, 12/13		86,000	-
17594-523400-883900-701000	LA County DPSS-CalWorks Program, 13/14		-	89,500
17060-380470-885100-691000	Pilot Program For Course Material Rental Grant		202,109	-
17631-631000-888100-695000	Parking Services		1,390,863	1,463,144
17631-631000-888103-695000	Parking Fees-Wellness Center		2,380	-
17631-631000-888104-695000	Parking Fees-Campus Meters		192,876	167,687
17631-631000-888105-695000	Parking Fees-North Temple Meters		11,393	8,122
17631-631000-888106-695000	Parking-One Day Parking Permit		381,794	101,789
17631-631000-888108-695000	Parking-One Day Parking Permit-Paylot A		-	45,400
17631-631000-888109-695000	Parking-One Day Parking Permit-Paylot B		-	200,858
TOTAL LOCAL REVENUE		**$ 2,600,634**		**$ 2,076,500**
TOTAL REVENUE		**$ 18,171,237**		**$ 12,439,134**
TOTAL REVENUE & NET BEGINNING BALANCE		**$ 19,378,044**		**$ 14,035,508**

	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
	DESCRIPTION OF EXPENDITURE	**ADOPTED BUDGET 2012-13**	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**

ACADEMIC SALARIES

	Description	Adopted	Tentative	Difference
110000	Instructional Salaries	$ -	$ -	$ -
120000	Non-Instructional Salaries	1,282,110	1,266,652	(15,458)
130000	Instructional Salaries, Hourly	66,831	20,500	(46,331)
140000	Non-Instructional Salaries, Hourly	861,295	134,942	(726,353)
100000	**TOTAL**	**$ 2,210,236**	**$ 1,422,094**	**$ (788,142)**

CLASSIFIED SALARIES AND OTHER NON-ACADEMIC SALARIES

	Description	Adopted	Tentative	Difference
210000	Non-Instructional, Regular Full-Time	$ 4,523,772	$ 4,499,603	$ (24,169)
220000	Instructional Aides, Regular Full-Time	172,055	172,770	715
230000	Short-Term Hourly, Non-Instructional	1,898,673	582,368	(1,316,305)
240000	Instr Aides, Hourly, Direct Instruction	898,071	233,681	(664,390)
260000	Instr Aides, Hourly, Non-Direct Instruction	14,100	-	(14,100)
200000	**TOTAL**	**$ 7,506,671**	**$ 5,488,422**	**$ (2,018,249)**

EMPLOYEE BENEFITS

	Description	Adopted	Tentative	Difference
310000	STRS	$ 154,651	$ 107,340	$ (47,311)
320000	PERS	488,110	471,710	(16,400)
330000	OASDI and Medicare	396,338	357,415	(38,923)
350000	State Unemployment Insurance	98,668	74,899	(23,769)
360000	Workers' Compensation Insurance	117,713	96,053	(21,660)
370000	Cash in Lieu Benefits	751,091	709,827	(41,264)
380000	Alternative Retirement Plan	70,304	40,385	(29,919)
390000	Benefits-Retirees	-	-	-
300000	**TOTAL**	**$ 2,076,875**	**$ 1,857,629**	**$ (219,246)**

SUPPLIES AND MATERIALS

	Description	Adopted	Tentative	Difference
410000	Textbooks	$ 362,076	$ 21,000	$ (341,076)
420000	Books, Magazines and Periodicals	85,213	86,213	1,000
430000	Instructional Supplies and Materials	1,279,773	1,717,302	437,529
440000	Software	46,391	30,739	(15,652)
450000	Non-Instructional Supplies and Materials	316,850	81,061	(235,789)
470000	Food Supplies	6,922	-	(6,922)
400000	**TOTAL**	**$ 2,097,225**	**$ 1,936,315**	**$ (160,910)**

MT. SAN ANTONIO COLLEGE
RESTRICTED GENERAL FUND - 17
EXPENDITURES

	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
	DESCRIPTION OF EXPENDITURE	**ADOPTED BUDGET 2012-13**	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**
OTHER OPERATING EXPENSES AND SERVICES				
510000	Personal and Consultant Services	$ 410,078	$ 1,500	$ (408,578)
520000	Travel and Conference Expenses	391,348	37,055	(354,293)
530000	Dues and Memberships	10,307	200	(10,107)
550000	Utilities and Housekeeping Services	11,100	9,100	(2,000)
560000	Contracts, Rents, Leases and Repairs	1,307,819	43,200	(1,264,619)
580000	Other Services and Expenses	1,333,658	2,594,114	1,260,456
590000	Indirect Costs	306,207	15,326	(290,881)
500000 TOTAL		**$ 3,770,517**	**$ 2,700,495**	**$ (1,070,022)**
CAPITAL OUTLAY				
630000	Library Books	$ 97,840	$ 90,642	$ (7,198)
640000	Equipment	716,759	99,347	(617,412)
600000 TOTAL		**$ 814,599**	**$ 189,989**	**$ (624,610)**
OTHER OUTGO				
750000	Student Financial Aid	$ 329,144	$ 73,029	$ (256,115)
760000	Other Student Aid	169,342	135,532	(33,810)
700000 TOTAL		**$ 498,486**	**$ 208,561**	**$ (289,925)**
100000 - 700000 TOTAL EXPENDITURES		**$ 18,974,609**	**$ 13,803,505**	**$ (5,171,104)**
FUND BALANCE				
792001	Restricted Fund Balance - Parking	$ 403,435	$ 232,003	$ (171,432)
792002	Restricted Fund Balance - Lottery	-	-	-
790000 TOTAL FUND BALANCE		**$ 403,435**	**$ 232,003**	**$ (171,432)**
TOTAL EXPENDITURES PLUS FUND BALANCE		**$ 19,378,044**	**$ 14,035,508**	**$ (5,342,536)**

MT. SAN ANTONIO COLLEGE
CHILD DEVELOPMENT FUND - 33
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14
CURRENT ASSETS				
33000-000000-9110-000000	Cash and Cash Equivalents	$ 508,530	$	423,949
33000-000000-9200-000000	Accounts Receivable	108,956		108,956
TOTAL CURRENT ASSETS		**$ 617,486**	**$**	**532,905**
CURRENT LIABILITIES				
33000-000000-9500-000000	Accounts Payable	$ 46,106	$	46,106
TOTAL CURRENT LIABILITIES		**$ 46,106**	**$**	**46,106**
TOTAL NET BEGINNING BALANCE		**$ 571,380**	**$**	**486,799**
	CLASSIFICATION OF REVENUE			
FEDERAL REVENUE				
33540-336080-812000-692000	Parent In School Program	$ 122,600	$	122,600
33530-336080-819000-692000	Child Care Food Program	62,000		62,000
TOTAL FEDERAL REVENUE		**$ 184,600**	**$**	**184,600**
STATE REVENUE				
33400-336080-862900-692000	Child Care Tax Bailout	$ 88,976	$	88,976
33500-336080-865900-692000	California State Preschool Program	223,298		223,298
33520-336080-865900-692000	General Child Care & Development Program	276,205		276,205
33530-336080-865900-692000	Child Care Food Program	3,000		3,000
TOTAL STATE REVENUE		**$ 591,479**	**$**	**591,479**
LOCAL REVENUE				
33000-000000-886000-000000	Interest	$ 3,000	$	3,000
33000-336080-887100-692000	Child Care Fees	380,000		345,000
TOTAL LOCAL REVENUE		**$ 383,000**	**$**	**348,000**
TOTAL REVENUE		**$ 1,159,079**	**$**	**1,124,079**
OTHER FINANCING SOURCES				
33150-336080-898001-692000	Interfund Transfers-In, Categorical Support	$ 80,000	$	80,000
TOTAL OTHER FINANCING SOURCES		**$ 80,000**	**$**	**80,000**
TOTAL REVENUE & OTHER FINANCING SOURCES		**$ 1,239,079**	**$**	**1,204,079**
TOTAL REVENUE, OTHER FINANCING SOURCES, & NET BEGINNING BALANCE		**$ 1,810,459**	**$**	**1,690,878**

MT. SAN ANTONIO COLLEGE
CHILD DEVELOPMENT FUND - 33
EXPENDITURES

	COLUMN 2 ADOPTED BUDGET 2012-13		COLUMN 3 TENTATIVE BUDGET 2013-14		COLUMN 4 DIFFERENCE BETWEEN COL 2 & 3	
COLUMN 1 **DESCRIPTION OF EXPENDITURE**						
CLASSIFIED SALARIES AND OTHER NON-ACADEMIC SALARIES						
210000 Non-Instructional, Regular Full-Time	$	576,362	$	585,321	$	8,959
230000 Short-Term Hourly Non-Instructional		234,515		254,179		19,664
200000 TOTAL	**$**	**810,877**	**$**	**839,500**	**$**	**28,623**
EMPLOYEE BENEFITS						
310000 STRS	$	7,893	$	8,085	$	192
320000 PERS		54,878		55,637		759
330000 OASDI and Medicare		41,682		42,065		383
350000 State Unemployment Insurance		8,922		8,891		(31)
360000 Workers' Compensation Insurance		11,271		11,229		(42)
370000 Cash in Lieu Benefits		85,286		85,286		-
380000 Alternative Retirement Plan		8,475		12,715		4,240
300000 TOTAL	**$**	**218,407**	**$**	**223,908**	**$**	**5,501**
SUPPLIES AND MATERIALS						
430000 Instructional Supplies and Materials	$	3,500	$	4,500	$	1,000
450000 Non-Instructional Supplies and Materials		5,361		5,361		-
470000 Food Supplies		13,345		13,345		-
400000 TOTAL	**$**	**22,206**	**$**	**23,206**	**$**	**1,000**
OTHER OPERATING EXPENSES AND SERVICES						
510000 Personal and Consultant Services	$	1,500	$	5,000	$	3,500
520000 Travel and Conference Expenses		3,883		4,221		338
530000 Dues and Memberships		1,000		1,000		-
540000 Insurance		530		530		-
560000 Contracts, Rents, Leases and Repairs		5,300		5,300		-
580000 Other Services and Expenses		70,265		100,265		30,000
500000 TOTAL	**$**	**82,478**	**$**	**116,316**	**$**	**33,838**
CAPITAL OUTLAY						
640000 Equipment	$	1,149	$	1,149	$	-
600000 TOTAL	**$**	**1,149**	**$**	**1,149**	**$**	**-**
100000 - 700000 TOTAL EXPENDITURES	**$**	**1,135,117**	**$**	**1,204,079**	**$**	**68,962**

MT. SAN ANTONIO COLLEGE
CHILD DEVELOPMENT FUND - 33
EXPENDITURES

	COLUMN 2 **ADOPTED BUDGET**	COLUMN 3 **TENTATIVE BUDGET**	COLUMN 4 **DIFFERENCE BETWEEN**
COLUMN 1 **DESCRIPTION OF EXPENDITURE**	**2012-13**	**2013-14**	**COL 2 & 3**

FUND BALANCE

792003 Restricted Fund Balance - Child Development	$ 32,292	$ 27,510	$ (4,782)
794003 Assigned Fund Balance - Child Development	643,050	459,289	(183,761)
790000 TOTAL FUND BALANCE	**$ 675,342**	**$ 486,799**	**$ (188,543)**
TOTAL EXPENDITURES PLUS FUND BALANCE	**$ 1,810,459**	**$ 1,690,878**	**$ (119,581)**

MT. SAN ANTONIO COLLEGE
FARM OPERATION FUND - 34
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14
CURRENT ASSETS				
34000-000000-9110-000000	Cash and Cash Equivalents	$ 129,438	$	86,005
34000-000000-9200-000000	Accounts Receivable	6,362		6,362
TOTAL CURRENT ASSETS		**$ 135,800**	**$**	**92,367**
CURRENT LIABILITIES				
34000-000000-9520-000000	Accounts Payable	$ 13,293	$	13,293
34000-000000-9552-000000	Use Tax Payable	1,570		1,570
TOTAL CURRENT LIABILITIES		**$ 14,863**	**$**	**14,863**
TOTAL NET BEGINNING BALANCE		**$ 120,937**	**$**	**77,504**
	CLASSIFICATION OF REVENUE			
LOCAL REVENUE				
34000-314620-884300-693000	Sales Farm Products-Beef	$ 17,000	$	26,000
34000-314640-884400-693000	Sales Farm Products-Horse	6,000		12,000
34000-314660-884500-693000	Sales Farm Products-Sheep	12,000		18,000
34000-314680-884600-693000	Sales Farm Products-Swine	30,000		35,000
34000-314690-884700-693000	Sales Farm Products-Horticulture	107,000		111,000
34000-314610-885000-693000	Rent and Leases	15,000		11,500
34000-000000-886000-000000	Interest Income	1,200		800
34000-314610-889003-693000	Salvaged Materials	2,000		4,000
34000-314610-889000-693000	Other Local Revenues	2,000		2,000
TOTAL LOCAL REVENUE		**$ 192,200**	**$**	**220,300**
TOTAL REVENUE		**$ 192,200**	**$**	**220,300**
TOTAL REVENUE & NET BEGINNING BALANCE		**$ 313,137**	**$**	**297,804**

MT. SAN ANTONIO COLLEGE
FARM OPERATION FUND - 34
EXPENDITURES

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
DESCRIPTION OF EXPENDITURE	**ADOPTED BUDGET 2012-13**	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**
SUPPLIES AND MATERIALS			
450000 Non-Instructional Supplies and Materials	$ 169,550	$ 188,550	$ 19,000
400000 TOTAL	**$ 169,550**	**$ 188,550**	**$ 19,000**
OTHER OPERATING EXPENSES AND SERVICES			
530000 Dues and Memberships	$ 100	$ 100	$ -
560000 Contracts, Rents, Leases and Repairs	8,050	5,700	(2,350)
580000 Other Services and Expenses	11,825	11,600	(225)
500000 TOTAL	**$ 19,975**	**$ 17,400**	**$ (2,575)**
CAPITAL OUTLAY			
640000 Equipment	$ 12,500	$ 14,000	$ 1,500
600000 TOTAL	**$ 12,500**	**$ 14,000**	**$ 1,500**
100000 - 700000 TOTAL EXPENDITURES	**$ 202,025**	**$ 219,950**	**$ 17,925**
FUND BALANCE			
794004 Assigned Fund Balance - Farm Operation	$ 111,112	$ 77,854	$ (33,258)
790000 TOTAL FUND BALANCE	**$ 111,112**	**$ 77,854**	**$ (33,258)**
TOTAL EXPENDITURES PLUS FUND BALANCE	**$ 313,137**	**$ 297,804**	**$ (15,333)**

MT. SAN ANTONIO COLLEGE
STUDENT HEALTH SERVICES FUND - 39
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13	TENTATIVE BUDGET 2013-14
CURRENT ASSETS			
39000-000000-9110-000000	Cash and Cash Equivalents	$ 1,318,533	$ 1,248,019
39000-000000-9200-000000	Accounts Receivable	1,606	1,606
TOTAL CURRENT ASSETS		**$ 1,320,139**	**$ 1,249,625**
CURRENT LIABILITIES			
39000-000000-9500-000000	Accounts Payable	$ 11,643	$ 11,643
39000-000000-9656-000000	Deferred Revenue - Student Health Fees	94,694	94,694
TOTAL CURRENT LIABILITIES		**$ 106,337**	**$ 106,337**
TOTAL NET BEGINNING BALANCE		**$ 1,213,802**	**$ 1,143,288**
	CLASSIFICATION OF REVENUE		
LOCAL REVENUE			
39000-000000-886000-000000	Interest	$ 16,000	$ 7,500
39000-534000-887610-644000	Student Health Fees	1,068,000	1,068,000
39000-534000-887611-644000	Health Fees-Summer	-	-
39000-534000-887612-644000	Health Fees-Fall	-	-
39000-534000-887613-644000	Health Fees-Winter	-	-
39000-534000-887614-644000	Health Fees-Spring	-	-
39000-534000-887620-644000	Health Fees-PY	-	-
39000-534000-887632-644000	Financial Aid Health Fees-Fall	-	-
39000-534000-887634-000000	Financial Aid Health Fees-Spring	-	-
39000-534000-887640-644000	Financial Aid Health Fees-Prior Year	-	-
39000-534000-889000-644000	Other Local Income	76,200	74,600
TOTAL LOCAL REVENUE		**$ 1,160,200**	**$ 1,150,100**
TOTAL REVENUE		**$ 1,160,200**	**$ 1,150,100**
TOTAL REVENUE & NET BEGINNING BALANCE		**$ 2,374,002**	**$ 2,293,388**

MT. SAN ANTONIO COLLEGE
STUDENT HEALTH SERVICES FUND - 39
EXPENDITURES

	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
	DESCRIPTION OF EXPENDITURE	**ADOPTED BUDGET 2012-13**	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**

CLASSIFIED SALARIES AND OTHER NON-ACADEMIC SALARIES

Description	Adopted	Tentative	Difference
110000 Instructional Salaries	$ 54,716	$ -	$ (54,716)
100000 TOTAL	**$ 54,716**	**$ -**	**$ (54,716)**
210000 Non-Instructional, Regular Full-Time	$ 676,298	$ 725,955	$ 49,657
230000 Short-Term Hourly Non-Instructional	91,026	93,777	2,751
200000 TOTAL	**$ 767,324**	**$ 819,732**	**$ 52,408**

EMPLOYEE BENEFITS

Description	Adopted	Tentative	Difference
310000 STRS	$ 4,514	$ -	$ (4,514)
320000 PERS	77,211	87,740	10,529
330000 OASDI and Medicare	53,095	59,558	6,463
350000 State Unemployment Insurance	9,042	9,016	(26)
360000 Workers' Compensation Insurance	11,426	11,395	(31)
370000 Cash in Lieu Benefits	81,772	90,628	8,856
380000 Alternative Retirement Plan	2,731	1,537	(1,194)
300000 TOTAL	**$ 239,791**	**$ 259,874**	**$ 20,083**

SUPPLIES AND MATERIALS

Description	Adopted	Tentative	Difference
420000 Books, Magazines and Periodicals	$ 800	$ 800	$ -
450000 Non-Instructional Supplies and Materials	45,245	45,000	(245)
470000 Food Supplies	-	-	-
400000 TOTAL	**$ 46,045**	**$ 45,800**	**$ (245)**

OTHER OPERATING EXPENSES AND SERVICES

Description	Adopted	Tentative	Difference
520000 Travel and Conference Expenses	$ 5,100	$ 5,100	$ -
540000 Insurance	63,277	63,277	-
560000 Contracts, Rents, Leases and Repairs	9,000	9,000	-
580000 Other Services and Expenses	30,000	30,000	-
500000 TOTAL	**$ 107,377**	**$ 107,377**	**$ -**
100000 - 700000 TOTAL EXPENDITURES	**$ 1,215,253**	**$ 1,232,783**	**$ 17,530**

MT. SAN ANTONIO COLLEGE
STUDENT HEALTH SERVICES FUND - 39
EXPENDITURES

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
	ADOPTED BUDGET	**TENTATIVE BUDGET**	**DIFFERENCE BETWEEN**
DESCRIPTION OF EXPENDITURE	**2012-13**	**2013-14**	**COL 2 & 3**

FUND BALANCE

792004 Restricted Fund Balance - Health Services	$ 1,118,381	$ 1,004,033	$ (114,348)
795003 Unassigned Fund Balance - Misc. Health Services	40,368	56,572	16,204
790000 TOTAL FUND BALANCE	**$ 1,158,749**	**$ 1,060,605**	**$ (98,144)**
TOTAL EXPENDITURES PLUS FUND BALANCE	**$ 2,374,002**	**$ 2,293,388**	**$ (80,614)**

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	
CURRENT ASSETS					
41000-000000-9110-000000	Cash and Cash Equivalents	$	5,583,921	$	6,520,342
41052-000000-9131-000000	Cash with Trustee		351,123		221,606
41000-000000-9200-000000	Accounts Receivable		1,007,045		1,007,045
TOTAL CURRENT ASSETS		**$**	**6,942,089**	**$**	**7,748,993**
CURRENT LIABILITIES					
41000-000000-9500-000000	Accounts Payable	$	784,556	$	784,556
41000-000000-9650-000000	Deferred Revenue		228,650		228,650
41000-000000-9656-000000	Deferred Revenue - Student Fees		24,836		24,836
TOTAL CURRENT LIABILITIES		**$**	**1,038,042**	**$**	**1,038,042**
TOTAL NET BEGINNING BALANCE		**$**	**5,904,047**	**$**	**6,710,951**
CLASSIFICATION OF REVENUE					
STATE REVENUE					
41025-940200-862906-710000	One-time Block Grant, Sch Maint 04/05	$	777	$	-
41027-940200-862906-710000	One-time Block Grant, Sch Maint 06/07		73,799		73,798
41028-940200-862906-710000	One-time Block Grant, Sch Maint 07/08		38,191		-
41029-940200-862906-710000	One-time Block Grant, Sch Maint 08/09		41,954		-
41017-940100-862907-710000	Ongoing Block Grant, Haz Mat 06/07		846		-
41034-940100-862907-710000	Ongoing Block Grant, Sch Maint 03/04		425		-
41036-940100-862907-710000	Ongoing Block Grant, Sch Maint 05/06		1,823		-
41037-940100-862907-710000	Ongoing Block Grant, Sch Maint 06/07		474		-
41038-940100-862907-710000	Ongoing Block Grant, Sch Maint 07/08		4,216		-
41039-940100-862907-710000	Ongoing Block Grant, Sch Maint 08/09		66,146		-
41010-771100-865900-710000	Design and Online Technology		890,332		-
41051-700210-865900-710000	Administration Bldg Remodel		125,682		-
TOTAL STATE REVENUE		**$**	**1,244,665**	**$**	**73,798**
LOCAL REVENUE					
41000-000000-886000-000000	Interest Income	$	20,000	$	38,000
41052-940330-886000-000000	Interest-Revenue Lease Bonds (COPS)		-		-
41001-800000-888030-000000	NR Capital Outlay Fee-CY		573,536		479,208
41001-800000-888031-000000	NR Capital Outlay Fee-Summer		-		-
41001-800000-888032-000000	NR Capital Outlay Fee-Fall		-		-
41001-800000-888033-000000	NR Capital Outlay Fee-Winter		-		-
41001-800000-888034-000000	NR Capital Outlay Fee-Spring		-		-
41001-800000-888040-000000	Nonresident Capital Outlay Fee-PY		-		127,981
41055-700151-889000-710000	Other Local Revenue - Energy Projects		94,753		-
TOTAL LOCAL REVENUE		**$**	**688,289**	**$**	**645,189**
TOTAL REVENUE		**$**	**1,932,954**	**$**	**718,987**

MT. SAN ANTONIO COLLEGE
CAPITAL OUTLAY PROJECTS FUND - 41
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	
OTHER FINANCING SOURCES					
41004-771100-891001-710000	Comp for Loss of Fixed Assets	$	22,269	$	-
41055-000000-898001-710000	Interfund Transfers-In, Energy Projects		55,383		-
TOTAL OTHER FINANCING SOURCES		**$**	**77,652**	**$**	**-**
TOTAL REVENUE & OTHER FINANCING SOURCES		**$**	**2,010,606**	**$**	**718,987**
TOTAL REVENUE, OTHER FINANCING SOURCES, & NET BEGINNING BALANCE		**$**	**7,914,653**	**$**	**7,429,938**

MT. SAN ANTONIO COLLEGE
CAPITAL OUTLAY PROJECTS FUND - 41
EXPENDITURES

	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
		ADOPTED BUDGET 2012-13	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**
	DESCRIPTION OF EXPENDITURE			
SUPPLIES AND MATERIALS				
430000	Instr Supplies and Materials	$ -	$ -	$ -
450000	Non-Instructional Supplies and Materials	-	-	-
	400000 TOTAL	$ -	$ -	$ -
OTHER OPERATING EXPENSES AND SERVICES				
560000	Contracts, Rents, Leases and Repairs	$ 815	$ -	$ (815)
580000	Other Services and Expenses	-	-	-
	500000 TOTAL	$ 815	$ -	$ (815)
CAPITAL OUTLAY				
610000	Sites and Site Improvements	$ 66,139	$ -	$ (66,139)
620000	Buildings	1,894,093	766,831	(1,127,262)
640000	Equipment	4,015,932	4,077,759	61,827
	600000 TOTAL	$ 5,976,164	$ 4,844,590	$ (1,131,574)
OTHER OUTGO				
710000	Debt Retirement	$ -	$ -	$ -
	700000 TOTAL	$ -	$ -	$ -
	100000 - 700000 TOTAL EXPENDITURES	$ 5,976,979	$ 4,844,590	$ (1,132,389)
FUND BALANCE				
792005	Restricted Fund Balance - Revenue Lease Bonds (COPS)	$ -	$ -	$ -
795004	Unassigned Fund Balance - Capital Outlay	1,937,674	2,585,348	647,674
	790000 TOTAL FUND BALANCE	$ 1,937,674	$ 2,585,348	$ 647,674
	TOTAL EXPENDITURES PLUS FUND BALANCE	$ 7,914,653	$ 7,429,938	$ (484,715)

MT. SAN ANTONIO COLLEGE
BOND CONSTRUCTION FUND - 42
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	
CURRENT ASSETS					
42000-000000-9110-000000	Cash and Cash Equivalents	$	3,280,397	$	1,780,923
TOTAL CURRENT ASSETS		**$**	**3,280,397**	**$**	**1,780,923**
CURRENT LIABILITIES					
42000-000000-9500-000000	Accounts Payable	$	478,469	$	478,469
TOTAL CURRENT LIABILITIES		**$**	**478,469**	**$**	**478,469**
TOTAL NET BEGINNING BALANCE		**$**	**2,801,928**	**$**	**1,302,454**
	CLASSIFICATION OF REVENUE				
LOCAL REVENUE					
42000-000000-886000-000000	Interest Income	$	10,000	$	5,000
TOTAL LOCAL REVENUE		**$**	**10,000**	**$**	**5,000**
TOTAL REVENUE		**$**	**10,000**	**$**	**5,000**
		$	**2,811,928**	**$**	**1,307,454**

MT. SAN ANTONIO COLLEGE
BOND CONSTRUCTION FUND - 42
EXPENDITURES

	COLUMN 2	COLUMN 3	COLUMN 4
COLUMN 1	ADOPTED BUDGET 2012-13	TENTATIVE BUDGET 2013-14	DIFFERENCE BETWEEN COL 2 & 3
DESCRIPTION OF EXPENDITURE			
SUPPLIES AND MATERIALS			
450000 Non-Instructional Supplies and Materials	$ 14,574	$ -	$ (14,574)
400000 TOTAL	**$ 14,574**	**$ -**	**$ (14,574)**
OTHER OPERATING EXPENSES AND SERVICES			
570000 Legal, Elections and Audit Expenses	$ -	$ -	$ -
580000 Other Services and Expenses	1,351	-	(1,351)
500000 TOTAL	**$ 1,351**	**$ -**	**$ (1,351)**
CAPITAL OUTLAY			
610000 Sites and Site Improvements	$ 154,842	$ -	$ (154,842)
620000 Buildings	781,345	1,228,533	447,188
640000 Equipment	1,794,505	-	(1,794,505)
600000 TOTAL	**$ 2,730,692**	**$ 1,228,533**	**$ (1,502,159)**
100000 - 700000 TOTAL EXPENDITURES	**$ 2,746,617**	**$ 1,228,533**	**$ (1,518,084)**
FUND BALANCE			
792006 Restricted Fund Balance - Bond Projects	$ -	$ -	$ -
792007 Restricted Fund Balance - Bond Interest	36,960	50,570	13,610
792008 Restricted Fund Balance - Bond Refunding	28,351	28,351	-
790000 TOTAL FUND BALANCE	**$ 65,311**	**$ 78,921**	**$ 13,610**
TOTAL EXPENDITURES PLUS FUND BALANCE	**$ 2,811,928**	**$ 1,307,454**	**$ (1,504,474)**

MT. SAN ANTONIO COLLEGE
CAPITAL OUTLAY PROJECTS/REDEVELOPMENT FUND - 43
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14
CURRENT ASSETS				
43000-000000-9110-000000	Cash and Cash Equivalents	$ 4,595,871	$	4,656,130
43000-000000-9200-000000	Accounts Receivable	6,654		6,654
TOTAL CURRENT ASSETS		**$ 4,602,525**	**$**	**4,662,784**
CURRENT LIABILITIES				
43000-000000-9500-000000	Accounts Payable	$ 148,365	$	148,365
TOTAL CURRENT LIABILITIES		**$ 148,365**	**$**	**148,365**
TOTAL NET BEGINNING BALANCE		**$ 4,454,160**	**$**	**4,514,419**
	CLASSIFICATION OF REVENUE			
LOCAL REVENUE				
43000-000000-886000-000000	Interest Income	$ 45,000	$	30,000
43016-700521-889000-710000	RDA-Various	-		-
TOTAL LOCAL REVENUE		**$ 45,000**	**$**	**30,000**
TOTAL REVENUE		**$ 45,000**	**$**	**30,000**
OTHER FINANCING SOURCES				
43004-700260-894002-721000	Long-Term Debt, City of Walnut	$ 12,311	$	12,311
43016-700521-898001-731000	Interfund Transfers-In	40,775		-
TOTAL OTHER FINANCING SOURCES		**$ 53,086**	**$**	**12,311**
TOTAL REVENUE & OTHER FINANCING SOURCES		**$ 98,086**	**$**	**42,311**
TOTAL REVENUE, OTHER FINANCING SOURCES, & NET BEGINNING BALANCE		**$ 4,552,246**	**$**	**4,556,730**

MT. SAN ANTONIO COLLEGE
CAPITAL OUTLAY PROJECTS/REDEVELOPMENT FUND - 43
EXPENDITURES

COLUMN 1 **DESCRIPTION OF EXPENDITURE**	COLUMN 2 **ADOPTED BUDGET 2012-13**		COLUMN 3 **TENTATIVE BUDGET 2013-14**		COLUMN 4 **DIFFERENCE BETWEEN COL 2 & 3**	
OTHER OPERATING EXPENSES AND SERVICES						
570000 Legal, Elections and Audit Expenses	$	14,529	$	2,412	$	(12,117)
500000 TOTAL	**$**	**14,529**	**$**	**2,412**	**$**	**(12,117)**
CAPITAL OUTLAY						
620000 Buildings	$	3,113,281	$	2,249,769	$	(863,512)
640000 Equipment		8,568		5,903		(2,665)
600000 TOTAL	**$**	**3,121,849**	**$**	**2,255,672**	**$**	**(866,177)**
OTHER OUTGO						
710000 Debt Service	$	12,311	$	12,311	$	-
700000 TOTAL	**$**	**12,311**	**$**	**12,311**	**$**	**-**
100000 - 700000 TOTAL EXPENDITURES	**$**	**3,148,689**	**$**	**2,270,395**	**$**	**(878,294)**
FUND BALANCE						
792010 Restricted Fund Balance - RDA Walnut	$	217,042	$	217,042	$	-
792011 Restricted Fund Balance - RDA La Puente		16,899		16,899		-
792012 Restricted Fund Balance - RDA West Covina		37,213		39,291		2,078
792013 Restricted Fund Balance - RDA Industry		465,770		465,770		-
792014 Restricted Fund Balance - RDA La Verne		147,448		147,448		-
792015 Restricted Fund Balance - RDA Irwindale		40,895		40,895		-
792016 Restricted Fund Balance - RDA Glendora		25,549		25,549		-
792017 Restricted Fund Balance - RDA San Dimas		72,692		72,692		-
792018 Restricted Fund Balance - RDA Pomona		218,659		218,659		-
792019 Restricted Fund Balance - RDA Baldwin Park		29,454		29,454		-
792020 Restricted Fund Balance - Redevelopment Agencies		86,516		951,318		864,802
792021 Restricted Fund Balance - Redevelopment Interest		45,420		61,318		15,898
790000 TOTAL FUND BALANCE	**$**	**1,403,557**	**$**	**2,286,335**	**$**	**882,778**
TOTAL EXPENDITURES PLUS FUND BALANCE	**$**	**4,552,246**	**$**	**4,556,730**	**$**	**4,484**

MT. SAN ANTONIO COLLEGE
BOND ANTICIPATION NOTES CONSTRUCTION FUND - 44
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	
CURRENT ASSETS					
44000-000000-9110-000000	Cash and Cash Equivalents	$	34,380,511	$	24,861,736
TOTAL CURRENT ASSETS		**$**	**34,380,511**	**$**	**24,861,736**
CURRENT LIABILITIES					
44000-000000-9500-000000	Accounts Payable	$	2,687,304	$	2,687,304
TOTAL CURRENT LIABILITIES		**$**	**2,687,304**	**$**	**2,687,304**
TOTAL NET BEGINNING BALANCE		**$**	**31,693,207**	**$**	**22,174,432**
	CLASSIFICATION OF REVENUE				
LOCAL REVENUE					
44000-000000-886000-000000	Interest Income	$	250,000	$	165,000
TOTAL LOCAL REVENUE		**$**	**250,000**	**$**	**165,000**
TOTAL REVENUE		**$**	**250,000**	**$**	**165,000**
		$	**31,943,207**	**$**	**22,339,432**

MT. SAN ANTONIO COLLEGE
BOND ANTICIPATION NOTES CONSTRUCTION FUND - 44
EXPENDITURES

	COLUMN 2 ADOPTED BUDGET 2012-13	COLUMN 3 TENTATIVE BUDGET 2013-14	COLUMN 4 DIFFERENCE BETWEEN COL 2 & 3
COLUMN 1 DESCRIPTION OF EXPENDITURE			

CLASSIFIED SALARIES AND OTHER NON-ACADEMIC SALARIES

210000 Non-Instructional, Regular Full-Time	$ 45,982	$ 490,956	$ 444,974
230000 Short-Term Hourly Non-Instructional	204,522	-	(204,522)
200000 TOTAL	**$ 250,504**	**$ 490,956**	**$ 240,452**

EMPLOYEE BENEFITS

320000 PERS	$ 11,129	$ 56,053	$ 44,924
330000 OASDI and Medicare	10,167	37,557	27,390
350000 State Unemployment Insurance	4,256	5,399	1,143
360000 Workers' Compensation Insurance	3,460	6,825	3,365
370000 Cash in Lieu Benefits	9,563	47,577	38,014
380000 Alternative Retirement Plan	4,819	-	(4,819)
300000 TOTAL	**$ 43,394**	**$ 153,411**	**$ 110,017**

SUPPLIES AND MATERIALS

440000 Software	$ -	$ -	$ -
450000 Non-Instructional Supplies and Materials	5,798	-	(5,798)
400000 TOTAL	**$ 5,798**	**$ -**	**$ (5,798)**

OTHER OPERATING EXPENSES AND SERVICES

550000 Utilities and Housekeeping Services	$ -	$ -	$ -
560000 Contracts, Rents, Leases and Repairs	383,478	-	(383,478)
570000 Legal, Elections and Audit Expenses	462,097	-	(462,097)
580000 Other Services and Expenses	66,175	-	(66,175)
500000 TOTAL	**$ 911,750**	**$ -**	**$ (911,750)**

CAPITAL OUTLAY

610000 Sites and Site Improvements	$ 3,279,188	$ -	$ (3,279,188)
620000 Buildings	24,326,846	21,270,713	(3,056,133)
640000 Equipment	2,818,674	-	(2,818,674)
600000 TOTAL	**$ 30,424,708**	**$ 21,270,713**	**$ (9,153,995)**
100000 - 700000 TOTAL EXPENDITURES	**$ 31,636,154**	**$ 21,915,080**	**$ (9,721,074)**

FUND BALANCE

792022 Restricted Fund Balance - BAN Projects	$ -	$ -	$ -
792023 Restricted Fund Balance - BAN Interest	307,053	424,352	117,299
790000 TOTAL FUND BALANCE	**$ 307,053**	**$ 424,352**	**$ 117,299**
TOTAL EXPENDITURES PLUS FUND BALANCE	**$ 31,943,207**	**$ 22,339,432**	**$ (9,603,775)**

MT. SAN ANTONIO COLLEGE
ASSOCIATED STUDENTS TRUST FUND - 71
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	
CURRENT ASSETS					
71000-000000-9110-000000	Cash and Cash Equivalents	$	1,688,711	$	1,771,642
TOTAL CURRENT ASSETS		**$**	**1,688,711**	**$**	**1,771,642**
CURRENT LIABILITIES					
71000-000000-9500-000000	Accounts Payable	$	8,505	$	8,505
TOTAL CURRENT LIABILITIES		**$**	**8,505**	**$**	**8,505**
TOTAL NET BEGINNING BALANCE		**$**	**1,680,206**	**$**	**1,763,137**
	CLASSIFICATION OF REVENUE				
LOCAL REVENUE					
71000-000000-886000-000000	Interest Income	$	17,850	$	10,000
71000-000000-888500-000000	Other Student Fees and Charges		555,150		563,000
71000-000000-888510-000000	Exemption-Student Activity Fee		-		-
71000-000000-888520-000000	Non Payment-Student Activity Fee		-		-
71070-521695-889000-696000	Other Local Revenues		-		-
TOTAL LOCAL REVENUE		**$**	**573,000**	**$**	**573,000**
TOTAL REVENUE		**$**	**573,000**	**$**	**573,000**
TOTAL REVENUE & NET BEGINNING BALANCE		**$**	**2,253,206**	**$**	**2,336,137**

MT. SAN ANTONIO COLLEGE
ASSOCIATED STUDENTS TRUST FUND - 71
EXPENDITURES

	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
	DESCRIPTION OF EXPENDITURE	**ADOPTED BUDGET 2012-13**	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**

CLASSIFIED SALARIES AND OTHER NON-ACADEMIC SALARIES

210000	Non-Instructional, Regular Full-Time	$ 169,682	$ 178,167	$ 8,485
230000	Short-Term Hourly Non-Instructional	18,694	18,694	-
200000	**TOTAL**	**$ 188,376**	**$ 196,861**	**$ 8,485**

EMPLOYEE BENEFITS

310000	STRS	$ 4,267	$ 4,481	$ 214
320000	PERS	13,468	14,140	672
330000	OASDI and Medicare	10,054	10,542	488
350000	State Unemployment Insurance	2,072	2,166	94
360000	Workers' Compensation Insurance	2,619	2,737	118
370000	Cash in Lieu Benefits	28,689	28,689	-
380000	Alternative Retirement Plan	561	561	-
390000	Benefits-Retirees	-	-	-
300000	**TOTAL**	**$ 61,730**	**$ 63,316**	**$ 1,586**

SUPPLIES AND MATERIALS

450000	Non-Instructional Supplies and Materials	$ 38,237	$ 39,626	$ 1,389
470000	Food Supplies	39,075	32,950	(6,125)
400000	**TOTAL**	**$ 77,312**	**$ 72,576**	**$ (4,736)**

OTHER OPERATING EXPENSES AND SERVICES

510000	Personal and Consultant Services	$ 17,400	$ 14,300	$ (3,100)
520000	Travel and Conference Expenses	78,000	89,180	11,180
530000	Dues and Memberships	100	100	-
560000	Contracts, Rents, Leases and Repairs	3,700	4,700	1,000
580000	Other Services and Expenses	46,875	48,567	1,692
500000	**TOTAL**	**$ 146,075**	**$ 156,847**	**$ 10,772**

CAPITAL OUTLAY

640000	Equipment	$ 41,160	$ 16,000	$ (25,160)
600000	**TOTAL**	**$ 41,160**	**$ 16,000**	**$ (25,160)**

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
	ADOPTED BUDGET	**TENTATIVE BUDGET**	**DIFFERENCE BETWEEN**
DESCRIPTION OF EXPENDITURE	**2012-13**	**2013-14**	**COL 2 & 3**
STUDENT FINANCIAL AID			
730000 Interfund Transfers-Out	$ 68,500	$ 67,400	$ (1,100)
700000 TOTAL	**$ 68,500**	**$ 67,400**	**$ (1,100)**
100000 - 700000 TOTAL EXPENDITURES	**$ 583,153**	**$ 573,000**	**$ (10,153)**
FUND BALANCE			
792024 Restricted Fund Balance - Associated Students	$ 1,270,053	$ 1,363,137	$ 93,084
792025 Restricted Fund Balance - Emergency Fund	250,000	250,000	-
792026 Restricted Fund Balance - Student Center	150,000	150,000	-
790000 TOTAL FUND BALANCE	**$ 1,670,053**	**$ 1,763,137**	**$ 93,084**
TOTAL EXPENDITURES PLUS FUND BALANCE	**$ 2,253,206**	**$ 2,336,137**	**$ 82,931**

MT. SAN ANTONIO COLLEGE
STUDENT REPRESENTATION FEE TRUST FUND - 72
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	
CURRENT ASSETS					
72000-000000-9110-000000	Cash and Cash Equivalents	$	25,100	$	33,239
TOTAL CURRENT ASSETS		**$**	**25,100**	**$**	**33,239**
CURRENT LIABILITIES					
72000-000000-9500-000000	Accounts Payable	$	-	$	-
TOTAL CURRENT LIABILITIES		**$**	**-**	**$**	**-**
TOTAL NET BEGINNING BALANCE		**$**	**25,100**	**$**	**33,239**
	CLASSIFICATION OF REVENUE				
LOCAL REVENUE					
72000-000000-886000-000000	Interest Income	$	95	$	100
72000-000000-888400-000000	Student Representation Fee		28,000		28,000
72000-000000-888410-000000	Exemption-Student Representation Fee		-		-
TOTAL LOCAL REVENUE		**$**	**28,095**	**$**	**28,100**
		$	**28,095**	**$**	**28,100**
TOTAL REVENUE & NET BEGINNING BALANCE		**$**	**53,195**	**$**	**61,339**

MT. SAN ANTONIO COLLEGE
STUDENT REPRESENTATION FEE TRUST FUND - 72
EXPENDITURES

	COLUMN 1	COLUMN 2 ADOPTED BUDGET 2012-13	COLUMN 3 TENTATIVE BUDGET 2013-14	COLUMN 4 DIFFERENCE BETWEEN COL 2 & 3
DESCRIPTION OF EXPENDITURE				
SUPPLIES AND MATERIALS				
450000	Non-Instructional Supplies and Materials	$ 500	$ 10,000	$ 9,500
470000	Food Supplies	500	2,000	1,500
400000 TOTAL		$ 1,000	$ 12,000	$ 11,000
OTHER OPERATING EXPENSES AND SERVICES				
520000	Travel and Conference Expenses	$ 4,000	$ 20,000	$ 16,000
560000	Contracts, Rents, Leases and Repairs	6,000	3,000	(3,000)
580000	Other Services and Expenses	1,000	4,000	3,000
500000 TOTAL		$ 11,000	$ 27,000	$ 16,000
100000 - 700000 TOTAL EXPENDITURES		$ 12,000	$ 39,000	$ 27,000
FUND BALANCE				
792027	Restricted Fund Balance - Student Representation	$ 41,195	$ 22,339	$ (18,856)
790000 TOTAL FUND BALANCE		$ 41,195	$ 22,339	$ (18,856)
TOTAL EXPENDITURES PLUS FUND BALANCE		$ 53,195	$ 61,339	$ 8,144

MT. SAN ANTONIO COLLEGE
STUDENT FINANCIAL AID TRUST FUND - 74
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14
CURRENT ASSETS				
74000-000000-9110-000000	Cash and Cash Equivalents	$ 58,508	$	58,508
74000-000000-9200-000000	Accounts Receivable	13,761		13,761
TOTAL CURRENT ASSETS		$ 72,269	$	72,269
CURRENT LIABILITIES				
74000-000000-9520-000000	Accounts Payable	$ 24,818	$	24,818
74000-000000-9650-000000	Deferred Revenue	44,624		44,624
TOTAL CURRENT LIABILITIES		$ 69,442	$	69,442
TOTAL NET BEGINNING BALANCE		$ 2,827	$	2,827
	CLASSIFICATION OF REVENUE			
FEDERAL REVENUE				
74062-901500-815000-732000	Pell Grants, 11/12	$ 500,000	$	-
74063-901500-815000-732000	Pell Grants, 12/13	40,000,000		500,000
74064-901500-815000-732000	Pell Grants, 13/14	-		45,000,000
74112-902000-815000-732000	FSEOG Grants, 11/12	650		-
74113-902000-815000-732000	FSEOG Grants, 12/13	500,842		30,000
74114-902000-815000-732000	FSEOG Grants, 13/14	-		500,842
74212-903000-815000-732000	Direct Loans-Subsidized, 11/12	1,441		-
74212-903500-815000-732000	Direct Loans-Unsubsidized, 11/12	2,962		-
74213-903000-815000-732000	Direct Loans-Subsidized, 12/13	1,500,000		-
74213-903500-815000-732000	Direct Loans-Unsubsidized, 12/13	600,000		-
74214-903000-815000-732000	Direct Loans-Subsidized, 13/14	-		1,600,000
74214-903500-815000-732000	Direct Loans-Unsubsidized, 13/14	-		800,000
74223-906000-815000-732000	Direct Loans Parent Plus, 12/13	30,000		-
74224-906000-815000-732000	Direct Loans Parent Plus, 13/14	-		75,000
74901-909800-816000-732000	Veterans Education Chapter 33	5,000		2,500
TOTAL FEDERAL REVENUE		$ 43,140,895	$	48,508,342
STATE REVENUE				
74162-904000-862900-732000	Cal Grants B, 11/12	$ 44,624	$	-
74162-904500-862900-732000	Cal Grants C, 11/12	-		-
74163-904000-862900-732000	Cal Grants B, 12/13	1,500,000		70,000
74163-904500-862900-732000	Cal Grants C, 12/13	20,000		10,000
74164-904000-862900-732000	Cal Grants B, 13/14	-		2,300,000
74164-904500-862900-732000	Cal Grants C, 13/14	-		40,000
TOTAL STATE REVENUE		$ 1,564,624	$	2,420,000
TOTAL REVENUE		$ 44,705,519	$	50,928,342

MT. SAN ANTONIO COLLEGE
STUDENT FINANCIAL AID TRUST FUND - 74
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14
OTHER FINANCING SOURCES				
74113-902000-898001-732000	Interfund Transfers-In, FSEOG 12/13	$ 149,158	$	-
74114-902000-898001-732000	Interfund Transfers-In, FSEOG 13/14	-		149,158
TOTAL OTHER FINANCING SOURCES		$ 149,158	$	149,158
TOTAL REVENUE & OTHER FINANCING SOURCES		$ 44,854,677	$	51,077,500
TOTAL REVENUE, OTHER FINANCING SOURCES, & NET BEGINNING BALANCE		$ 44,857,504	$	51,080,327

MT. SAN ANTONIO COLLEGE
STUDENT FINANCIAL AID TRUST FUND - 74
EXPENDITURES

	COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
DESCRIPTION OF EXPENDITURE		**ADOPTED BUDGET 2012-13**	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**
STUDENT FINANCIAL AID				
750000 Student Financial Aid		$ 44,854,677	$ 51,077,500	$ 6,222,823
700000 TOTAL		**$ 44,854,677**	**$ 51,077,500**	**$ 6,222,823**
100000 - 700000 TOTAL EXPENDITURES		**$ 44,854,677**	**$ 51,077,500**	**$ 6,222,823**
FUND BALANCE				
795005 Unassigned Fund Balance - Student Financial Aid		$ 2,827	$ 2,827	$ -
790000 TOTAL FUND BALANCE		**$ 2,827**	**$ 2,827**	**$ -**
TOTAL EXPENDITURES PLUS FUND BALANCE		**$ 44,857,504**	**$ 51,080,327**	**$ 6,222,823**

MT. SAN ANTONIO COLLEGE
SCHOLARSHIP AND LOAN TRUST FUND - 75
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	
CURRENT ASSETS					
75000-000000-9110-000000	Cash and Cash Equivalents	$	227,818	$	216,488
75000-000000-9200-000000	Accounts Receivable		38,012		38,012
TOTAL CURRENT ASSETS		**$**	**265,830**	**$**	**254,500**
CURRENT LIABILITIES					
75000-000000-9520-000000	Accounts Payable	$	2,043	$	2,043
75000-000000-9560-000000	Amounts Held in Trust for Loans		102,457		102,457
TOTAL CURRENT LIABILITIES		**$**	**104,500**	**$**	**104,500**
TOTAL NET BEGINNING BALANCE		**$**	**161,330**	**$**	**150,000**
	CLASSIFICATION OF REVENUE				
LOCAL REVENUE					
75000-910000-882000-732000	Contribution, Gifts, Grants, Endowments	$	-	$	350,000
TOTAL LOCAL REVENUE		**$**	**-**	**$**	**350,000**
		$	**-**	**$**	**350,000**
OTHER FINANCING SOURCES					
75387-910000-898001-732000	Interfund Transfers-In, AS Student Book	$	23,500	$	23,500
75805-910000-898001-732000	Interfund Transfers-In, AS Dexter MacBride		2,500		2,500
75806-910000-898001-732000	Interfund Transfers-In, AS Mark Minor Memorial		2,500		2,500
75807-910000-898001-732000	Interfund Transfers-In, AS Leadership & Service		3,000		3,000
75808-910000-898001-732000	Interfund Transfers-In, AS Sophia B Clark		3,500		4,000
75848-910000-898001-732000	Interfund Transfers-In, AS ICC Service		4,000		4,000
75916-910000-898001-732000	Interfund Transfers-In, AS Bus Tranportation		4,500		900
75918-910000-898001-732000	Interfund Transfers-In, AS Music		5,000		5,000
75919-910000-898001-732000	Interfund Transfers-In, AS Student of Distinction		10,000		10,000
75922-910000-898001-732000	Interfund Transfers-In, AS Cesar Chavez		5,000		7,000
75923-910000-898001-732000	Interfund Transfers-In, AS Cross Cultural		5,000		5,000
TOTAL OTHER FINANCING SOURCES		**$**	**68,500**	**$**	**67,400**
TOTAL REVENUE & OTHER FINANCING SOURCES		**$**	**68,500**	**$**	**417,400**
TOTAL REVENUE, OTHER FINANCING SOURCES, & NET BEGINNING BALANCE		**$**	**229,830**	**$**	**567,400**

MT. SAN ANTONIO COLLEGE
SCHOLARSHIP AND LOAN TRUST FUND - 75
EXPENDITURES

	COLUMN 1	COLUMN 3	COLUMN 3	COLUMN 4
	DESCRIPTION OF EXPENDITURE	**ADOPTED BUDGET 2012-13**	**TENTATIVE BUDGET 2013-14**	**DIFFERENCE BETWEEN COL 2 & 3**
STUDENT FINANCIAL AID				
760000 Other Student Aid		$ 229,830	$ 567,400	$ 337,570
700000 TOTAL		**$ 229,830**	**$ 567,400**	**$ 337,570**
100000 - 700000 TOTAL EXPENDITURES		**$ 229,830**	**$ 567,400**	**$ 337,570**
FUND BALANCE				
792028 Restricted Fund Balance - Scholarships and Loan		$ -	$ -	$ -
790000 TOTAL FUND BALANCE		**$ -**	**$ -**	**$ -**
TOTAL EXPENDITURES PLUS FUND BALANCE		**$ 229,830**	**$ 567,400**	**$ 337,570**

MT. SAN ANTONIO COLLEGE
OTHER TRUST FUNDS - 79
REVENUE

ACCOUNT DESCRIPTION		ADOPTED BUDGET 2012-13		TENTATIVE BUDGET 2013-14	
CURRENT ASSETS					
79000-000000-9110-000000	Cash and Cash Equivalents	$	395,491	$	547,152
79000-000000-9200-000000	Accounts Receivable		-		-
TOTAL CURRENT ASSETS		**$**	**395,491**	**$**	**547,152**
CURRENT LIABILITIES					
79000-000000-9520-000000	Accounts Payable	$	8,512	$	8,512
TOTAL CURRENT LIABILITIES		**$**	**8,512**	**$**	**8,512**
TOTAL NET BEGINNING BALANCE		**$**	**386,979**	**$**	**538,640**
	CLASSIFICATION OF REVENUE				
LOCAL REVENUE					
79301-366100-882002-709000	Sponsorships	$	5,963	$	75,000
79401-366200-882002-709000	Sponsorships		158,200		15,000
79301-366100-884020-709000	Sales-Souvenir		82,242		85,000
79401-366200-884020-709000	Sales-Souvenir		-		-
79401-366200-884021-709000	Sales-Banquet		-		-
79301-366100-884022-709000	Sales-Entry Fees		139,422		145,000
79401-366200-884022-709000	Sales-Entry Fees		50,000		70,000
79301-366100-884023-709000	Sales-Gate Fees		35,999		60,000
79401-366200-884023-709000	Sales-Gate Fees		-		70,000
79401-366200-884024-709000	Sales-Advertising		5,000		3,000
79301-366100-885200-709000	Booth Rentals		210		300
79401-366200-885200-709000	Booth Rentals		3,000		1,000
79301-366100-888107-709000	Parking Services-Special Events		34,770		13,000
79401-366200-888107-709000	Parking Services-Special Events		15,000		20,000
79301-366100-889000-709000	Other Local Revenues		-		-
79401-366200-889000-709000	Other Local Revenues		-		-
TOTAL LOCAL REVENUE		**$**	**529,806**	**$**	**557,300**
TOTAL REVENUE		**$**	**529,806**	**$**	**557,300**
TOTAL REVENUE & NET BEGINNING BALANCE		**$**	**916,785**	**$**	**1,095,940**

COLUMN 1	COLUMN 2	COLUMN 3	COLUMN 4
	ADOPTED BUDGET	**TENTATIVE BUDGET**	**DIFFERENCE BETWEEN**
DESCRIPTION OF EXPENDITURE	**2012-13**	**2013-14**	**COL 2 & 3**

CLASSIFIED SALARIES AND OTHER NON-ACADEMIC SALARIES

230000 Short-Term Hourly Non-Instructional	$ 87,460	$ 140,500	$ 53,040
200000 TOTAL	**$ 87,460**	**$ 140,500**	**$ 53,040**

EMPLOYEE BENEFITS

330000 OASDI and Medicare	$ 1,970	$ 3,374	$ 1,404
350000 State Unemployment Insurance	963	1,546	583
360000 Workers' Compensation Insurance	1,217	1,955	738
380000 Alternative Retirement Plan	2,624	3,615	991
300000 TOTAL	**$ 6,774**	**$ 10,490**	**$ 3,716**

SUPPLIES AND MATERIALS

420000 Books, Magazines and Periodicals	$ -	$ 100	$ 100
440000 Software	-	-	-
450000 Non-Instructional Supplies and Materials	26,100	24,515	(1,585)
470000 Food Supplies	8,500	4,500	(4,000)
400000 TOTAL	**$ 34,600**	**$ 29,115**	**$ (5,485)**

OTHER OPERATING EXPENSES AND SERVICES

510000 Personal and Consultant Services	$ 15,050	$ 3,000	$ (12,050)
520000 Travel and Conference Expenses	-	6,000	6,000
550000 Utilities and Housekeeping Services	-	1,020	1,020
560000 Contracts, Rents, Leases and Repairs	30,986	80,175	49,189
580000 Other Services and Expenses	245,428	193,012	(52,416)
500000 TOTAL	**$ 291,464**	**$ 283,207**	**$ (8,257)**

CAPITAL OUTLAY

640000 Equipment	$ 16,000	$ 13,550	$ (2,450)
600000 TOTAL	**$ 16,000**	**$ 13,550**	**$ (2,450)**

STUDENT FINANCIAL AID

730000 Interfund Transfers-Out	$ 58,834	$ 44,334	$ (14,500)
700000 TOTAL	**$ 58,834**	**$ 44,334**	**$ (14,500)**
100000 - 700000 TOTAL EXPENDITURES	**$ 495,132**	**$ 521,196**	**$ 26,064**

	COLUMN 2	COLUMN 3	COLUMN 4
COLUMN 1	**ADOPTED BUDGET**	**TENTATIVE BUDGET**	**DIFFERENCE BETWEEN**
DESCRIPTION OF EXPENDITURE	**2012-13**	**2013-14**	**COL 2 & 3**

FUND BALANCE

794005 Assigned Fund Balance-Mt SAC Cross Country Invitational	$ 323,596	$ 544,479	$ 220,883
794005 Assigned Fund Balance-Mt SAC Relays	98,057	30,265	(67,792)
790000 TOTAL FUND BALANCE	**$ 421,653**	**$ 574,744**	**$ 153,091**
TOTAL EXPENDITURES PLUS FUND BALANCE	**$ 916,785**	**$ 1,095,940**	**$ 179,155**

Mt. San Antonio College

Accreditation Midterm Report

Submitted by:

Mt. San Antonio College

1100 N. Grand
Walnut, California 91789

Submitted to
Accrediting Commission for Community and Junior Colleges

June 30, 2013

Due to Commission
October 15, 2013

Accreditation Midterm Report

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

From: William Scroggins, President/CEO
Mt. San Antonio College

1100 N. Grand
Walnut, California 91789

I certify there was broad participation by the campus community and believe this Report accurately reflects the nature and substance of this institution.

Signatures:

_____   _____
William Scroggins, College President/CEO   Date

_____   _____
Manuel Baca, President, Board of Trustees   Date

Virginia Burley   5-9-13
_____   _____
Virginia Burley, Vice President, Instruction &   Date
Accreditation Liaison Officer

Eric Kaljumagi   5/9/13
_____   _____
Eric Kaljumagi, President, Academic Senate   Date
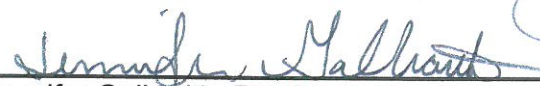
Juan R. Jauregui   5/9/13
_____   _____
Juan Jauregui, President, CSEA 651   Date

Laura Martinez   5/9/13
_____   _____
Laura Martinez, President, CSEA 262   Date

Jennifer Galbraith   5-9-13
_____   _____
Jennifer Galbraith, President, Faculty Association   Date

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Statement on Report Preparation

This Midterm Report was prepared in collaboration with the **Accreditation Leadership Ad Hoc Group**:

Virginia (Ginny) Burley, Vice President, Instruction & Accreditation Liaison Officer
Eric Kaljumagi, President, Academic Senate
Juan (Johnny) Jauregui, President, CSEA 651
Laura Martinez, President, CSEA 262
Jennifer Galbraith, President, Faculty Association
Barbara McNeice-Stallard, Director, Research and Institutional Effectiveness & Administrative
        Accreditation Coordinator
Lianne Greenlee, Project Administrator, Coordination of WASC Related Data Collection and
        Reporting

The Leadership Group was convened in 2012 to spearhead the completion of the Midterm Report. Group members acted as liaisons with College constituencies to gather Midterm Report information and evidence. This effort began in spring 2012 when the Leadership Group met to review and revise a form requesting campus-wide updates on the three recommendations and six planning agendas identified from the Mt. SAC 2010 Self-Study and the ACCJC Team's Evaluation Report.

In fall 2012, the request for narrative progress updates was sent to all managers and chairs of groups/committees identified as key contributors in the data collection process. In October 2012, the Leadership Group met to review the College Midterm Report timeline and completion progress. In early 2013 the Leadership Group participated in the creation and facilitation of campus-wide accreditation presentations (faculty and classified) to increase employee awareness and understanding of ongoing accreditation processes as well as to encourage continual engagement of all constituencies in the Midterm Report development.

Throughout the Midterm Report development the Leadership Group validated data and evidence collected, gave input on narrative drafts, and communicated progress to the College's employees. In April 2013, the campus community was given the opportunity to provide its input. President's Cabinet and the President's Advisory Council reviewed the Midterm Report draft and provided input in April and May 2013. In May 2013, the Group finalized the Midterm Report and submitted it to the Board of Trustees for its review. Board approval of the final copy occurred at the June 2013 Board meeting.

Information about this Midterm Report can be found on the Web at:
http://www.mtsac.edu/administration/accreditation/

Response to Team Recommendations and Commission Action Letter

Recommendation 1
"In order to strengthen institutional effectiveness, the team recommends that the College continue its dialogue with classified leadership to improve classified employee participation in the participatory governance process. It is recommended that the College and classified leadership work collaboratively to implement the components of the planning agendas itemized on pages 3 and 4 of the August 23, 2010 addendum to the self-study and to continue to encourage classified participation by members of the classified service. (Standard IV.A.1, IV.3)"

Planning Agenda
"The College is confident in its current efforts and directions in which institutional leaders create an environment for innovation and institutional excellence. Staff, faculty, administrators, and students, no matter what their official titles, are encouraged to take initiative in improving the practices, the programs, and the services in which they are involved. To further these efforts, the President's Advisory Council will re-visit its current process that it has used since 2004 for evaluating and assuring effective and meaningful participation by classified employees on appropriate committees. A systematic participative process will continue to be used to assure effective discussion, planning, and implementation of College policies and procedures. (Standard IV.A.1)"

Progress
As the recommendation overlaps with the Planning Agenda item as noted above, they will be discussed as one unit. The recommendation is constructive: its purpose is for improvement and it does not imply deficiency. As such, the College will discuss how it has addressed the recommendation, how its work is sustainable, how it continues to meet the accreditation standards, and how it continues to meet the accreditation policies.

The College is committed to maintaining a positive institutional work environment for all constituent groups. For classified employees, the focus has been on avenues for participation that value their contributions in the participatory governance process. Efforts to evaluate and assure effective and meaningful participation of classified employees commenced immediately following the self-study site visit. Initial implementation efforts included a Post-Accreditation Feedback study and a Classified Communication Reflection Summit with both California School Employees Association (CSEA) bargaining units. The Post-Accreditation Feedback study began in November 2010 by inviting all those who served on accreditation teams from 2008-2010 to gather in focus groups for reflection on the self-study development process and to invite suggestions for strategies to improve participation and engagement for the future. Communication structures, committee composition, preparation for participation, and manager support were consistent themes that emerged from focus group discussions (See *Post-Accreditation Feedback Study*). The CSEA Communications Summit was conducted in March 2011 to further explore the communication theme. Summit observations were summarized into a report which was discussed by key membership from the Instruction Office, the Research and Institutional Effectiveness Office, and the Presidents from CSEA 262 and CSEA 651. Potential solutions generated from this meeting were summarized and taken to President's Advisory Council (See *Classified Communication Reflection Summit*).

Several actions have been taken as a result of the Post-Accreditation Feedback study and CSEA Communications Summit. The classified committee for Professional and Organizational Development (POD) was re-started under the title of the Classified Professional Development Committee (CPDC), and its perspective was taken into consideration regarding the design of the campus-wide professional development survey used in spring 2012. CPDC is also tasked with finding ways to increase participation by more classified members of the College, with a focus on those with non-traditional work hours. More professional development opportunities are now being offered specifically targeted to be relevant and of interest to classified employees. These include a regular Classified Conference which began in spring 2012 and New Employee Welcome held three times per year, commencing in fall 2012. Conference topics such as the role and importance of classified participation in the accreditation process have been well received and have highlighted the critical nature of collaboration for innovation and institutional excellence. There has also been a re-awakening of the employee recognition program Valuing Opinions/Opportunities and Identifying and Communicating Employee Successes (VOICES). Objectives of VOICES include the development of tools and processes to improve internal communication, creating communication vehicles to highlight quality improvement efforts and staff achievement, and seeking out "voices" of concern to encourage the formation of solutions. The chair and several committee members of VOICES are classified employees.

On a yearly basis, a Facilities (Team) Planning Summit is organized, with participants including facilities classified employees, managers, and an architect. The last one occurred in March 2013 and focused on the following:

- **The value of shared governance.**
  - The Vice President of Instruction, Virginia Burley, attended the event to discuss the importance of shared governance. It was through this discussion that the group worked on ways to enhance participation in shared governance and to communicate information back to staff and facilities personnel.
- **Training to keep up with changes in technology.**
  - The group discussed how to improve training to keep up with changes in technology to better serve the College. There are numerous training resources in-house that could be communicated to Professional and Organizational Development.
- **How to effectively use the work order system.**
  - School-Dude is the College's work order system. From the discussions, it was important for employees to have hand-held devices to interface in an on-demand way with School-Dude (e.g., receive work order, communicate work order status, add work order, and close off work order). In order to improve the facilities services to the Mt. SAC community, it would be beneficial to have a Web page that would help others better understand the functioning of the department such as how to put in a work order.
- **How to improve the integration of maintenance and operation employees in new projects and building design projects at both the beginning points of the projects as well as the handoff of them to facilities employees**.
  - With new building designs, each department is represented on a team to give a better functional or usable expertise in order to help improve building designs for efficiency. Facilities employees will be participating at different phases of the buildings' completion. There will be more standardized modes of operation and interaction.

Given the success of the Facilities (Team) Summit, the College will work to create more frequent opportunities for information sharing, focused dialogue, and problem solving on critical issues affecting facilities classified employees (i.e., monthly newsletter issues update and department meetings).

Systematic structures for regular communication with classified employees regarding issues and local planning ideas being considered by the College have been implemented. Each week the Mt. SAC President provides campus-wide updates through both email and the College website on pressing issues noted to the Board of Trustees as well as those issues considered and decisions made at President's Cabinet. The President's communications tend to include not only a short narrative, but also links to the full document when available (See *Campus Connection President's Perspective*). This transparency in decision-making has been carried to all participatory governance committees, with the College maintaining a Web page of information, agendas, and minutes available to all. The College's Web update initiative is assisting committees in their efforts to keep materials current and accessible for all in the College community (See *College Committees' website*). Because the College realizes that electronic communication is not the preferred venue for some classified employees, efforts are being made to reach these groups through printed literature of pertinent College documents.

Campus-wide opportunities for dialogue have also improved with a Classified Opening Meeting on Convocation Day and regular Town Hall meetings organized by the College President. Additionally, there are regular meetings for CSEA with Human Resources that provide opportunities for communication and input by classified on negotiable and non-negotiable issues. The VP of Human Resources (HR) retired in fall 2012. CSEA chapters 262 and 651 do not meet, regularly with anyone in HR. Unfortunately, the College is repeating the previous status quo of not bringing items forward before issues begin. The CSEA 262 President does have monthly meetings with the College President, but HR-related issues are not discussed in these meetings. Monthly meetings between CSEA 651 President and the College President are dependent upon CSEA 651 finding an additional representative to participate. The development and implementation of a formal structure for classified employee groups to discuss and resolve non-negotiable issues with the District is in the planning process. Although the College initiated a Classified Mutual Agreement Council (CMAC) in 2011-12, this first attempt at structuring a discussion forum for non-negotiable classified issues was not effective. Efforts to establish stability and functionality of this council have also been hampered by a vacancy in the position of Vice President of Human Resources. The College will use 2012-13 as an opportunity to determine other factors that made CMAC unsustainable and develop recommendations for the new VP of HR to increase its success and effectiveness.

To further institutionalize and strengthen classified employee participation, the College has focused upon collaboration of all employees as a critical component of institutional effectiveness. In May 2012 a campus-wide effort to increase awareness and engagement of employees with the Mt. SAC core values was initiated. Mt. SAC's core values are now visible on the walls throughout the College as a guide to encourage positive interactions. The President has reinforced our commitment to these values through announcements regarding their value and usefulness. Additionally, Vice Presidents and managers have discussed the core values with their employees. While this effort for using the core values as a framework for employee interactions was a focus in 2012, continuation of this emphasis should be woven into ongoing College procedures to increase its sustainability.

Managers play a critical role in supporting classified employee participation in governance. A Managers' Survey that focused on strategies to improve dialogue with Classified was conducted in Spring 2011. The resulting survey report, "Managers' Strategies to Improve Dialogue with Classified," was created as a resource for managers to facilitate a positive and collaborative work environment (See *Managers' Strategies to Improve Dialogue with Classified*). In support of these efforts, the College President and Vice Presidents have given managers explicit direction to be responsive to classified members' needs for involvement in planning processes, especially in the annual unit-level program review. Inclusion of classified employees in planning efforts is evident through a more deliberate engagement of all employees in the Planning for Institutional Effectiveness (PIE) process (i.e., the College's program review process). To enhance this

inclusion, PIE training was offered for all employees to attend in spring 2012. This process has also been supported through the revision of Administrative Procedure (AP) 3250 which has strengthened the role of classified participation in a twice yearly expanded President's Advisory Council assessment of the integrated planning at the College (See *Administrative Procedures* – *AP 3250*).

Additionally, classified employees were added to the list of reviewers for new or revised APs and Board Policies (BPs) to increase classified knowledge of and participation in discussion regarding changes being made. Administrative Procedure 2410 was revised to clarify the process for developing and approving BPs and APs. President's Advisory Council is now playing a stronger role in the flow of approval for all three categories: academic and professional, negotiable, and institutional policies and procedures. The President's Office improved the processing and tracking of new and revised BPs and APs. The President/CEO has reviewed all outstanding BPs and APs and brought them into the review process. President's Advisory Council reviewed and approved several changes in fall 2012.

Management encouragement for CSEA 262 classified employees to participate on committees is evident. Classified employees who have asked to participate on a committee have been supported in their service requests. The CSEA 262 Chapter President sends an email notification to their appointee's manager advising of appointment, meeting date/time commitment, and citation of appropriate collective bargaining agreement language. The CSEA President also advises the appointees to inform their managers directly of any changes or additions to meeting commitments. This has been effective in "breaking the ice" for the employee. It is important to note, some managers still require their employees to find coverage for their time away. A similar process is being developed to increase committee involvement by CSEA 651 members.

In April 2013 the Mt. SAC Classified Senate was honored to be selected as a Model Classified Senate by the California Community Colleges Classified Senate for exercising their role in shared governance with autonomy and professionalism. This award identifies the Mt. SAC Classified Senate as an exemplary organization this is recognized by the College administration as a governance participant, encourages a cooperative working and professional relationship with collective bargaining agents, and is organized to actively engage in the shared governance process.

President's Advisory Council evaluates participation by classified employees on committees through its annual committee review process. As a result there has been deliberate inclusion and participation of classified staff on major committees such as the Facilities Advisory Committee (FAC) and the Information Technology Advisory Committee (ITAC). Efforts have been made to resolve issues that marginalize or dilute participation of classified employees on committees or task-based groups. One theme of responses has been consistent; classified don't feel they are included in the initiation of policies or procedures. In order to keep improving our processes, constituency groups are given the opportunity to share their perspectives on issues at President's Advisory Council, at Board of Trustee Meetings, and at one-on-one meetings with the College's administration. However, both CSEA units believe that fair representation requires equal numbers of representatives. Therefore, CSEA representation should be evaluated for equitability.

In order to facilitate the process of tracking progress on the planning agendas addendum to the self-study and visiting team recommendation, a template was created and used. College and classified leadership have worked collaboratively on implementation. Progress made has been formally documented through completion of follow-up activities.

Analysis of results achieved to date and their sustainability
A review indicates that the College has made many efforts to improve classified members' participation in participatory governance committees. Systematic participation processes have been reviewed and changes implemented to increase classified participation; however, some challenges remain that the College continues to work on. The College is committed to continue its vigilance and evaluation of success in this area in order to ensure that classified employees are engaged in meaningful dialogue and decision making. Based on the aforementioned, the College believes it is meeting the standards. (Standard IV.A.1, IV.3).

Additional plans that have been developed
The College has not developed additional plans to address this recommendation as it believes the current processes are sufficient.

Recommendation 2

"The team recommends that the College review and clarify its student learning assessment terminology to alleviate potential confusion involving "measurable outcomes" and "student learning outcomes." By comprehensively assessing what the College refers to as "measurable outcomes," students and faculty could better understand assessment outcomes. The team also recommends that outcomes should be more easily accessible to students. (IIA.1.c; IIA.2.e, f, IIA.1.6)"

The recommendation is constructive: its purpose is for improvement and it does not imply deficiency. As such, the College will discuss how it has addressed the recommendation, how its work is sustainable, how it continues to meet the accreditation standards, and how it continues to meet the accreditation policies.

Progress
The Outcomes Committee has reviewed and clarified the learning assessment terminology used at Mt. SAC to address possible confusion between measurable objectives (MOs) and student learning outcomes (SLOs). The committee defined and communicated to the campus community that five attributes are essential to ensure SLOs will yield actionable information allowing for improvement: SLOs must be aligned with department goals, central to the course or program, feasible, meaningful for students, and measurable. Measurable Objectives that are written and framed with these five attributes can be used as SLOs. The Outcomes Committee also created a tools section on the outcomes website to provide faculty with detailed support in the understanding and development of SLOs. An assessment guide flow-chart available at this site provides a visual orientation to the process of outcomes development and assessment for improvement of teaching and learning (See *How to write an SLO; Assessment Guide*).

To increase accessibility of outcomes for students, the College created a Web page that links all outcomes in its electronic repository, TracDat, to the Web (See *SLO by Certificate / Degree / Discipline*). Students can find the course and its corresponding outcomes using simple drop-down menu options. On the page, it states that Student Learning Outcomes (SLOs) include general skills, knowledge, or applications which students are expected to demonstrate after completing a course or program of study. The discipline faculty members responsible for a course or program develop these outcomes, as well as measure or assess the students to determine if the outcomes are being met. Communication of SLOs to students also occurs on the syllabus of many courses. Faculty members are now required to include outcomes assessment as part of their 4-year course review process (See *Outcomes Plan*) (aligns with ACCJC rubric on SLOs).

The goal of assessing SLOs is to help improve learning in courses, strengthen curriculum, and improve student success and/or pedagogy. Findings are being used to improve student learning

as demonstrated by the annual program review process called Planning for Institutional Effectiveness (PIE) and examples therein (See *PIE Summary and VPI and VPSS reports*). Annual Presidential Awards for Excellence and Innovation in Teaching and Learning were established by the College President and the Outcomes Committee in 2011 to honor Mt. SAC employees' work in outcome assessment. Presidential awards highlight meaningful use of outcomes assessment and College value for SLOs by recognizing distinguished departments and individuals who have used SLO assessment for the improvement of teaching and learning. (See *Presidential* Awards).

Analysis of results achieved to date and its sustainability
The College's sustainability of outcomes efforts is palpable. There are clear indications from many pieces of evidence of the value placed on its outcomes work and its continued progress and evolution. As outcomes assessment is being included into the College's normal policies and procedures, it is clear that outcomes assessment will be maintained. Some examples of its sustainability are evident in program review (i.e., Planning for Institutional Effectiveness; 4-year course review). Based on the aforementioned, the College believes it is meeting the standards. *(Standard IIA.1.c; IIA.2.e, f, IIA.1.6).*

Additional plans that have been developed
In spring 2013, the Academic Senate reviewed and approved the new Outcomes Assessment Plan for the College. The Outcomes Committee, led by the Outcomes Coordinator, proposed a new plan in greater alignment with the College's current practices in outcomes assessment and provides faculty more authentic assessment directions for the next few years.

Part of the College's work in outcomes assessment also includes streamlining its electronic outcomes repository called TracDat. One of the feature tools that is being refined is faculty members' access to rubrics and how rubrics can be used in more College-wide endeavors such as general education outcomes and program-level outcomes. While a specific plan for this process is embedded in the new Outcomes Assessment Plan for the College, the concept is highlighted here to provide the Commission with a higher-level view of some of the evolutionary changes in the College's view of outcomes assessment.

Recommendation 3
"The team recommends that the College award degrees and certificates based on student achievement of a program's stated learning outcomes. The team recommends that the College be cognizant of the approaching deadline for compliance with this standard. (Standard IIA.1.c; IIA.2.h, i)"

Planning Agenda
"Mt. SAC will create a plan for creating student learning outcomes for all degrees and certificates and monitor the progress and allow for improvements. (Standard II.A.2.i)"

Progress:
As ACCJC Recommendation #3 and Mt. SAC's Planning Agenda under Standard II.A.2.i overlap, they will be discussed as one unit. The recommendation is constructive: its purpose is for improvement and it does not imply deficiency. As such, the College will discuss how it has addressed the recommendation, how its work is sustainable, how it continues to meet the accreditation standards, and how it continues to meet the accreditation policies.

As such, the College will discuss how it has addressed the recommendation, how its work is sustainable, how it continues to meet the accreditation standards, and how it continues to meet the accreditation policies.

Mt. SAC is committed to excellence and student success through its programs and services. In October 2012 the College submitted its Status Report on Student Learning Outcomes Implementation to the ACCJC. The report demonstrated that the College has fully met the ACCJC SLO Proficiency level (See *Mt. SAC Status [Report](#) on Student Learning Outcomes Implementation*).   As per this report, the College has strategically focused on improving its degree/certificate assessment work. This work has been driven by the Outcomes Committee (OC) which is led by the faculty Outcomes Coordinator. The OC created a new Outcomes Plan for 2012-2020 which was submitted for Academic Senate for review in October 2012. Newly proposed elements of this plan include faculty development and submittal of SLO's to the OC for consideration and recommendation when new degrees, certificates, or programs are created. The plan also includes a three to four year rotating cycle of outcomes assessment for all degrees/certificates, and courses (See *[Outcomes](#) Plan*). The Outcomes Committee is using a rubric to randomly evaluate quality of SLOs based on the four-year course review cycle. Results from this evaluation of SLOs will be sent to faculty to inform SLO improvements (aligns with ACCJC rubric on SLOs). The following table indicates the level of improvement in outcomes assessment attained by the College as of April 26, 2013.

Quantitative Evidence on the Percentage of SLOs with Ongoing Assessment of Learning Outcomes			
Level	October 2012	March 28, 2013	April 26, 2013
Courses:	86.62%	89.27%	89.4%
Programs:	65.31%	73.38%	80.89%
Student Learning and Support Activities	93.75%	92.6%	92.6%
Institutional Learning Outcomes or General Education Outcomes:	56%	83.4%	83.9%
Source:	ACCJC College Status Rpt	ACCJC Annual Rpt	Mt. SAC Internal Rpt

To further honor the College's commitment to excellence and student success, the faculty members have systematically developed Student Learning Outcomes which will ensure that when students earn degrees and certificates they have achieved the appropriate learning outcomes. At the first level of development, the faculty reviewed courses carefully to determine learning outcomes that would be appropriate for the course curriculum. This initiative was the first phase in the shift from conceptualizing successful student learning based on earning grades for a course and program completion dependent on simply satisfying a list of courses to a paradigm focused on student achievement of intended outcomes and necessary skill sets required for satisfactory program completion.

The second phase of the initiative is the linking of program-level outcomes to course-level outcomes to ensure that learning goals for all courses contribute to learning outcomes for the program. Faculty have developed stated learning outcomes at the course level to ensure that student achievement is based on what students have learned and not simply on what courses they have taken. This requirement is especially important for programs whose students must take licensing examinations in order to become certified to work in specific career fields. The Instructional Team Planning for Institutional Effectiveness Summary for 2011-12 (Section IV) identifies multiple specific examples of disciplines and departments in which changes to

curriculum, at the course and program level, are made in response to data gathered in learning outcomes assessment. These data provide direct evidence to the faculty of learning goals in which students may need additional time, alternate pedagogy, or different learning modalities in order to achieve learning outcomes that are critical to successful program completion.

An additional effort to ensure that students are achieving learning outcomes can be seen in the College's increased focus on the development of augmented work experience opportunities for students as well as external internship opportunities. The curriculum for career and technical education programs is strongly oriented around hands-on learning in the clinical or laboratory setting so that students are able to learn concepts by applying theoretical knowledge in real world settings or through engagement in laboratory-based learning. Such opportunities are consistently focused on the development of skills and the satisfaction of learning outcomes for programs instead of on a traditional curriculum based primarily on scores earned on class assignments and examination.

An important trend identified in the team PIE report serves as a pertinent example of the focus on preparing students for jobs in industry based on achievement of learning outcomes defined by external industries:

> Advisory Committees have indicated clearly to faculty that "Employers want graduates who have industry experience, industry vetted credentials, and strong interpersonal skills." In response, the faculty have developed work experience opportunities and identified internship sites, as well as providing students with the opportunity to earn industry credentials and take exams as part of the curriculum. In addition, the faculty integrated interpersonal and communication skills in the curriculum.

The College has quantitative and qualitative systems in place for evaluating student learning outcomes (SLOs) for its programs. At this time 88% of College programs have defined Student Learning Outcomes, with 73% demonstrating ongoing assessment. Program outcomes are based on the foundational principle that all courses required for the completion of a degree or certificate contribute to the mastery of the program's learning goals. Every program must identify SLOs that the faculty members determine are required for satisfactory completion of that program. The identified outcomes are documented in the annual program review process; these records are maintained in TracDat. Decision-making at the department level occurs as the product of dialogue on the results of assessment. Decisions are made by faculty to alter course delivery strategies and pedagogy; faculty also make decisions about program and course structure changes to improve student learning, and these curricular changes are reviewed through the curriculum committee. A student receiving a degree/certificate from Mt. San Antonio College will have successfully completed courses required for that degree/certificate. That student, then, would have met the program SLOs as well as the SLOs for each of the courses required for that degree/certificate.

Additionally, the Student Services team has strengthened its training and support for outcomes assessment related to the many services offered. Annually, the Student Services leadership team meets to review their progress toward completing and measuring their Student Learning Outcomes (SLOs). To ensure that their work is accurate, they conduct training sessions in which Student Services managers receive feedback on SLOs submitted, discussions are held regarding the progress of each department in measuring their SLOs, and tools are used to provide greater direction and clarity in how to write and measure SLOs (aligns with ACCJC rubric on SLOs). Student Services lies between the SLO work completed by faculty who teach in the classroom on one end of the spectrum to the measurement of administrative functions from finance to facilities at the other end of the spectrum.

A recent exercise conducted at the Student Services Managers' annual planning meeting was entitled, "Where Oh Where Did My SLOs GO?" Student Services team members reviewed each other's SLOs for accuracy, comprehension and robustness. Discussions focused on why and how to conduct meaningful assessment of the SLO and to report the impact of the assessment. For some departments, there was confusion as to whether their work qualified as an SLO due to the College's reliance on the use of AUOs (Administrative Unit Objectives) as well. For example, Admissions and Records wrote an "AUO" about increasing student's awareness of a new Title 5 regulation on course repeatability. After reviewing the wording as well as the summary of data and use of results, it was decided that this AUO was really an SLO:

> After communicating with and notifying students of the change in College policy regarding course repetition, and their current status, students will understand the policy change and improve their successful course completion.

This was born out in the Summary of Data: *Students who repeated the course during the Winter and Spring 2012 terms, and who had been notified of the new repeat policy, improved their course pass rates by over 5.5%.* Thus, being able to directly and clearly communicate policies and concerns for students' success can have a measurable impact on their course pass rates.

Another example of an SLO was submitted by the Student Health Center:

> Patients will understand and be able to complete follow-up instructions, including use of meds, referrals, home care, etc. provided to them at the time of their visit to the Student Health Center.

The Means of Assessment was through phone calls; 584 calls were made to determine assessment results. Data that was thus collected documented that 45% of the respondents needed further assistance, most notably in the follow through with referral networks. Through reviewing the Use of Results section specific weaknesses were identified and instructions to student patients will specifically include a checklist for students to more easily follow instructions provided to them upon the end of their medical appointment.

Student Services continues to collaborate through the College's planning and governance process to further define and represent a more comprehensive method for measuring student learning and support services outcomes.

The multitude of resources allocated to outcomes assessment demonstrates continued support from administration (e.g., Department Chair Resources). A consistent message that measurement of student achievement is assessed through program-level SLOs has been communicated, implemented, and monitored. Finally, alignment of resource requests with outcomes assessment is evident in program review. The faculty-lead process is also evidenced by Academic Senate's continued support for outcomes work of faculty via its support for the Outcomes Coordinator and the work of the Outcomes Committee.

Analysis of results achieved to date and its sustainability
As noted above, the work of outcomes assessment is integral to the work of the College from the point of view of its policies and procedures. As such, the sustainability of the College's current work is likely to happen. The College will continue to evaluate how the work is progressing and re-evaluate the evaluation process to ensure that quality is being met and there are many opportunities for it to improve student learning. Based on the aforementioned, the College believes it is meeting the standards. *(Standard IIA.1.c; IIA.2.h, i).*

Additional plans that have been developed

The new Outcomes Plan for 2012-2020 provides a direction for the College to follow as it pertains to authentic assessment. Mt. San Antonio College has long distinguished itself as an institution committed to excellence and student success through its programs and services. The aim of the Outcomes Committee (OC) is to create a plan that will strengthen curricula and instructional pedagogies by encouraging faculty to use the outcomes assessment process to improve teaching and learning through regular evaluation and collegial review by faculty practitioners. Implementing formal assessment strategies will help foster a collaborative, dynamic, and iterative process that engages faculty, students, and personnel by improving curricula, pedagogy, and assessment of student progress. Although the College has utilized outcomes assessment in various capacities for nearly a decade, this plan seeks to amplify, develop, and extend current practices with additional initiatives. This plan seeks to continue those practices that have proven beneficial, as well as to introduce new items to further improve the process. Academic Senate approved the plan in spring 2013.

Eligibility Requirements

1. **Authority**

   The authority for Mt. San Antonio College (Mt. SAC) is the Board of Trustees. The Board derives its authority from California Education Code 70902 and governs on behalf of the citizens of the Mt. SAC Community College District (*See Board Policy —BP 2200*). Mt. SAC is evaluated and accredited by the Accrediting Commission for Community and Junior Colleges (ACCJC) of the Western Association of Schools and Colleges. Accreditation authorizes the College to offer and receive Title IV federal funding (i.e., financial aid for students and other federal grants and contracts) and to offer educational courses and programs including awarding of degrees and certificates (See *College Catalog (page 3)*).

2. **Mission**

   Mt. SAC's mission is defined and adopted in Board Policy 1200 and is published in the current Catalog and Schedule of Classes. The mission supports the population served by the College, and it clarifies Mt. SAC's commitment to student learning: *The mission of Mt. San Antonio College is to welcome all students and to support them in achieving their personal, educational, and career goals in an environment of academic excellence.* The Board of Trustees reviews these statements annually at its winter two-day study session. The College's vision and core values serve to support the intent of the mission as well (See *Board Policy—BP 1200; College Mission, Vision and Core Values*).

3. **Governing Board**

   Mt. SAC's governing board is responsible for guaranteeing the quality, the integrity, and the financial stability of the institution as it ensures the achievement of the College mission. The membership of the board is appropriate for it to fulfill all board responsibilities and reflects the interest of its constituents and the public in its activities and in its decisions. None of the board members has ownership or other personal financial interest in the College. The Board adheres to its conflict of interest policy as it dutifully ensures the academic and fiscal integrity of the College (See *Board Policies—BP 2010, 2210, and 2715; Administrative Procedure 2710).* The Board of Trustees determined that under California Law the College is required to move from at-large to zoned-area representation. The number of Board members will be increased from five to seven in January 2014 in order to appropriately represent the Mt. SAC District constituents.

4. **Chief Executive Officer**

Mt. SAC has a Chief Executive Officer (CEO) who has been appointed by the governing board per Board Policy 2430 (See *Board Policies—BP2430*). The CEO has full-time responsibility, administers board policies, and does not serve as the chair of the governing board.

5. **Administrative Capacity**

Mt. SAC has 67 administrative staff (Fall 2012 IPEDS) to support the services necessary to carry out the College's mission. Their preparation and experience is scrutinized through rigorous Management Employee Selection Procedures delineated in Administrative Procedure 7122 (See *Administrative Procedures- AP7122*).

6. **Operational Status**

Mt. SAC serves students who are actively pursuing its degree and certificate programs, as well as life-long learning goals.

7. **Degrees**

Mt. SAC offers a wide range of educational programs, 91 of which lead to Associate Degrees. 27,160 of Mt. SAC students are enrolled in degree-applicable courses (See *College Catalog – see Associate Degrees on pages 61-95).*

8. **Educational Programs**

Mt. SAC's degree programs fit its mission and are based on recognized higher education fields of study. These programs are sufficient in their content and length of study required (See *Educational Design Committee; Curriculum and Instruction Council*). Instructors are contractually obligated to teach to the standards of their disciplines and to honor the official course outline of record, both of which ensure that courses focus on identified student outcomes and are conducted with quality and rigor (See *Agreement--Mt. San Antonio College District and Faculty Association Article 18.B.,Teaching Faculty Performance Expectancies*) 91 degree programs are two academic years in length (See *College Catalog*). In 2012, the College added language to the Administrative Procedures and Board Policies on prerequisites that mandate discipline faculty follow the course outline of record.

9. **Academic Credit**

Mt. SAC awards academic credit based on accepted practices of higher education per Administrative Procedures 4020, 4070, and 4080 Catalog Section Three: Credits and Grades (pages 12-14) (See *Administrative Procedures—AP 4020, 4070, and 4080; College Catalog).*

10. **Student Learning and Achievement**

Mt. SAC defines student learning outcomes (SLOs) for all of its courses and programs. SLOs are documented in the electronic hosting system, TracDat. Course, program, and general education outcomes information is also available in the College Catalog. The assessment of these outcomes is documented in the annual program review process which ensures that students completing the College's courses and programs (i.e., degrees and certificates) are achieving these expected outcomes (See *College Catalog*; *Outcomes Web page*).

11. **General Education**

Mt. SAC's degree programs feature a component of general education that ensures breadth of knowledge and promotes the academic inquiry of its students per *Administrative Procedures* 4070 and 4080 (See *College Catalog--Section Eight: General Education Requirements and Philosophy (page 62); College Schedule of Classes--Graduation*

Requirements (pages 41-42)). Mathematics, Reading, Writing, and Speaking Competency requirements are also stipulated in the above documents. The College has learning outcomes for the students who complete its general education pattern. The College's General Education program is scrutinized for rigor and quality by the Curriculum Committee (See *Educational Design Committee; Curriculum and Instruction Council*).

12. Academic Freedom

At Mt. SAC, both intellectual freedom and independence are guaranteed per Board Policy 4030 and Administrative Procedure 4030 (See *Board Policies; Administrative Procedures; College Catalog--Section Three: Attendance and Enrollment*).

13. Faculty

Mt. SAC has 406 full-time faculty members (Fall 2012 IPEDS) who have met California State mandated minimum qualifications and thus are qualified to conduct the institution's programs. Faculty duties and responsibilities are clearly outlined in the Faculty Contract Article 18.B. - Teaching Faculty Performance Expectancies (See *Agreement--Mt. San Antonio College District and Faculty Association*).

14. Student Services

Mt. SAC provides student services that are supportive of student learning for all of its students per Board Policies 5010-5560 and Administrative Procedures 5010-5550 in alignment with its institutional mission (See *Board Policies; Administrative Procedures; College Catalog--Section Two: Matriculation and Section Four: Student Services and Student Life*).

15. Admissions

Mt. SAC adheres to admission policies (per Board Policy 5010 and Administrative Procedure 5010-5012) in support of its mission that identifies the qualifications of students who are suitable for its programs (See *Board Policies; Administrative Procedures*).

16. Information and Learning Resources

Mt. SAC provides to its students sufficient information and learning resources and services in support of its mission and all educational programs (See *College Catalog--Section 5: Instruction and Learning Resources (page 23), and College Schedule of Classes: Campus Services (page 34)*).

17. Financial Resources

Mt. SAC budgets and financial statements document financial resources which adequately support its student learning programs and services, assure financial stability, and provides for ongoing improvement in institutional effectiveness (See *Board Policies--BP 6200*). Ongoing budget cuts are done primarily through reductions in status quo line items, not filling vacant positions, and gaining efficiency. For efficiencies, President's Cabinet evaluates College practices in areas like copying and printing and operation of units like the Wellness Center and the Child Development Center. One-time or limited duration budget cuts were for big ticket items such as paying retiree health premiums out of the trust and doing without technology or scheduled maintenance projects until Measure RR funds become available.

18. Financial Accountability

On April 1st of each year, Mt. SAC contracts with an independent Certified Public Auditor. The audit is conducted in accordance with standards applicable to financial audits contained in Governmental Accounting Standards Board Statements Numbers 34 and 35 using the Business Type Activity Model recommended by the Chancellor's Office committee on Fiscal

and Accountability Standards, and it follows the guidelines and requirements as set forth in the California Community Colleges "Contracted District Audit Manual" (See *Audit Reports*).

19. Institutional Planning and Evaluation

Mt. SAC evaluates and publicizes how well it is accomplishing its purposes via its mission statement. It has evidence of planning for improvement in all areas. The institution assesses the progress it has made in achieving its goals and uses an evaluation cycle and planning tied to resource allocation to make decisions for improvement (See *Planning for Institutional Effectiveness*; *Annual Report; College News and Press Releases; Student Learning Outcomes progress reports*). The College engages in campus-wide assessment of student learning outcomes with results used for program improvement (See *Mt. SAC Status Report on Student Learning Outcomes Implementation*).

20. Public Information

Mt. SAC publishes its catalog and schedule, and uploads on its website, precise and up-to-date information on the following:

- Official name, address, telephone number(s), and website address of the institution (See *College Catalog (page 30*)
- Educational mission (See *College Catalog--Section One: The College*)
- Course, program, and degree offerings (See *College Catalog--Section Seven: Programs of Study Leading to a Certificate (page 28); College Catalog--Section Eight: Programs of Study Leading to an Associate Degree (page 61); College Catalog--Section Ten: Course Descriptions (page 108)*)
- Academic calendar and program length (See *College Catalog--College Calendar (page vi)*)
- Academic freedom statement (See *College Catalog--Section 3: Academic Policies and Requirements (page 11)*)
- Available student financial aid (See *College Catalog--Section Four: Student Services and Student Life (page 19)*)
- Available learning resources (See *College Catalog--Section Five: Instruction and Learning Resources (page 23)*)
- Names and degrees of administrators and faculty (See *College Catalog--Section Thirteen: Faculty and Academic Administrators (page 251)*)
- Names of governing board members (See *College Catalog--Section One: The College (page 2)*)
- Admission requirements (See *College Catalog--Section Two: Matriculation* (page 6))
- Student fees and other financial obligations (See *College Catalog--Section Two: Matriculation (page 6)*)
- Degrees, certificates, graduation, and transfer requirements (*See College Catalog--Section Seven: Programs of Study Leading to a Certificate (*See *page 28); College Catalog--Section Eight: Programs of Study Leading to an Associate Degree (*See *page 61); College Catalog--Section Nine: Transferring to California Colleges and Universities (*See *page 97)*)
- Academic regulations, including academic honesty (*See College Catalog--Section Twelve: College Policies and Notices (*See *page 245)*)
- Nondiscrimination policy (*See College Catalog--Section Twelve: College Policies and Notices (*See *page 246)*)
- Acceptance of transfer credits (See *College Catalog--Section Two: Matriculation*)
- Grievance and complaint procedures (See *College Catalog--Section Twelve: College Policies and Notices (*See *page 245)*)
- Sexual harassment policy (See *College Catalog--Section Twelve: College Policies and Notices (*See *page 246)*)

- Refund of fees (See *College Catalog--Section Two: Matriculation (*See *page 8))*
- Student Learning Outcomes (See *SLO by Certificate / Degree / Discipline*)

21. Relations with Accrediting Commission

Mt. SAC adheres to the eligibility requirements, the accreditation standards, and the policies of the Commission. The College fully agrees to disclose any and all information required by the Commission (See *Board Policies--BP 3200*). The disclosure of the College to the Commission is always honest, timely, and accurate in accordance with Commission policy.

Accreditation Standards and Commission policies

The last accreditation visit was in 2010, and since that time Mt. San Antonio College (Mt. SAC) has continued to evaluate and improve institutional effectiveness in many areas including program review, enrollment management, student services operations, completing buildings (new and remodels), and aligning the Auxiliary Accounts with the College's fiscal processes, to mention a few. Throughout those years, the College has used a strategic planning model, provided support for the faculty-led student learning outcomes process, and ensured that the College mission and goals drive the work of the institution and that the budget reflects the current and projected fiscal situation. The College has done tremendous work to address the severe and unstable budget situation and continues to maintain a viable fiscal situation while improving institutional effectiveness.

I.A. Mission

The mission, vision, and core values continue to be central to the College's work. The mission drives all planning activities at the College as reflected in PIE reports, annual updates of the strategic plan, and focused plans such as the 2012 Mt. SAC *Student* Success Plan. The vision statement was used to organize the 2012 Strategic Plan goals into thematic groups. The core values have been posted around campus and were of great help in discussions leading to enhanced participation of classified staff.

Mt. SAC's mission statement is approved by its Board of Trustees and is published in many public places (See *Mt. SAC Mission, Vision and Core Values Web page*; *College Catalog*; *Schedule of Classes*). Using a participatory governance process, the President's Advisory Council regularly reviews and suggests revisions to the College's mission statement. The mission statement is then forwarded to the Board of Trustees for its consideration and approval. The mission statement was officially adopted by the College and approved by the Board of Trustees on April 8, 2008. The mission statement was subsequently reviewed by President's Advisory Council on January 5, 2011 with no suggested changes. "The mission of Mt. SAC is to welcome all students and to support them in achieving their personal, educational, and career goals in an environment of academic excellence" The mission and vision statements were placed throughout the College. The College's planning documents (e.g., program review (Planning for Institutional Effectiveness (PIE)), Educational Master Plan, etc.) also contain the College's mission statement, as it is the mission statement that drives the programs and services offered. The College's educational purpose, intended student population, and commitment to learning are outlined in the mission statement. Through the PIE planning process, the mission statement is a focal point of discussion as divisions; departments discuss division accomplishments and ongoing program priorities in relationship to accomplishment of the College mission statement and goals (e.g., annual advisory group retreats, facilities planning meetings).

The College meets each of the sub-standards.

I.B. Improving Institutional Effectiveness

As early as 2003, the College began its in-depth work on outcomes assessment. The College offers many examples of its efforts to create and to support student learning. Assessing outcomes (i.e., student learning outcomes (SLOs) and general education outcomes (GEOs)) and using the assessment results for improvement are the core of the College's Planning for Institutional Effectiveness (PIE) process, which is the College's program review (PIE) model (See *PIE*). The evidence of the College's achievement of SLOs can be found in the outcomes Web page (See *Outcomes Web page*). Like SLOS, GEOs are included in PIE and follow a systematic evaluation process. An added component of GEOs is the need to bring together faculty from specific GE areas to discuss the culmination of their findings across courses and to make evaluative, use of results, decisions based on these findings.

Mt. SAC uses the PIE process and the Budget Committee's resource allocation model as its central methods for identification of and allocation of resources (monetary and nonmonetary) effectively to support student learning. Based on an analysis of PIE results and strategic actions needed to accomplish their goals, units/departments describe the resources needed and link requests (as appropriate) to unit, to team, or to College goals. The PIE model is the central vehicle for formal planning and evaluation at Mt. SAC (See *PIE documents* (archive)). The College recognizes that planning exists in other venues and for various specific purposes outside of PIE (e.g., grant project planning and evaluation, basic skills, Vocational Technical Education Act (VTEA), etc.). As much as possible, the College requires that elements of those activities be incorporated by the appropriate units into their institutional PIE documentation as well. Recognizing that the College's current budget model allocates most non-categorical funding at the team level (and requires that teams produce documentation of their individual budget allocation models and processes), the PIE process incorporates the addition of team goals. As teams align their unit planning and resource allocation requests to team goals, the College further strengthens the alignment and integration between planning and resources (See *PIE documents* (archive)). It is through the PIE program review process that the College can demonstrate evidence of institutional and program performance.

The PIE process allows for documentation of progress achieved. Through the use of self-reflective dialogue, external and internal data, and assessment, the departments/units can evaluate their courses, programs (i.e., degrees and/or certificates), and services. Some areas such as Student Services complete measurement of outcomes in all area from SLO work completed by faculty who teach in the classroom to measurement of administrative functions including financial aid. The PIE process is inclusive and allows for yearly exploration of all major initiatives of the department and a report out to the manager, who in turn summarizes his/her areas' achievements, provides feedback to the area, and reports to his/her respective vice president.

The Vice Presidents then summarize their areas and provide an overall evaluation of the progress of their areas with a synthesis and analysis that leads not only to a better understanding of each department/ unit, but also to a better understanding of a higher level review of the work of the College. It is through this institutional-wide process that the College begins to understand, on a yearly basis, thematically, the internal and external conditions facing the College, the data issues and results achieved, and how departments/units are using data for improvement. These vice president reports are given to the Institutional Effectiveness Committee (IEC) which evaluates and summarizes them and produces an annual report.

The evaluation report includes improvements for the next PIE cycle as well as recommendations for changes to the College goals and College processes. In addition to the vice presidents' reports, added to the mix are the results of the year's strategic objectives. Using the plethora of information related to the College's mission statement and goals, IEC compiles

the information and also makes recommendations for the next year's strategic objectives. The compendium of information is placed on the College's website for all to view, and a notice is sent via campus email to all employees indicating its existence and the next year's PIE reporting format.

The Research and Institutional Effectiveness (RIE) department makes information publically available through the electronic Mt. SAC Fact Book (e.g., survey results) as part of a focus to support Mt. SAC employees in understanding what internal and external information is available and how to use it for program evaluation and improvement purposes. RIE works with all requestors to guide them in their use of these varied data sources and provides them with specific research for cohort tracking as well as specialized research such as placement test validation.

The College meets each of the sub-standards.

II.A. Instructional Programs
Mt. SAC offers over 1,500 courses for students in areas that enable students to transfer to four-year universities, in disciplines that prepare students for careers, and in topical areas focusing on basic skills development. The College offers Associate in Arts degrees and Associate in Science degrees, as well as both with a transfer focus. Also offered are Skills Certificates (low unit), Certificates of Achievement, as well as Certificates of Competency and Certificates of Occupational Training in Continuing Education. The College has aligned its general education requirements with the California State University (CSU) system general education requirements to enable students to seek associate degrees while simultaneously completing transfer requirements. The College's general education course options give students courses in multiple areas deemed to be of high value to a general education degree. Regular institutional review of courses in general education and all programs carefully considers evidence that teaching and learning strategies are consistent with stated curriculum topics and that courses meet the requirements of the CSU and University of California (UC) systems for articulation. The College supports the faculty in ensuring that courses in their respective disciplines remain current, as certified by review of the Educational Design Committee and Academic Senate approval, and that they are regularly assessed in a systematic and well-documented annual program review process.

The Continuing Education Division recognizes the importance of providing students with a comprehensive system of programs and support services to ensure student success. Many of the students served through its noncredit programs are there because they need additional or specialized support in order to improve their chances of academic or career success. Students wishing to enroll in Adult Basic Education, Short-Term Vocational, or English as a Second Language (ESL) classes first complete required assessment and orientation processes prior to registering. Admissions, assessment, and orientation services take place at the program locations, enabling students to have an easy transition into classes in the same buildings. The location of noncredit student services within the programs also encourages students to access those services, since they are highly visible to students as they go to class (See *Continuing Education*).

Pursuant to Academic Senate Resolution 2011-16 Distance Learning Plan and Support, the Distance Learning Committee is drafting a Distance Learning Plan (DLC) that includes a continuous discussion with faculty regarding disciplines/courses are not currently offered in an online or hybrid delivery mode. A student survey on distance learning needs and interests was implemented in Spring 2012; results indicate a high student interest in being able to complete a full degree through online courses. The Distance Learning Committee is considering inclusion in its DL Plan of such activities as showing faculty what is possible to be taught online, communicating with faculty on courses that can be converted into DL mode, and informing

departments and faculty whose courses if made into DL can fill the "gaps" towards a full degree online. The DL plan is going through the shared governance process.

Student Learning Outcomes assessment is required for every academic department, instructional program, and student services and support department. Assessment of student outcomes and performance forms the foundation for demonstrating the integrity of programs and services, guides curriculum development, and ensures that all resources including instructional space, technology, and support staff are adequate.

The act of assessing SLOs is the formalization of the thought processes that occur to all faculty engaged in teaching and learning activities; how do I know, unequivocally, that students understood the concept? When engaging in dialogue about SLOs, the following five attributes are essential to ensure the SLO will yield actionable information allowing for improvement:

- Alignment: SLOs must be aligned to department goals. Department goals are the educational outcomes departments are actively attempting to achieve.
- Central: Outcomes must be central to your course, program, or service.
- Feasible: Look at resources (human, time, technological, etc.) and determine whether the outcome and its assessment is feasible. Is it likely that the process could be accomplished?
- Meaningful: How important is the outcome to the course, program, or service?
- Measurable: SLOs must be measurable to yield actionable data.

More often than not, **measurable objectives at Mt. SAC are written and framed identically to SLOs.** If this is the case, measurable objectives can be used as SLOs.

To address issues regarding academic department reorganization, a new Administrative Procedure was created to ensure that the department structure is monitored and that a process is used to engage collaborative discussion for those involved in the possible reorganization (See *Administrative Procedure 3110*).

Mt. SAC demonstrates its integrity with the depth and breadth of its quality advertising. The College ensures that what it advertises is accurate and ethical. The College's Web pages are the primary source of information for its prospective and current students. The College allows all departments to maintain their Web pages and provides support resources as needed. Mt. SAC has expanded its advertising to students through its use of social media and uses applications and portal technology for its communications.

The College meets each of the sub-standards.

II.B. Student Support Services

The College mission is to serve and support all students in achieving their personal, educational, and career goals in an environment of academic excellence. Student Services actively supports the College mission through the mission of Student Services: "Through teamwork, passion and collective experiences, Student Services is dedicated to serving students and helping them achieve excellence and success." The cornerstone of Mt. SAC's student support services is based on a philosophy of access, inclusion, and success. Student Services uses an Access, Participation, Progress, Persistence and Success or, simply, "APS" model for defining its comprehensive, linked service delivery model, including integrated department goals and Student Learning Outcomes. Additional division-wide goals define the operational and administrative direction of Student Services related to planning, improving efficiency, data collection, research, professional development, and technological

enhancements. Collectively, Student Services offers a wide array of services to students to provide access and a pathway to entering the College, support for matriculated students in persisting, making progress, and participating in the life of the College, and direction for students moving into career positions, graduating, and transferring. Additionally, several unique interventions and support programs have been designed to address the distinct needs of special populations of students. Distance Learning students are also supported with their service needs (See *Distance Learning*).

Student Services utilizes multiple methodologies to develop and to establish services and programs to address the unique attributes of the College's student population. Individual department evaluations, division-wide planning meetings, quantitative studies, program review (PIE), annual categorical reports, college-wide surveys (CIRP, CSSEE, Graduation Survey) and College-wide plans such as the Matriculation Plan, Student Equity Plan, the Mt. SAC Student Success Plan, Educational Master Plan, and the Basic Skills plan are used to inform Student Services regarding the needs of the College's student population. The Cooperative Institutional Research Project (CIRP) survey of incoming freshmen students along with reports such as assessment (placement test) result trends and orientation surveys provide critical insight to understanding the incoming students.

Several key governance committees regularly examine data and reports to review issues and concerns related to diversity, equity, and student success. The Student Equity Committee examines data on student equity in terms of basic skills, disability, English as a second language, race/ethnicity, and gender on issues of access, course completion, and certificate and degree attainment. The Student Equity Committee uses the data to inform the campus community about the state of student success.

As a proactive step related to state-level discussions of student success, a widespread effort to engage the campus community in planning processes for student success was initiated in spring 2011 by the College's Student Preparation and Success Council (SP&S) and co-sponsored by Mt. SAC Basic Skills Coordinating Committee (BSCC). Over 60 faculty, administrators, staff and students took part in the discussions about developmental aspects of student learning – goal development, student engagement, development of soft skills, and assistance for students in clarifying the expectations of College. These discussions led to the development of a general framework for a Mt. SAC Student Success Plan. Ten key concepts and three major theme areas were defined. The themes included engagement, persistence, students' own goals, and completion of basic skills course sequences.

The College meets each of the sub-standards.

II.C. Library and Learning Support Services
The Mt. SAC's Library is an extension of the classroom. It is a learning environment in which students learn the skills essential for information literacy: framing research questions, conducting searches, locating sources, evaluating the credibility and usefulness of those sources, and citing those sources for their research projects across the College curriculum. The Library provides a variety of print, electronic, and digital resources that serve students, faculty, and staff, whether they are working on or off campus. Electronic resources, which are accessible remotely 24 hours a day, continue to become an ever more vital part of the collection.

The Library participates in College events with faculty members regularly contributing to presentations at annual Flex Days and student events, such as the ESL Career Conference and New Student Orientation.

There is a continued need to recognize the Library as a valuable resource and participant in student life at the launch of new programs, services, and events. Full-time library faculty collaboratively developed the Collection Development Policy and Guidelines which establishes a 3-year review cycle. These, along with processes for library staff sign-off on new instructional programs and substantial change to programs ensure that the Mt. SAC Collection supports the curriculum.

Additionally, as a result of strengthened communication between the Library and Instruction office, Library faculty have worked with subject faculty that are developing degrees and certificates to identify informational research needs. These partnerships have helped Library faculty identify collection strengths and weaknesses so as to target their collection development activities, including selection and weeding, to specific subject areas. Having face-to-face meetings with subject faculty also provides Library faculty with an opportunity to demonstrate the use of electronic resources and to market the Library's instructional offerings.

The Library and Learning Resources Division continues to work to measure SLOs and AUOs to systematically assess services. Focal areas include: Information Competency Classes, Reference Desk, Research Workshop, Resources and Services, and Tutoring.

The College's Online Learning Support Center (OLSC) provides many opportunities for faculty to engage with technology in an online format. The College switched from Banner to Moodlerooms as its Learning Management System (LMS). The administrative unit objective (AUO) for OLSC includes a faculty survey to determine how useful the workshops are for their purposes.

The Learning Assistance Center, within the Library and Learning Resources Division, collaborates with all College tutoring centers to expand services to students, create meaningful assessments for program improvements, and support instruction across the curriculum. One collaborative project includes examining how tutoring helps students who are repeating courses. Preliminary data from Fall 2012 shows that students repeating a course will be 14% more likely to pass the course if they participate in tutoring.

The number of students who used online tutoring for math and science courses grew from 279 students in 2010-11 to 405 students in 2011-12. These students participated in 53 synchronous sessions, 52 asynchronous (question and answer) sessions, and 107 visits to archived sessions. The Writing Center has also launched an online tutoring component, which has shown high rates of participation.

Based on ACCJC' Team Evaluation report, the College was asked to create more "robust" assessments and data showing the impact of academic support on student success. The LAC's Tutorial Services revised its assessments to show how tutors and students master math concepts after participating in training or tutoring. Faculty teaching the tutor training courses for the tutoring of writing and math and for the training of supplemental instructors in a number of tutoring centers, including the LAC and the Writing Center, have also developed measurable SLOs for these courses. The Learning Lab (instructional computer lab) also implemented an SLO to illustrate the learning taking place during computer-based assignments. These assessments and others continue to be refined to examine student learning and the influence of academic support services. The Writing Center and the LAC have developed administrative unit objectives (AUOs) regarding success of basic skills students and carried through these outcomes through several complete cycles of assessment. In most cases, these programs are showing a 5-20% increase in success outcomes for basic skills students.

The College meets each of the sub-standards.

III.A. Human Resources

The institution employs qualified personnel that fully support student learning programs and services. Human Resources manages, monitors, and evaluates a highly structured set of policies and procedures for recruiting and hiring personnel. The policies and procedures are based on the mission of the College, on institutional effectiveness, and on the in-depth job descriptions and announcements for positions. Job descriptions describe in detail the roles, responsibilities, and requirements for all positions. Before positions are advertised, President's Cabinet discusses need and funding, always using planning data and reports in deciding whether or not to open positions. Mt. SAC has clearly established evaluation procedures for all personnel, including the Board of Trustees, the College President/ CEO, managers, faculty, and classified staff (See *Agreement—Mt. San Antonio College District and CSEA 262; Agreement— Mt. San Antonio College District and CSEA 651; Agreement—Mt. San Antonio College District and Faculty Association; Administrator Evaluation Form*).

The College's commitment to diversity is evident in activities, events, programs, and celebrations highlighting the significant educational role played by College employees of diverse backgrounds (See *Administrative Procedures*). The Campus Equity and Diversity Committee recently completed the District Equal Employment Opportunity Plan. The Committee has expanded focus to assess the campus culture on issues related to diversity. A major concern of the committee is the development of training to strengthen the College's commitment to diversity.

The Professional and Organizational Development (POD) department provides widespread opportunities for professional development based on assessment of Mt. SAC employees' needs through annual surveys and workshop evaluations. Employee needs are identified as immediate, high-demand, moderate-demand, and low-priority items. Using a campus-wide POD survey as well as conversations within the Professional Development Council, with input from the Classified Professional Development Committee and the Faculty Professional Development Committee, the professional development offerings are developed in response to stated employee needs. Additionally, effective online training is offered in areas such as Disabled Student Programs and Services and Skills and Pedagogy for Online Teaching. POD is continuing to focus its efforts on identifying existing and future workshops to be offered in an online format.

Mt. SAC is currently in the process of conducting a Classification and Compensation Study using and outside vendor - Koff & Associates, Inc. This purpose of the study was to conduct a thorough review of the classification structure for classified, confidential, supervisory, and management employees. An intensive part of this review requires the College to update and develop objective classification descriptions that are legally compliant (including FLSA and ADA requirements), internally aligned, reflective of contemporary standards, and accurately reflect current roles, responsibilities, duties, and qualifications. A secondary responsibility is the negotiation with the respective bargaining unit to codify these descriptions. Additionally, there will be a review of the College's compensation structure for the studied positions.

The College meets each of the sub-standards.

III.B. Physical Resources

The Mt. SAC physical plant consists of 85 structures on a campus of 421 acres. Of the campus structures, 57 are designated as academic buildings, with the remaining 28 utilized for administration, for operations, and for farm uses. There are 27 major teaching facilities ranging in size from 10,000 gross square feet to just over 100,000 gross square feet. Most structures are single story, but as the campus matures, multi-story facilities of two, three, and even four stories are becoming more prevalent. The physical space totals over 1,370,000 gross square

feet (gsf) with the total assignable teaching space approaching 950,000 square feet (sf). Most of the College facilities were built in the 1940 to1970 era, with only two significant new buildings added during the 1990's. Despite growth in the number of students served from 18,800 FTES in 1974 to 32,300 FTES in 1999, the College was unsuccessful in passing facilities improvement bonds in 1997 and 1999. With the passage of Proposition 39, the community approved a $221 Million facilities bond (Measure R) in November 2001 with 17 listed projects. Of the 17 Measure R projects, 13 have been completed, 1 has been partially completed (phase 1), and 2 are currently under construction. Subsequent planning efforts resulted in the cancellation of two projects. Four of the original Measure R projects were moved forward into the 2008 facilities bond, Measure RR, due to insufficient funds. Over the last three years, a number of temporary structures have been removed and several new facilities have been completed, bringing the total building square footage to just over 1,500,000 sf while reducing the actual number of buildings to just over 80. The new facilities include the Agricultural Sciences facility, a new 48,000 sf laboratory building with specialized spaces for teaching plant and animal sciences, veterinary technology, and other agricultural disciplines, and a Design Technology Center, a new laboratory facility that includes 14 specialized laboratories, informal space for student collaboration and study, and a 400 seat assembly space. Several other facilities have been modernized or otherwise improved to increase space utilization, add technology, and improve accessibility. As of Spring 2013, new facilities for Food Service, Student Services and Counseling, and an emergency operations center are nearing the end of the design phase with construction scheduled to begin in 2013 or early 2014. Later in 2013, the 38,000 sf Child Development Center will be occupied, adding new teaching space and child care facilities that feature observation spaces for student interaction and instruction.

Measure RR was overwhelmingly approved in 2008 (See *Bond Measure RR Announcement; Bond Measure RR Success*), allowing bond sales on $353 Million for construction, equipment, and debt retirement. Special attention has been paid to instructional equipment, sustainability, and infrastructure upgrades throughout the planning of this phase of the campus building program. In addition, allowances have been made to minimize the effects of construction cost escalation on the planned final outcome of the individual projects. The College's growth planning allows it to provide the needed physical resources for its students. The College meets each of the sub-standards. Early in 2013, the Board of Trustees approved the 2012 Master Plan update, and gave direction to issue bonds to fund several of the facilities projects listed in the Master Plan. Between 2013 and 2017, the College will spend over $200 million to improve facilities, infrastructure and technology in several specific areas. The most significant new facility will be the Business and Computer Technology center, which will house business disciplines such as accounting and management, business administration, computer information systems, and consumer science and design technologies. The facility will replace a number of 1940's era buildings and will result in a net increase in building space of up to 50,000 sf. Other funded projects include the renovation of the athletics complex, a 2000+ space parking structure and extensive infrastructure improvements. The College will continue to focus on sustainability by utilizing the LEED program for new construction projects, and energy efficiency as on campus renewable power generation is considered.

The College meets each of the sub-standards.

III.C. Technology Resources
Technology resources are used to support student learning programs and services and to improve institutional effectiveness. The College has an Information Technology (IT) staff of more than 70 full and part-time employees, with a budget for repairs and upgrades. The College also has many technicians assigned to labs and areas across campus to help with technology-related issues for student learning programs and services. The College's outcomes repository system is electronic, TracDat, and is supported behind-the-scenes with technical assistance as

well as up-front through trainings offered by the Computer Services Coordinator. The Computer Services Coordinator also provides technical assistance to the Institutional Effectiveness Committee (IEC) as it oversees program review and to the Outcomes Coordinator and the Research and Institutional Effectiveness department as they oversee outcomes assessment.

The Information Technology Advisory Committee (ITAC) reviewed and edited the Technology Master Plan (TMP). Information Technology participated in the Educational Master Planning Summit on October 26, 2012 to review the links between the TMP and other College plans. ITAC's goal is to complete the new TMP by June 2013.

Technology planning is integrated with institutional planning through the PIE program review process. The TMP outlines how resources are used to support student programs and services. The TMP is intended to integrate with all institutional planning as well as to integrate into the Educational Master Plan and the Facilities Master Plan. The TMP embodies this integration and allows for an evaluative component. The planning, acquisition, and support of technology at the College comes from a variety of processes. One of the College's goals is to utilize and to support appropriate technology to enhance educational programs and services. Technology support provided by the institution meets the needs of learning, of teaching, of College-wide communications, of research, and of operational systems.

The Mt. SAC Web Improvement Project kicked off in March 2012. The Web Team focused on cleaning up broken links, eliminating incorrect or outdated content and moving departments to the OmniUpdate content management tool. As of September 2012, the Team has reduced broken links by 75%, implemented stale reminders to notify owners of old content, and migrated pages to the new OmniUpdate template. They have held more than 20 Web workshops and trained more than 100 staff members on how to maintain their own Web pages.

The College's MountieAPP for iPhone, Android, and Blackberry smartphones was launched on June 1, 2012 providing students with access to the College map, staff directory, news feed, personal class schedule, any holds on their record, grades, and the schedule of classes. Future plans include push notifications to the MountieAPP to notify students of their waitlist status and additional Web workshops to train more departments to maintain their own content (See *Web Improvement Project; MountieAPP*).

Student specific support was nonexistent prior to the implementation of Banner. At that point a serious need was recognized and filled using a peer-to-peer model. IT hires student workers to support our student population under the supervision, and with the support of, full-time Help Desk staff. If funding became available to keep the Help Desk open for extended hours, additional students would be hired to continue the peer-to-peer assistance (See *Help Desk*).

The College meets each of the sub-standards.

III.D. Financial Resources

Mt. SAC is one of the most fiscally healthy districts in the State because of its long history of sound fiscal management and stable enrollment growth. The College maintains a Balanced Budget Policy and a 10% Unrestricted General Fund Reserve Policy (See *Board Policies—BP 6200*). This conservative approach to fiscal management has helped to ensure financial stability even during challenging economic conditions.

The College's budget is created using a collaborative, collegial model of both top-down and bottom-up approaches. While College administration is responsible for reviewing the revenue from the state, the units are responsible for determining their resource requirements. The proposed budget is presented to numerous committees (e.g., President's Advisory Council) and

to the Board of Trustees in an open board meeting, at which the public is given the opportunity to comment. The College uses many planning processes to distribute resources as noted in response within this report to our Self-Identified Issues.

Departments are now able to retrieve their budget transactions online 24/7. The requisition training that is done on a regular basis includes how to access accounts to see their balances up-to-date (i.e., on a real-time basis).

The College meets each of the sub-standards.

IV.A. Decision-Making Roles and Processes
The College recognizes that ethical and effective leadership throughout the organization enables the College to identify institutional vision, mission, philosophy, and strategic goals, to foster continual improvement, and, ultimately, to enhance student learning outcomes. Within the framework of the College's mission, vision, and core values (See *College Mission, Vision and Core Values*), the College promotes effective leadership, integrity, respect, collaboration, community building, positive spirit, and diversity. This philosophy of leadership enables the College to identify and to achieve goals in a positive environment. The College creates clear expectations for setting and achieving goals across the institution (e.g., Program Review). The College also has an Institutional Code of Ethics policy that clearly delineates its focus on ethical issues and thus its effective leadership stand (See *Board Policies*–*BP 3050*).

In addition to the Board Policy, the Academic Senate at Mt. SAC has adopted the Statement of Professional Ethics, May 27, 2010, from the Association of University Professors (AAUP). This statement outlines five main ethical standards for faculty: stating the truth, encouraging the free pursuit of learning, respecting and defending free inquiry, seeking about all else to be effective teachers and scholars, and upholding rights and obligations as members of the greater community.

The leaders of the College create an environment for empowerment, for innovation, and for institutional excellence through the many committees, team structures, Academic Senate, Classified Senate, and Associated Student government. Systematic participative processes are in place to allow for institutional effectiveness related to the College's policies and institution-wide issues; although, the College should continue to check-in on and evaluate participation in governance committees to identify and mitigate inhibitors to classified employees' involvement in participatory governance.

The number of classified staff participating on major committees such as President's Advisory Council has increased. Opportunities for dialogue have improved with the Classified Opening Meeting on Convocation Day and regular Town Hall meetings. Other activities like VOICES and Classified Welcome have encouraged participation and recognition of employees.

The Board agrees that fostering a more collegial environment for all Mt. SAC employees is a priority. CSEA 651 would like to have a clear statement regarding this goal becoming a priority.

The College maintains a Web page with information on all committees: http://www.mtsac.edu/governance/committees/index.html. The page is organized into Governance, Operational, and Academic Senate committees. More attention is needed to keep the information on these committees current. The College's Web update initiative is assisting with this effort (i.e., Omni Update).

Article 21 of the current Faculty Agreement is the Dispute Process that is to be followed for resolution of conflicts between faculty members and the District or faculty member and faculty

member that are the result of not exhibiting professional behavior. The District and the Faculty Association agreed to Article 21, Dispute Process, in order to encourage the prompt resolution of all complaints, misunderstandings or other difficulties which relate to disputes based on professional behavior, policies and practices. This is a clearly defined procedure to follow if a faculty member has acted unethical towards others, or if a District manager has acted unethical to a faculty member.

Furthermore, included in the Faculty Association Bylaws under Section II Purposes, is II. E. which states the primary purposes of this Association shall be "To promote professional attitudes and ethical conduct among members". Also included in Section IV Membership of the Faculty Association Bylaws is part E which states "Active members shall adhere to NEA Code of Ethics." This NEA Code of Ethics has been forwarded to the Academic Senate's Professional Relations Committee to use for reference. CSEA 651 agrees that this is a great idea but evidence where this is supported and evidence of a plan is not yet available. All groups need to participate in the development of a "Universal Code."

The College meets each of the sub-standards.

IV.B. Board and Administrative Organization

Mt. SAC recognizes the designated responsibilities of the governing board for setting policies and of the chief administrator for the effective operation of the institution (See *Board Policies*-- *BP 2200*). In addition, the College's Board members supervise the review and revision of Board Policies. Board Policy also states, The Board of Trustees employs the chief executives and delegates responsibility to him for carrying out the policies established by the Board (See *Board Policies*--*BP 2430*). At Mt. SAC, the Board remains objective, while it assists the President and other administrators as they work effectively to address the challenges faced by the College.

Mt. SAC's Board Policy 2430 stipulates that the Chief Executive Officer's primary responsibility is to the institution, and the College President has taken numerous steps to assure the staff, the students, and the community of his dedication to that policy. The effectiveness of his leadership is due to his intense focus on communication and appropriate delegation of responsibility while he seeks to improve all levels of College operations. This focus is also the driving force behind the President's Advisory Council's fundamental role in the College's strategic planning processes and his own emphasis on the team structure. Clearly, at Mt. SAC, the leadership of individuals and constituencies recognizes the designated responsibilities of the governing board for setting policies and of the College President for the effective operation of the institution.

The Board of Trustees annually reviews the College strategic plan and adopts these strategic objectives as priorities for the College.

The annual Board Study Sessions include the attendance of all constituent groups' leaders as well as the public. The Board Self Evaluation is published with the agenda. The discussion of the issues raised in the Board discussion of the evaluation is included in the minutes of the meeting which are posted on the Web. The Board is a dynamic group of community leaders who openly debate significant and controversial issues. The Board has had discussions about best practices to assure that its meetings reflect the opinions of all Board members in a constructive and respectful manner. This practice of discussing such issues openly has served the Board well in the past and is expected to do so in the future.

The College meets each of the sub-standards.

Commission Policies

Overall, the College operates under the guise of many internal policies and procedures and maintains its alignment with all state and federal policies. The previous section reviews the ACCJC standards pertaining to the following ACCJC policies:

1. *Policy on Distance Education and on Correspondence Education* (*Standards II.A.1, II.A.1b, II.A.2, II.A.2.d, II.B.1, II.B.3.a, II.C.1, II.C.1.c*)
2. (not applicable) *Policy on Good Practice in Overseas International Education Programs for Non-U.S. Nationals*
3. *Policy on Transfer of Credit; Policy on Award of Credit* (*Standards II.A.2.h, II.A.6, II.A.6.a, III.A.1.a*)
4. *Policy on Closing an Institution* (*Standards II.A.6.b*)
5. *Policy on Institutional Advertising, Student Recruitment, and Representation of Accreditation Status* (*Standards II.A.6.c*)
6. *Policy on Contractual Relations with Non-Regionally Accredited Organizations* (*Standards III.D.3.g*)
7. (not applicable) *Policy and procedures for the Evaluation of Institutions in Multi-College/Multi-Unit Districts or Systems*

As per the requirements of ACCJC, the following policies must be addressed outside of the narrative directed at the standards.

Policy on Institutional Compliance with Title IV

The College complies with all Title IV requirements under the Higher Education Act (HEA). Its loan default rates are reasonable and are being tracked closely and measures taken to decrease them (e.g., Aid Like a Pay Check research project).

Policy on Institutional Degrees and Credits

The College has many processes in place to review the content, length, and breadth of its degrees and credits. The Education Design Committee evaluates all courses and programs using a rigorous method. It takes into consideration the measurable objectives and how they are aligned with what is needed for a graduate of a course or program. Process requires Academic Senate and Board of Trustees approval (See also Response to Recommendation #2).

Policy on Institutional Integrity and Ethics

Multiple College Board Policies and Administrative Procedures address the integrity and ethics of employees as well as students. The College complies with Title IV program responsibilities and it closely monitors information it makes available to its constituents to ensure that it is accurate. The College's programs and courses information are available online through WebCMS as well as through the College's schedule of classes and its catalog. Employees and the general public are able to anonymously contact the College to notify it of possible illegal activities.

The standing of the College is evident in many areas. For example, the confidence that the College's District constituents have in it is evident with the passing of the last two bond campaigns. Mt. SAC has such a prestigious reputation as indicated by the fact that it is asked to apply for and is awarded major research grants from the Federal Government (e.g., Cybersecurity).

Response to Self-Identified Issues (Formerly Called Planning Agenda)

Resource Allocation

The following four Planning Agendas overlap and will be discussed as one unit.

Standard I.B. **Planning Agenda**: "Although resource allocation processes exist at the College and are based on planning and systematic evaluation, it is not clear that the employees understand the processes. Thus, the College will use varied communication tools and opportunities for dialogue to educate employees on planning and resource allocation and how it works at the different levels and processes. As the current planning endeavors are working well, there is no need for new planning efforts."

Standard I.B. 3 **Planning Agenda**: "The College will make it clear to employees how planning and resource allocation works at the different levels through different communications and opportunities for dialogue. As the current planning endeavors are working well, there is no need for new planning efforts."

Standard I.B.4 **Planning Agenda:** "The one area for concern is resource allocation. The College does have resource allocation processes based on planning and evaluation mechanisms, but the processes may not be clear to all employees. The College will use a multitude of communication and opportunities for dialogue to educate employees on how planning and resource allocation works at the different levels."

Standard I.B.6. **Planning Agenda:** "As the current planning endeavors are working well, there is only the need for one new planning effort related to resource allocation. The College will use different methods for communication and dialogue to make it clear to employees how planning and resource allocation work at the different levels."

Progress:

Overall, the resource allocation processes are varied depending on the funding mechanism and the political, state, and federal mandates. The College is making a good-faith effort to continue to educate its employees as to the processes that are in place and why. Inevitably, there will always be complexity with the processes, but transparency is the goal. The following is a synopsis of the budget allocation issues and processes at the College.

1.   **How are employees given an opportunity to understand how budgeting works?**
The current budget allocation process is clearly documented in the "Budget Review & Development Process Guide," which is available to any employee on the "Budget Information" page provided on the College website. Budget review and development are based on the status quo budget review, immediate needs requests, rate driven increase requests, and allocation of new resources. The PIE resource requests are primarily connected to the allocation of new resources component; because the College has experienced four years of funding decreases, no new ongoing budget has been available to allocate using this model. Therefore, the College has relied upon close examination of status quo budget review to identify areas where budget may be reallocated for more urgent needs. The urgent needs may be identified through the Immediate Needs Request form that is considered in President's Cabinet for approval given institutional priorities and availability of funding. Decisions regarding these requests and other budget-related decisions are made available to all employees via the

President's weekly President's Cabinet Notes posted on Web and sent via email. For 2013-14, there are some funds available which is necessitating the budget allocation process.

Ongoing budget cuts were done primarily through reductions in status quo line items, not filling vacant positions, and gaining efficiency. For status quo budget reviews, managers were given a three-year budget and spending history and asked to respond to patterns of budget surpluses. Then in a second round, vice presidents reviewed any remaining anomalies and made additional cuts. For vacant positions, President's Cabinet reviewed every request to fill. Managers were asked to provide a written rationale for the position to be filled exploring what service reductions would result from not filling the position. The rationale also addressed possibilities for reorganizing tasks within the unit and potential efficiencies that could be gained from technology, both being options that would result in the position not being needed. For efficiencies, President's Cabinet evaluated College practices in areas like copying and printing and operation of units like the Wellness Center and the Child Development Center. One-time or limited duration budget cuts were for big ticket items such as paying retiree health premiums out of the trust and doing without technology or scheduled maintenance projects until Bond Measure RR funds become available.

2.   **Expectations about resource requests being the first step in the allocation process.** Separate from the Budget Development process is the program review process (PIE) which asks for resource requests using this language: "Resources requested by department/unit faculty, staff, and management support plan implementation toward the achievement of identified goals. Resources may include budget, facilities, staffing, research support, training, marketing, equipment, etc. To justify and endorse the department/unit goals, please provide supporting information, including outcomes assessment work, advisory committee minutes, and the like. Please prioritize the requests." There was no indication that this was the first step of the budget allocation process. This has been corrected in the PIE instructions.

The College has taken steps to provide stronger links between resource requests and resource allocation that takes many forms not involving additional budget. Requests involving facilities are forwarded by each team to the Facilities Advisory Committee for inclusion into the College's list of facilities requests for prioritization and follow up as possible within the current severely restricted funding. Research requests and training needs are similarly forwarded to the appropriate department for follow up. Staffing needs are identified in the PIE reports but positions are not approved through the program review process; the comprehensive staffing needs are reviewed in President's Cabinet for consideration of staffing needs across the College and alignment with institutional priorities that will guide the approval of individual requests.

Instructional equipment requests brought to the attention of the College through unit/department PIEs are considered by a group of instructional and student services administrators for prioritization and funding depending upon availability of resources. Technology requests are forwarded to Information Technology for consideration and prioritization depending upon availability of resources.

The Continuing Education Department conducts weekly Leadership Team meetings focused on PIE plan implementation and evaluation. Agenda topics are derived from accomplishment of unit plans and effective use of resources.

In 2011-12, changes to PIE required teams to indicate their justification for resource requests. This justification included, among other things, how outcomes assessment provided the impetus for this request. However, it is still obvious that many changes, as a result of outcomes assessment, do not require resources beyond what the faculty member and/or department can

provide with their current resources. In 2011-12, a new College goal was added which relates to outcomes assessment. Progress toward achieving this goal as well as how other outcomes are connected to the other College Goals is now more evident in PIE. PIE continues to develop budget priorities that drive resource allocation. (Standard II)

3.   **Diverse methods of communicating processes connected to resource allocation.** The College communicates information regularly regarding budget realities in many ways: in regular reports to the Budget Committee, in reports made to employee groups by the President and the Vice President of Administrative Services, in teams' and departments' reports made by their managers, on the College website (Budget Information), and through the President's weekly President's Cabinet Notes. Given the particularly complex budgetary scenarios resulting from a volatile economy and a severely strained State budget along with the influence of political dynamics driving decisions that determine the College budget, it is difficult to communicate with any more clarity about the budgeting and resource allocation currently.

The Director, Enterprise Application System (EAS) held a staff retreat in April 2012 where the staff reviewed the PIE process and completed their 2011-12 PIE. The Director Academic Technology & Infrastructure reviewed the PIE process during a May 2012 staff meeting and developed their 2011-12 PIE. Ultimately, IT held a department wide staff meeting and open forum on August 7, 2012 to review the IT PIE and facilitate discussion on future plans for IT (See *Resource Allocation*).

Adult Basic Education conducts weekly program meetings where planning and evaluation and resource allocation are regular topics. The same occurs in faculty and general staff meetings. Discussion of outcomes and follow-up occurs frequently at faculty meetings and periodically at general staff meetings (See *Resource Allocation*).

Similarly, the Library & Learning Resources Division discusses planning and resource allocation regularly at unit-level and division-level meetings. Examples:

- Library & Learning Resources Division Retreat January 27, 2012: nearly 60 faculty and staff attended a day-long retreat in which planning and resource allocation were discussed. Document: Library & Learning Resources: Connecting Planning, Assessment, and Resource Allocation based on 2009-10 PIE.
- Learning Assistance and Library 2011-12: faculty and division teams discussed planning and needs assessment for new faculty positions as part of the campus' faculty hiring prioritization process. Documents: minutes from LAC, Library, and LLR division meetings.
- Library equipment and new classroom planning in 2010-11: Library faculty and LLR division teams discussed the recurrent problematic Internet connection in laptop classroom and the outdated computer equipment in the library that could not play multimedia materials the library had purchased for student use. These teams planned for and prioritized equipment and facilities requests based on urgency of needs.

Closing the Loop
The 2011-12 PIE required that departments/units who should be doing outcomes work be doing it with a good faith effort in order to qualify for extra resources. With this PIE sequence, there was also a further push to both organize the resource requests into areas (e.g., Research, Budget, IT) as well as to prioritize within each area. These listings are to be sent to each area. Each area will then provide each Team with feedback on what will be accomplished in 2012-13. Employees will work together on achieving what is achievable and at the end of the year, a follow-up report will be provided by each area indicating the status of each project and any follow-up required. (IEC) There continues to be a need to provide feedback to units who make resource requests to PIE informing each unit of the outcome of their request.

Behind the Scenes Support for Resource Requests

Approximately twice a year, upgrades for Banner finance modules are tested to determine if the functionality is correct. Since many modules feed to finance, Fiscal Services routinely participates with upgrades for these modules. For example, frequent changes in regulations for payroll and financial aid require validation of the systems' operation.

The College continues to leverage the Banner system by adding additional features and upgrades. Among the more recent improvements are the integration of debit cards for student disbursements, the implementation of a degree audit system (DegreeWorks), on-line transcript order fulfillment, a faculty referral system that allows faculty members to refer students to the tutoring centers for additional assistance, and an on-line system for distance learning classroom evaluations by students. Numerous reports have been developed for departments throughout the campus, giving them the information they need to improve effectiveness. The Administrative Systems Advisory Group (ASAG) will continue to meet monthly to prioritize enhancement requests (See *Resource Allocation (for IT accomplishments)*).

Timelines for completion and responsible parties

The College continues is processes to improve its budget allocation processes. With the new Web-based transparency of posting immediate budget need decisions as well as other in-depth budget items, the College is striving to continue its employees' improved understanding of the complexities of the processes. The program review processes (managed by Institutional Effectiveness Committee), the Budget Committee's processes, President's Advisory Council's posting of notes on the Web, and the Status Quo budgeting process on the Web all contribute toward this enhanced transparency.

Conclusion

Mt. San Antonio College looks forward to its continued work on quality assurance and to feedback on this Midterm Report from ACCJC. The College will utilize this feedback to prompt further improvements on campus and to focus discussions prior to beginning its next Self-Evaluation Report.

Appendix A: Evidence

Evidence related to this Midterm Report can be found at
http://www.mtsac.edu/administration/accreditation/

A listing of the evidence that pertains to this report is below:

- Administrative Procedures

- Administrator Evaluation Form

- Agreement—Mt. San Antonio College District and CSEA 262

- Agreement—Mt. San Antonio College District and CSEA 651

- Agreement--Mt. San Antonio College District and Faculty Association

- Article 21

- Assessment Guide

- Audit Reports

- Board Policies

- Bond Measure RR Announcement

- Bond Measure RR Success

- Budget Committee's resource allocation model

- Budget Information

- Budget Review & Development Process Guide

- Campus Connection President's Perspective

- Classified Communication Reflection Summit

- College Catalog

- College Committees' Website

- College Mission, Vision and Core Values

- College Schedule of Classes

- Continuing Education

- Curriculum and Instruction Council

- Department Chair Resources

- [Distance Learning](#)

- [Educational Design Committee](#)

- [Faculty Association Bylaws](#)

- [Help Desk](#)

- [How to write an SLO](#)

- [Managers' Strategies to Improve Dialogue with Classified](#)

- [Mt. SAC Status Report on Student Learning Outcomes Implementation](#)

- [Mt. SAC Student Success Plan](#)

- [MountieAPP](#)

- [NEA Code of Ethics](#)

- [Online Learning Support Center](#)

- [Outcomes Plan](#)

- [Outcomes Web page](#)

- [PIE documents](#)

- [PIE Summary and VPI and VPSS reports](#)

- [Post-Accreditation Feedback Study](#)

- [Presidential Awards](#)

- [Resource Allocation](#)

- [SLO by Certificate / Degree / Discipline](#)

- [VOICES](#)

- [Web Improvement Project](#)