

Budget Development Integrated with Program Review

ACBO 2015 Fall Conference
Crowne Plaza, Redondo Beach
October 26-28, 2015

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Budget Development Integrated With Program Review

- **Why Integrated Planning**
 - ACCJC Standards
 - Planning Process
 - Administrative Unit Outcomes
 - Student Learning Outcomes
 - Objectives by Department Tied to Strategic Goals
 - Educational and Facilities Master Plan
 - Technology Master Plan
 - Personnel Staffing Committees
 - Budget Development Process
 - AB1725 – Collegial Consultation
 - Budget Committee/Budget Parameters
 - Budget Education – A Foundation of Terminology, Concepts and Information
 - Budget Development – Simplifying the Process
- **Bonus Outcomes**
 - Encouraging Participation/Ownership of Process
 - Transparency
- **Tour of Online Program Review**



Budget Development Integrated With Program Review

Integrated Planning: ACCJC Key Elements

- Data Driven
- Mission
- Implementation
- Re-evaluate
- Institutional Goals
- Broad-based / Collegial Process
- SLOs
- Resource Allocation
- Human Resources
- Physical Resources
- Technology
- Resource Allocation

ACCJC Reported 20 college on sanctions because of integrated planning. (ACCJC Spring News, Spring 2012)



Budget Development Integrated With Program Review

ACCJC Standard I: Mission, Academic Quality and Institutional Effectiveness and Integrity

- The institution demonstrates strong commitment to a mission that emphasizes student learning and student achievement. **Using analysis of quantitative and qualitative data, the institution continuously and systematically evaluates, plans, implements, and improves the quality of its educational programs and services.** The institution demonstrates integrity in all policies, actions, and communication. The administration, faculty, staff, and governing board members act honestly, ethically, and fairly in the performance of their duties.



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Standard III.D. Financial Resources – Planning

1. Financial resources are sufficient to support and sustain student learning programs and services and improve institutional effectiveness. **The distribution of resources supports the development, maintenance, allocation and reallocation, and enhancement of programs and services.** The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability.



Budget Development Integrated With Program Review

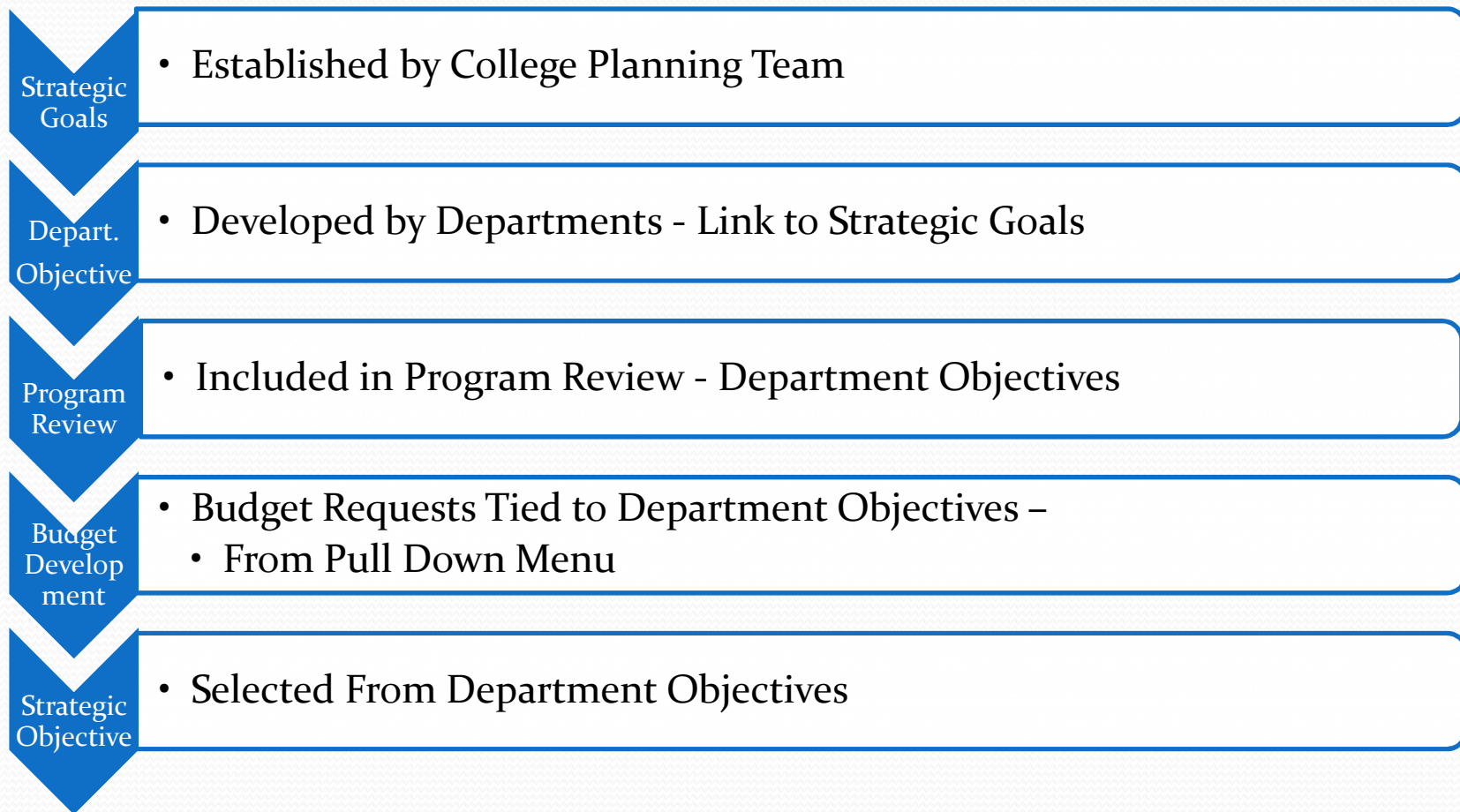
Standard III.D. Financial Resources - Planning

2. The institution's mission and goals are the foundation for financial planning, and financial planning is integrated with and supports all institutional planning. The institution has policies and procedures to ensure sound financial practices and financial stability. Appropriate financial information is disseminated throughout the institution in a timely manner.

3. The institution clearly defines and follows its guidelines and processes for financial planning and budget development, with all constituencies having appropriate opportunities to participate in the development of institutional plans and budgets.

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Planning Process – Data Driven



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- **Strategic Goals**
 - 1) Teaching & Learning
 - 2) Student Support
 - 3) Cultural Diversity
 - 4) Human Resources
 - 5) Institutional Advancement
 - 6) Institutional Effectiveness
 - 7) Financial Stability
 - 8) Technological Advancement
 - 9) Physical Resources
 - 10) Innovation
 - 11) Campus Climate
 - 12) Leadership

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- **Budget Committee – Collegial Consultation**
 - **A Collegial Consultation Committee : Guidelines Developed by a Joint Task Force of CCCT/CEOCCC/Academic Senate of California Community Colleges**
 - Education Code 70902 (b) (7) – Board of Governors to “Enact Regulations to “Ensure Faculty, Staff and Students...the Right to Participate Effectively in District and College Governance”...
 - AB 1725 – Legislation Enacted to Authorize More Responsibility for Faculty Members in Duties that are Incidental to their Primary Professional Duties
 - Title V – Section 53203: Requires the Governing Board to Consult Collegially With the Academic Senate on Academic and Professional Matters
 - Collegial Consultation in the decision making process does not necessarily imply total agreement nor does it abrogate the ultimate decision-making responsibility of the local governing board.

Budget Development Integrated With Program Review

- **District Board Policy for Institutional Planning and Budget Development**
 - BP7215 – Academic Senate Participation in Collegial Consultation
 - 2. “By Mutual Consent” e. The determination of processes to be utilized in institutional planning and budgeting
- **AB1725 – Academic and Professional Matters: 10 + 1**
 1. Curriculum, including establishing prerequisites and placing courses within disciplines
 2. Degree and certificate requirements
 3. Grading policies
 4. Educational program development
 5. Standards or policies regarding student preparation and success
 6. District and college governance structures, as related to faculty roles
 7. Faculty roles and involvement in the accreditation processes, including the self-study and annual reports
 8. Policies for faculty professional development activities
 - 9. Processes for program review**
 - 10. Processes for institutional planning and budget development**
 11. Other academic and professional matters as mutually agreed upon between the governing board and the academic senate



Budget Development Integrated With Program Review

- **PAC-B: President's Advisory Council – Budget: Roles and Responsibilities (College of the Canyons)**
 - The President's Advisory Council-Budget is designed to focus on both short-term and long-term fiscal responsibility, provide insight to the development of the budget, encourage understanding of the budget on an ongoing basis, **work to ensure that the budget allocation process is driven by campus-wide planning and strategic priorities** and provide recommendations on budget items to the District Chancellor to review and use to make recommendations to the Board of Trustees. Members should be neutral, fair and unbiased without department or program specific focus.

Budget Development Integrated with Program Review

Budget Committee Annual Calendar

September

PAC-B reviews Budget Parameters and Budget Calendar and forwards to Chancellor/ Executive Cabinet and Board of Trustees for Approval

October

PAC-B receives presentation from Business Services on the Assumptions for the Budget Development Process, including: FTES Target, FON, Grant/Categorical Funding, Scheduled Maintenance, other Budget Funds, etc.

November

PAC-B receives update on Budget Development Process – Department Chairs/Managers submit prioritized budget requests linked to Strategic Goals included in their Program Reviews

December

PAC-B receives presentation on State Chancellor’s Office Budget Proposals for community colleges, approved by Board of Governors and submitted to the Governor

January

January Governor’s Budget Workshop attended by Business Services (No PAC-B Meeting)

February

PAC-B receives presentation from Business Services on January Governor’s Budget

March

PAC-B receives presentation on impact of prior year apportionment recalculation and status of budget requests

March/April

Executive Cabinet reviews Program Reviews and prioritizes budget requests: Forced Costs, Augmentations, Equipment

Budget Development Integrated with Program Review

Budget Committee Annual Calendar

<p style="text-align: center;"><u>April</u></p> <p>Executive Cabinet presents budget request priorities to PAC-B with rationale, in accordance with Budget Parameters and Strategic Goals to ensure continuity</p>	<p style="text-align: center;"><u>May</u></p> <p>PAC-B prepares and forwards its recommendations for Budget Request priorities to CEO for review and approval.</p>
<p style="text-align: center;"><u>May</u></p> <p>PAC-B receives presentation from Business Services on Governor's Revise</p>	<p style="text-align: center;"><u>June</u></p> <p>PAC-B receives presentation from Business Services on draft Tentative Budget</p>
<p style="text-align: center;"><u>June</u></p> <p>Chancellor reviews Tentative Budget, provides input and recommends it to Board of Trustees – Board of Trustees approves Tentative Budget</p>	<p style="text-align: center;"><u>August</u></p> <p>PAC-B receives presentation on changes to Budget based on the Final Budget signed by the Governor (7/1) as well as changes based on District Year End Close and Forced Costs received between Tentative and Adopted Budgets</p>
<p style="text-align: center;"><u>September</u></p> <p>Board of Trustees approves Adopted Budget based on Final State budget, Final District financial statements and changes to District Forced Costs</p>	



Budget Development Integrated with Program Review

- **Budget Education/Information**
 - **Monthly Committee Presentations:**
 - Enrollment Management Committee
 - College Planning Team
 - Staffing Committees
 - Facility Planning Committee
 - Grant/Categorical Presentations – SSSP, Student Equity, etc.
 - **Education:**
 - BAM and Fiscal: Glossary of Terms
 - Funds – Definition, Purpose and Sources of Revenue
 - Monthly Financial Statements and Budget Transfers
 - Community College System Budget Requests
 - January Governor’s Budget
 - May Revise Budget
 - Tentative and Adopted Budget Workshop Presentations

Budget Development Integrated with Program Review

- **Program Review and Budget Development
Timeline/Calendar**

- Level 1 – Department Chairs December 12, 2015
- Level 2 – Division Deans February 23, 2016
- Level 3 – Executive Cabinet March 9, 2016
- Executive Cabinet Reviews Prioritized
Budget Requests April 5, 2016
- Executive Cabinet Presents Budget
Requests to Budget Committee April 11, 2016
- Budget Committee Sends Advisory
Memo to Chancellor May 9, 2016
- Board of Trustees-Tentative Budget Workshop June 22, 2016
- Final State Budget Updates July 1 to Sept 1
- Board of Trustees-Adopted Budget Workshop September 2016



Budget Development Integrated with Program Review

- **Budget Development:**
 - **Level 1 Meetings with Division Deans and Department Chairs**
 - **Applied Technologies**
 - **Business**
 - **Humanities**
 - **Kinesiology & Athletics**
 - **Mathematics, Science & Health Professions**
 - **Social & Behavioral Sciences**
 - **Visual & Performing Arts**



Budget Development Integrated With Program Review

- **Budget Parameters**

- **District Mission**

- **Program Review/Planning:**

- Strategic Goals inform Department Objectives – Both of Which Must Link to Budget Requests in Program Review

- **Fiscally Responsible Budget**

- Balanced Budget
- Designated Contingency (Mid-Year Cuts, FTES increases)
- Fund Balance – Greater Than 6%

- **Community College Regulations**

- Fifty Percent Law (Instructional Salaries/Benefits $\geq 50\%$)
- FON (Full-Time Faculty Obligation)
 - Full-Time Faculty Hiring Meets or Exceeds FON Goal Established by State Chancellor's Office



Budget Development Integrated With Program Review

- **Budget Parameters - Continued**
 - **FTES** – Based on Target Established by Chancellor’s Office
 - **Revenues** – Based on Apportionment, Growth, COLA, Categorical Allocations From Chancellor’s Office
 - **Expenses** – Based on Prior Year District Expenses
 - **Forced Costs**
 - X – External: Legal, Contractual, Risk Mgmt, Health/Safety
 - C – Critical Operations: Utilities, Insurance, etc.
 - E – Enrollment Management: FTES Growth
 - V – Department/Program Viability: Crucial for department function
 - **When Additional Revenue is Available:**
 - Equipment and/or Augmentations
 - **Other Resources:**
 - Categorical/Grant Funds, Facilities Funds, Lottery Funds, etc.
 - Expense Savings/Efficiencies – Transfer Between Funds



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- **Use Data to Inform Budget Decisions – Examples:**
 - Student Learning Outcome Data
 - FTES Trends
 - Expenditure History and Trends (Unspent \$)
 - Forced Costs – Required Licenses (Music/Paralegal), Training, etc.
 - Division/Department Synergies
- **Program Review/Budget Development Informs Other Processes**
 - Full-Time Staff: Classified/Faculty Staffing Committee
 - Space Renovation: Facilities Planning
- **Budget Integrity – Checks and Balances**
 - Forced Costs Cannot Backfill Reallocations that Increase Overall Budget
 - Equipment Cannot Be Transferred to Other Categories of Expense
 - Software/Computer Replacement is Centralized to Address Continuity and Obsolescence

Budget Development Integrated with Program Review

Budget History and FTES Trends

Programs	Actuals - 2012/13	Actuals - 2013/14	Change in % from 2013 to 2014	Actuals - 2014/15	Change in % from 2014 to 2015	Adopted Budget - 2015/16	Changes in \$ from 2015 to 2016	Changes in % from 2015 to 2016
THEATRE - 100700								
100700 FTES	113	94	-16%	100	6%			
11-51390-00-100700-2000 ADJ. SUPPLEM. SERVICE INSTRUCT	\$ 1,000	\$ -	-100%	\$ -		\$ -	\$ -	
11-51490-00-100700-2000 ADJUNCT OTHER NON-INSTR.	\$ 3,051	\$ 3,320	9%	\$ 2,500	-25%	\$ -	\$ (2,500)	-100%
11-52320-00-100700-2000 ADULT HOURLY NON-INSTRUCTION	\$ 5,098	\$ 4,653	-9%	\$ 6,103	31%	\$ 6,963	\$ 860	14%
11-52420-00-100700-2000 ADULT HOURLY INSTRUCTION	\$ 2,102	\$ -	-100%	\$ -		\$ -	\$ -	
11-64310-00-100700-2000 INSTRUCTIONAL SUPPLIES	\$ 15,068	\$ 1,934	-87%	\$ -	-100%	\$ -	\$ -	
11-64550-00-100700-2000 NON-INSTRUCTIONAL SUPPLIES	\$ -	\$ 479		\$ -	-100%	\$ -	\$ -	
11-65130-00-100700-2000 CONTRACT SERVICES	\$ 22,199	\$ 16,445	-26%	\$ 25,603	56%	\$ 11,800	\$ (13,803)	-54%
11-65620-00-100700-2000 EQUIPMENT RENT/LEASE	\$ -	\$ -		\$ 6,075		\$ 6,000	\$ (75)	-1%
11-65621-00-100700-2000 OTHER RENT/LEASE	\$ 1,393	\$ 5,692	309%	\$ 9,691	70%	\$ 6,192	\$ (3,499)	-36%
11-65650-00-100700-2000 EQUIPMENT MAINTENANCE/REPAIRS	\$ -	\$ 190		\$ -	-100%	\$ 300	\$ 300	
11-65890-00-100700-2000 OTHER EXPENSES	\$ -	\$ 240		\$ -	-100%	\$ -	\$ -	
11-65897-00-100700-2000 HOTEL EXPENSE - PAC	\$ -	\$ -		\$ 336		\$ -	\$ (336)	-100%
11-66450-00-100700-2000 NEW EQUIP. INSTR (NON-GASB)	\$ 14,807	\$ -	-100%	\$ -		\$ -	\$ -	
2000 Total	\$ 64,718	\$ 32,952	-49%	\$ 50,308	53%	\$ 31,255	\$ (19,053)	-38%
12-64310-00-100700-2300 INSTRUCTIONAL SUPPLIES	\$ 15,120	\$ 21,416	42%	\$ 30,622	43%	\$ 29,750	\$ (872)	-3%
2300 Total	\$ 15,120	\$ 21,416	42%	\$ 30,622	43%	\$ 29,750	\$ (872)	-3%
100700 Total	\$ 79,837	\$ 54,368	-32%	\$ 80,931	49%	\$ 61,005	\$ (19,926)	-25%



Budget Development Integrated with Program Review

- **Budget Requests Must Be Included in Program Review Narrative and Follow Processes for Funding:**
 - People: Staffing Committees: FT/PT Permanent Staff-
 - Places: Facility Planning: Building Renovation
 - Things: Discretionary Budget: Supplies, Contracts, Software, Equipment, Temporary Staff, Travel, etc.
- **Budget Requests Must Be Tied to Planning Goals:**
 - Justifications must be listed in comments
 - Objectives must make sense
 - “Need More Staff” vs.
 - Increase in Sections Requires Additional Lab Technician

Budget Development Integrated with Program Review

- **Budget Expense Justification/Integrity - Examples**
 - Department Viability
 - Space, Staff, Equipment, Etc. Required to Expand Program
 - Part-time staff:
 - Increase Tied to Section Increase
 - Calculation: Hours x Hourly Rate
 - Discretionary Expenses – Trend with FTES:
 - Instructional Supplies, Equipment
 - Equipment
 - Replacement Based on Asset Inventory, New Technology Requirements, Obsolescence
 - Equipment Maintenance and Repair
 - Equipment Requirements

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- **Other Funding Sources - List in Objectives for Potential Funding:**
 - Lottery Funds: Instructional Supplies
 - Categorical Funds: SSSP, Student Equity, etc.
 - Facility Funds: Equipment
 - Foundation: Mini Grants
 - Grants: Approved Items
 - Partnerships: Approved Items



Budget Development Integrated with Program Review

- **Communication/Transparency:**
 - Budget Committee Review of Budget Requests
 - Board Workshop Presentations
 - All College Presentations – Include Budget Updates
 - Budget requests are Posted on the Intranet – Through Final Reports
 - Final budget requests will be distributed to Division Deans and Department Chairs/Directors
- **Tracking Budget Request Expenditures**
 - Tie to Program Review Objective – Numerical Code
 - Track Expenditures – Update Budget Committee
 - Monthly Expenditure Reports – Encumbered and % Unspent
 - Notification of Overspent/Underspent Budget

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Example
Only

REVENUE BUDGET PROJECTIONS

Example
Only

• On-Going Federal/State/Local Revenues	\$85,200,000
• New State Revenues:	
• Mandate Block Grant (One-Time Funds)	\$ 8,500,000
• Proposed Increase to Base Allocation	\$ 3,600,000
• Full Time Faculty Allocation	\$ 800,000
• Growth	\$ 2,500,000
• COLA	<u>\$ 800,000</u>
• Subtotal – New Revenues	<u>\$ 16,200,000</u>
Total Revenues	\$101,400,000

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Example
Only

EXPENSE BUDGET PROJECTIONS

Example
Only

• On-Going Expenses – Status Quo From Prior Year	
• Salaries & Benefits	\$72,000,000
• Contract Expense	\$ 3,000,000
• Operating Expenses	\$ 3,800,000
• Utilities	\$ 2,400,000
• Capital (Computers, Software)	\$ 1,000,000
• Supplies	\$ 1,000,000
• Transfer Out	<u>\$ 2,000,000</u>
Total Status Quo Expenses	\$85,200,000

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Example
Only

FIXED/FORCED COST EXPENSE BUDGET PROJECTIONS

Example
Only

• Fixed Cost Increases	
• Adjunct/Sections	\$ 1,420,000
• STRS/PERS Regulatory Increases	\$ 600,000
• Steps/Columns	\$ 500,000
• Other Fringe Incr (New Staff/Salary Incr)	\$ 350,000
• (STRS, PERS, OASDI, Medicare, SUI, LTD)	
• Work Comp Insurance	\$ 200,000
• Utilities	\$ 100,000
• Property & Liability Insurance	<u>\$ 100,000</u>
• SUB-TOTAL FIXED COSTS	\$ 3,270,000
• Program Review - Forced Costs	<u>\$ 1,700,000</u>
• Total Forced/Fixed Costs	\$ 4,970,000

Budget Development Integrated with Program Review

Example
Only

NEW - EXPENSE BUDGET PROJECTIONS

Example
Only

New Expenses – On-Going

• Holding for One-Time Funding - TBD	\$ 7,000,000
• New Faculty & Staff – Staffing Committees	\$ 1,000,000
• Debt Service/Interfund Transfers	\$ 1,900,000
• Holding for Augmentations - TBD	\$ 250,000
• Contingency for STRS/PERS Increases	<u>\$ 900,000</u>
Sub-Total New Expenses	\$ 11,050,000

TOTAL Expenses	<u>\$ 16,200,000</u>
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Budget Development Integrated With Program Review

Example
Only

Example
Only

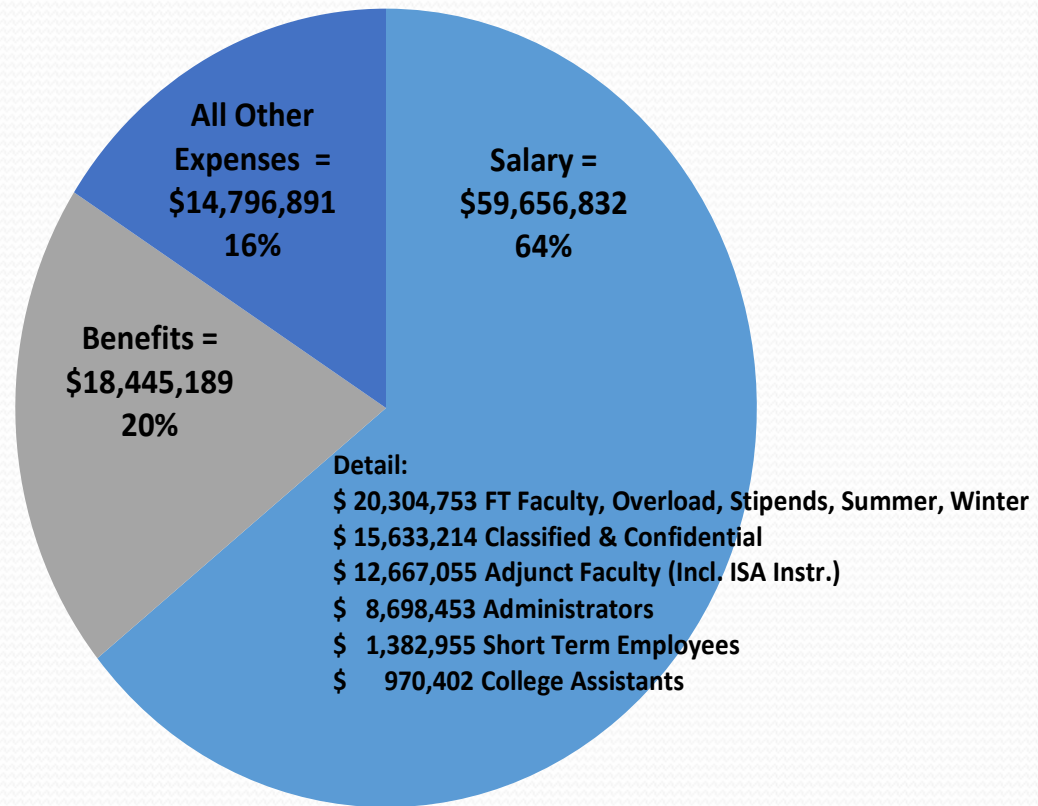
REVENUE/EXPENSE BUDGET PROJECTIONS

• Revenue Budget Projections		
• On-Going Revenue		\$ 85,200,000
• New Revenues		<u>\$ 16,200,000</u>
• Total Available Revenue		\$ 101,400,000
• Expense Budget Projections		
• On-Going Expenses		\$ 85,200,000
• New Expenses		<u>\$ 16,200,000</u>
• Total Projected Expenses		\$ 101,400,000
• Beginning Fund Balance	11.0%	\$ 9,500,000
• Net Revenue/Expense: Balanced Budget		<u>\$ 0</u>
• Projected Ending Fund Balance	9.5%	\$ 9,500,000

Budget Development Integrated With Program Review

2015-2016 ADOPTED BUDGET ESTIMATED EXPENSES

- **Salaries and Benefits Account for 84% of the District's Unrestricted General Fund 2015-16 Adopted Budget**





College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

- Home
- Prev. Acad. Pro. Reviews
- Prev. Admin. Pro. Reviews
- Resources
- Definitions
- Full Time Equivalent Faculty
- Supplemental Data
- Feedback
- Milestone Chart
- Logout

Select Program/Department/Division

Program/Department

THEATR

Next

General



College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

General	Student Learning Outcomes	Previous Objectives ----- Internal Factors	External Factors	Strengths, Challenges, New Objectives	Budget Planning	Addendum For Career & Technical Education (CTE)	Participants (Faculty) ----- Upload Add'l Documents	Save/Exit
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PROGRAM INFORMATION for: THEATR Year(s): 2011/2012 to 2013/2014

MISSION/DESCRIPTION:

The Theatre program offers courses in both theory and practice. It is committed to teaching an immediately useful set of theatre skills, including acting, script-writing, design, technical production and directing while providing a wide spectrum of production experiences in which to practice them; and to place the art of theatre in its

Degrees/Certificates Offered: Degrees: Theatre, General and Theatre, Performance

Age of Program: 10

	2009/2010	2010/2011	Change	Comment (optional)
PROGRAM DESCRIPTORS				
Degrees Awarded		3	3	
Certificates Awarded		0	0	Theatre department doc
Number of Overdue Courses (older than 5 years)	7	1	-6	Not certain what the ove
Number of Sections Offered Total	33	38	5	
Number of Sections CCC Only	3	3	0	

Student Learning Outcomes-Programs



College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

General	Student Learning Outcomes	Previous Objectives ----- Internal Factors	External Factors	Strengths, Challenges, New Objectives	Budget Planning	Addendum For Career & Technical Education (CTE)	Participants (Faculty) ----- Upload Add'l Documents	Save/Exit
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Student Learning Outcomes

The new WASC accreditation standards require colleges to identify student learning outcomes for courses, programs, degrees, certificates, assess progress towards achievement of the identified student learning outcomes, and use assessment results to make improvements (Standard II: Section A 1.c). Student learning outcomes (SLO) are written statements that represent what a student is expected to know or be able to do as a result of a learning process. Additional Student Learning Outcomes training will be provided during Flex workshops.

Beginning in Spring 2007, WASC began requiring colleges to complete an annual inventory of student learning outcomes for courses and programs. The information you provide in the tables below will be used to complete the annual inventory in Spring 2011.

Student Learning Outcomes Assessment Model - Programs: The purpose of this assessment process is to improve student learning.

Program(s)	SLOs	Means of Assessment and Criteria for Success	Summary of Data Collected and Number of Cycles	Use of Results	Next Assessment Cycle (Semester, Year)
Please indicate the programs for which your department has developed SLOs in the space below.	Please indicate the corresponding SLOs your department has developed for the program(s) indicated in the column to the left.	Please indicate the means of assessment and criteria for success for the program SLOs listed in the column to the left.	Please indicate the # of students who took the assessment and the # of students who passed the assessment.	Please indicate how the department has used results to implement change or strengthen what is working well.	Please enter the semester & year for the next assessment.

Previous Objectives – Internal Factors



College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

General	Student Learning Outcomes	Previous Objectives ----- Internal Factors	External Factors	Strengths, Challenges, New Objectives	Budget Planning	Addendum For Career & Technical Education (CTE)	Participants (Faculty) ----- Upload Add'l Documents	Save/Exit
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Previous Objectives / Internal Factors

Data Trends. Describe department trends, including growth/decline in: a) number of students served (measured by headcount and FTES), b) instructional load (measured by instructional load and average class size), c) student achievement and success. How do these changes compare to the College as a whole?

- Retention rate of 91% is the same as the institution. This is a decline by 4% from 09/10.
- Success rate of 77% is 5% higher than institution. This is a decline by 1% from 09/10.

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Review of Previous Objectives. Summarize progress in achieving goals and objectives identified on the last program planning and review. ([Glossary of Terms](#))

- 1). Renovate STCN-130 to create a performance space that can also be used as the studio for the performance classes (TH 126, TH 127, TH 140, TH 141, etc.). Stage flooring, a lighting grid, sound equipment, and audience seating is needed to finish this project. (Goal: [Physical Resources](#); Status: [In progress](#))
- 2). Create promotional materials for the department. (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 3). Develop curricula for new courses in performance areas (scene study, cold reading, acting styles, voice acting) (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 4). Develop curricula for new technical theatre courses (design and rendering, scenic painting techniques, scenic design, sound design.) (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 5). Develop curriculum for new dramatic literature course: Diversity in American Drama. (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 6). Develop job description, form hiring committee and hire a new full time theatre faculty to replace loss of former technical theatre instructor to PAC assignment. (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 7). Develop and implement a hierarchically tiered production program to increase program effectiveness, contribute to cultural awareness, and expand student learning opportunities. (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 8). Update and utilize department website as an informational and recruitment tool. (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 9). Replace wornout scene shop equipment (screwguns, grinders, and palm sanders). (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 10). By fall 2012, complete assessment cycle for each of the courses offered between 2010-2012. (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 11). Develop and implement a theatre department handbook for all faculty, staff, and students to standardize policies and procedures and increase communication between all concerned. (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 12). Produce a full theatrical season of four to six productions to accomplish the mission of the production wing of the theatre program. (Goal: [Teaching and Learning](#); Status: [In progress](#))
- 13). Increase average class size and FTES and work on efficiency. (Goal: [Teaching and Learning](#); Status: [Completed](#))
- 14). Increase student success rate. (Goal: [Teaching and Learning](#); Status: [Completed](#))
- 15). Raise retention rate. (Goal: [Teaching and Learning](#); Status: [Completed](#))
- 16). Revise and update curriculum. (Goal: [Teaching and Learning](#); Status: [Completed](#))
- 17). Cultivate diversity through production selection and multicultural casting practices. (Goal: [Cultural Diversity](#); Status: [Completed](#))

Previous Objectives – Internal Factors (continued)



College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

Program Planning and Review: New Objectives

Objective:	Renovate STCN-130 to create a performance space that can also be used as the studio for the performance classes (TH 126, TH 127, TH 140, TH 141, etc.). Stage flooring, a lighting grid, lighting and sound equipment, and audience seating is needed
Goal:	Teaching and Learning (Glossary of Terms)

- select strategic goals -
- Teaching and Learning
- Student Support
- Cultural Diversity
- Human Resources
- Institutional Advancement
- Institutional Effectiveness
- Financial Stability
- Technological Advancement
- Physical Resources
- Innovation
- Campus Climate
- Leadership

Submit Delete Cancel/Return

Previous Objectives – Internal Factors (continued)

equipment. (Goal: Physical Resources)

Add/Edit/Delete Accomplishments

Challenges. Please indicate any challenges your department or program has faced which may affect the program or service for the current academic year. Also, please indicate how you plan to address these challenges.

•Department growth depends on offering students a wide range of performance opportunities. Due to the current financial situation, the theatre department has struggled to allocate sufficient funds to department projects and potential expansion in the near future is severely limited.

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Facilities Needs. Please indicate your facilities needs at the Valencia or Canyon Country Campus.

•Need a dedicated, fully equipped acting classroom/studio where students can rehearse outside of class time. STCN-130 was improved but the space lacks suitable lighting and sound capabilities and seating to become a performance space.
•No space for the more than 130 students currently enrolled in TH 140, TH 141, and

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Canyon Country Campus and a possible Westside Campus. Please indicate any plans your department has for offering courses or new curricula at the Canyon Country Campus. Also include plans for offering courses or new curricula at a possible Westside Campus.

• Students have not supported performance courses when offered at CCC (TH 126, TH 140). Spring 2009 the department was unable to offer a TH 110 class (which has been traditionally offered at CCC) due to low enrollment.
• The theatre department will work to improve program visibility on the CCC campus

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Connection to Educational and Facilities Master Plan. How is the department progressing in implementing plans identified in the Educational and Facilities Master Plan? Also, please list any 10-year goals your department has created.

07-12 Master Plan goals accomplished:

1. Production program is expanding and improving to the extent that the budget allows.
2. New curriculum in Theatre Appreciation, Stage Management and Play Production (TH 190A,B,C,D and TH 193).

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Support Staffing and Faculty. What changes have occurred in the last three years and what changes are expected in the next three years within your department/program?

No changes have occurred in the last three years concerning staffing. The department still needs the following personnel and adequate funding to hire as needed for productions:

- A full time technical theatre instructor

Previous Objectives – Internal Factors (continued)

Interdisciplinary Collaboration. Describe any relationships and course offerings with other departments/programs.

- Theatre production is offered in Music, Theatre and Dance (190C). The theatre department coordinates with music and dance.
- A Dramatic Scriptwriting course is in development with the Media Entertainment Arts department.

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Department/Program Changes. Please describe any changes (institutional or within the broader academic discipline/program area) that require changes in the department or program structure, focus, or emphasis.

- Many department objectives are dependent upon increased section offerings and more adequate funding. Due to budget cuts beginning in spring 2009, the theatre department was forced to reduce its sections by 30%. This reduction required the department to rethink the degree requirements and revise both degrees to allow

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Technology. How is technology being used for curriculum delivery (e.g., online courses, CTV, etc.)? Do you plan to increase the use of technology for curriculum delivery? What plans do you have for adding curriculum to the college's 100% online Associate Degree? Please indicate the hardware and software (including version if known) needs for department. If these needs are related to specific courses, please specify the course. Also, indicate if a budget augmentation is needed.

- STCN-130 and the BLACK BOX need to be outfitted with a computer/projector/sound set up and screen. Faculty rarely include technology in their lessons when using these spaces because of the lack of technology. The need to make arrangements to transport media carts to these locations prohibits instructors from incorporating

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Level 1 user additional comments / dialogue about the information provided if desired.

CONCERNING MASTER PLAN: The 07-12 Educational Master Plan outlined several ambitious goals that were predicated on the construction of the PAC to house theatre department activities. The theatre department has not been able to utilize the PAC facilities as originally planned in 2002. This, in conjunction with the budget situation

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Level 2 user comments / dialogue about the information provided if desired.

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Strengths, Challenges, New Objectives



College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

General	Student Learning Outcomes	Previous Objectives ----- Internal Factors	External Factors	Strengths, Challenges, New Objectives	Budget Planning	Addendum For Career & Technical Education (CTE)	Participants (Faculty) ----- Upload Add'l Documents	Save/Exit
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Strengths / Challenges / New Objectives

Departmental Strengths. Describe departmental/programmatic strengths or unique features. This should principally include information from the Internal and External Factors sections.

1. Well-trained, dedicated, personable, knowledgeable adjunct and full-time faculty.
2. Recent hiring of a department chair has resulted in leadership, vision, direction and oversight of program.

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Departmental Challenges. Describe departmental/programmatic challenges. This should principally include information from the Internal and External Factors sections.

1. Lack of sufficient space to allow for program growth and diversification. The lack of a dedicated space for the acting classes (a space which is not used for production rehearsals or performances) limits and impedes student growth since there isn't a suitable location

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New Objectives. While not required, you can add new department objectives in this section. Any objectives that are added are for the time period of 2011/2012 through 2013/2014 and should follow from needs discussed in previous sections. ([Glossary of Terms](#))

- 1). Renovate STCN-130 to create a performance space that can also be used as the studio for the performance classes (TH 126, TH 127, TH 140, TH 141, etc.). Stage flooring, a lighting grid, lighting and sound equipment, and audience seating is needed to finish this project. (Goal: Teaching and Learning)
- 2). Promote and publicize department activities through an improved website, creation of promotional materials for the department, an improved FACEBOOK page, and more. (Goal: Teaching and Learning)
- 3). Develop curricula for new technical theatre courses (design and rendering, scenic painting techniques, scenic design, sound design) and create technical theatre degree. (Goal: Teaching and Learning)
- 4). Develop job description, form hiring committee and hire a new full time theatre faculty to replace loss of former technical theatre instructor to PAC assignment. (Goal: Teaching and Learning)
- 5). Replace older, wornout scene and costume shop equipment and rehearsal furniture to maintain instructional quality and ensure student safety. (Goal: Teaching and Learning)
- 6). Increase graduation rates for general and performance degrees by 20%. (Goal: Institutional Effectiveness)
- 7). Offer a full production season including two black box productions, two mainstage productions, and two unsupported workshop productions using alternate spaces (STCN-130) to increase program effectiveness, contribute to cultural awareness, expand student learning opportunities and accomplish the mission of the production wing of the theatre program. (Goal: Teaching and Learning)
- 8). Hire highly qualified personnel (stage managers, designers, adult hourlies) to support classes and productions. (Goal: Teaching and Learning)
- 9). Increase recruitment efforts by creating and implementing educational, recruitment and outreach efforts with area high schools to expand program visibility and increase theatre FTES. (Goal: Teaching and Learning)
- 10). Revise, update and augment courses and curricula to better reflect student interest, articulation agreements, and the needs of the entertainment industry. (Goal: Teaching and Learning)

Budget Planning



College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

General	Student Learning Outcomes	Previous Objectives ----- Internal Factors	External Factors	Strengths, Challenges, New Objectives	Budget Planning	Addendum For Career & Technical Education (CTE)	Participants (Faculty) ----- Upload Add'l Documents	Save/Exit
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Budget Planning

[Click Here for Budget Planning](#)

Level 1 user additional comments / dialogue about the information provided if desired.

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Level 2 user comments / dialogue about the information provided if desired.

Level 3 user comments / dialogue about the information provided if desired.

Budget Planning (continued)



College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

- Home
- Prev. Acad. Pro. Reviews
- Prev. Admin. Pro. Reviews
- Resources
- Definitions
- Full Time Equivalent Faculty
- Supplemental Data
- Feedback
- Milestone Chart
- Logout

2012/2013 Budget Request Form - **(THEATR)**

Department Budget Forms

[Budget Request Entry \(Fund: 11 - Activity: Theatre - Location: 2000\) / \(print\)](#)

[Budget Request Entry \(Fund: 12 - Activity: Theatre - Location: 2300\) / \(print\)](#)

Department Budget Rankings

[Budget Augmentation Request Ranking \(Fund:11\) / \(print\)](#)

[New/Replacement Equipment Request Ranking \(Fund:11\) / \(print\)](#)



[Return to Academic Program Planning and Review](#)

Budget Planning (continued)



College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

2012/2013 Budget Request Entry - (THEATR)

Fund Source: 11
 Activity: Theatre (100700)
 Location Code: 2000

Object Code	Description	Location Code	Actuals 2008/2009	Actuals 2009/2010	Actuals 2010/2011	Allocated 2011/2012	Ongoing 2012/2013	Augmentation Request 2012/2013	One-Time or On-Going	Department Objectives	Comment	Remove
51490	ADJUNCT OTHER NON-INSTR.	2000	\$1,000.29	\$1,200.11	\$2,700.00	\$0.00	0	2700	On-Going	Hire highly qualified personnel (stage managers, design)	We need to compensate	---
51495	FT FACULTY SUPPL SERV, NON-INS	2000	\$2,000.33	\$0.00	\$0.00	\$0.00	0	0	-----	-----	-	---
52190	CLASSIFIED OVERTIME	2000	\$56.25	\$0.00	\$0.00	\$0.00	0	0	-----	-----	-	---
52194	CLASS ADMIN MERIT/ADDL RESP	2000	\$933.77	\$0.00	\$0.00	\$0.00	0	0	-----	-----	-	---
52320	ADULT HOURLY NON-INSTRUCTION	2000	\$11,757.16	\$7,962.67	\$5,299.91	\$7,963.00	7963	0	-----	Hire highly qualified personnel (stage managers, design)	Money was removed li	---
52420	ADULT HOURLY INSTRUCTION	2000	\$1,143.75	\$1,797.75	\$0.00	\$0.00	0	0	-----	-----	-	---
64310	INSTRUCTIONAL SUPPLIES	2000	\$16,681.06	\$13,192.37	\$0.00	\$0.00	0	34800	One-Time	Renovate STON-130 to create a performance space the	\$18,000 is needed an	---
64550	NON-INSTRUCTIONAL SUPPLIES	2000	\$143.94	\$0.00	\$0.00	\$0.00	0	0	-----	-----	-	---
65130	CONTRACT SERVICES	2000	\$15,382.66	\$15,663.82	\$16,461.00	\$11,800.00	11800	4000	On-Going	Improve the quality of theatrical productions by providi	Please see actuals fo	---
65210	MILEAGE	2000	\$0.00	\$0.00	\$0.00	\$300.00	300	0	-----	-----	-	---
65620	EQUIPMENT RENT/LEASE	2000	\$552.57	\$7,385.50	\$3,635.67	\$6,000.00	6000	0	-----	-----	-	---
65621	OTHER RENT/LEASE BEG 7/1/02	2000	\$7,262.43	\$4,417.00	\$5,379.30	\$6,192.00	6192	0	-----	-----	-	---
65650	EQUIPMENT MAINTENANCE/REPAIRS	2000	\$129.99	\$279.98	\$213.71	\$0.00	0	0	-----	Replace older, wornout scene and costume shop equip	Allocation needed to c	---
65860	ADVERTISING	2000	\$0.00	\$25.00	\$0.00	\$0.00	0	0	-----	-----	-	---
65890	OTHER EXPENSES	2000	\$369.80	\$0.00	\$68.75	\$0.00	0	0	-----	-----	-	---
66480	SOFTWARE, NON-INS (NON-GASB)	2000	\$0.00	\$178.68	\$0.00	\$0.00	0	0	-----	-----	-	---
Total Fund 11			\$57,414.00	\$52,102.88	\$33,758.34	\$32,255.00	32255	41200				

Budget Planning (continued)



College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

2012/2013 Budget Request Entry - (THEATR)

Fund Source: 11
Activity: Theatre (100700)
Location Code: 2000

Add New Budget Item

Add/Edit New Equipment Item

Description	Location Code	Actuals 2008/2009	Actuals 2009/2010	Actuals 2010/2011	Allocated 2011/2012	Ongoing 2012/2013	Augmentation Request 2012/2013	One-Time or On-Going	
NON-INSTR.	2000	\$1,000.29	\$1,200.11	\$2,700.00	\$0.00	0	2700	On-Going	----- Create a common area for students and theatre faculty to socialize; hold informal discussions an... Develop courses for enrichment/advancement: Scene study (6-8 week components) Develop curriculum for new dramatic literature course: Diversity in American Drama. Raise retention rate. Revise and update curriculum. Applied for and received \$1000 ASG grant to fund summer musical project in 2012.
PL SERV, NON-INS	2000	\$2,000.33	\$0.00	\$0.00	\$0.00	0	0	-----	By fall 2010, develop common assessment tools for all instructors of TH 110, TH 140, TH 141, TH 1... By fall 2011, develop course SLO assessment tools for an additional six courses (TBD) for assessm...
RTIME	2000	\$56.25	\$0.00	\$0.00	\$0.00	0	0	-----	By fall 2012, complete assessment cycle for each of the courses offered between 2010-2012.
ERIT/ADDL RESP	2000	\$933.77	\$0.00	\$0.00	\$0.00	0	0	-----	By spring 2011, develop course SLO assessment tools for all TH 190, TH 192, and TH 193 courses fo...
NON-INSTRUCTION	2000	\$11,757.16	\$7,962.67	\$5,299.91	\$7,963.00	7963	0	-----	COC theatre students have transferred to the best theater schools in the nation: Julliard, NYU, C... Collaborated with PAC and NAMF to produce successful, sold-out performances of "The Giver" - a n... Completed 2nd stage of renovation of STCN-130 adding electrical power to the space in anticipati...
INSTRUCTION	2000	\$1,143.75	\$1,797.75	\$0.00	\$0.00	0	0	-----	Completed assessment of 95% of courses and "closed the loop" on 75% of courses by February 2012 Completed assessment of program SLO's by mapping course SLO's.
SUPPLIES	2000	\$16,681.06	\$13,192.37	\$0.00	\$0.00	0	34500	One-Time	Continue to revise, update, and augment department curricula to better reflect student interest, ... Create additional theatre degrees in technical theatre and musical theatre.
ONAL SUPPLIES	2000	\$143.94	\$0.00	\$0.00	\$0.00	0	0	-----	Create and implement educational, recruitment and outreach efforts with area high schools to expa... Create promotional materials for the department.
ICES	2000	\$15,382.66	\$15,663.82	\$16,461.00	\$11,800.00	11800	4000	On-Going	Cultivate diversity through production selection and multicultural casting practices. Develop additional curriculum in Theatre Appreciation, Stylized Acting (advanced acting), Dance f...
	2000	\$0.00	\$0.00	\$0.00	\$300.00	300	0	-----	Develop and implement a hierarchically tiered production program to increase program effectiveness...
T/LEASE	2000	\$552.57	\$7,385.50	\$3,635.67	\$6,000.00	6000	0	-----	Develop and implement a theatre department handbook for all faculty, staff, and students to stand... Develop and utilize common rubrics and assessment tools for all performance classes (TH 127, TH 1...

Participants (Faculty) – Upload Additional Information



College of the Canyons Program Planning and Review

Year(s): 2011/2012 to 2013/2014

General	Student Learning Outcomes	Previous Objectives ----- Internal Factors	External Factors	Strengths, Challenges, New Objectives	Budget Planning	Addendum For Career & Technical Education (CTE)	Participants (Faculty) ----- Upload Add'l Documents	Save/Exit
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Please list the faculty who were consulted in this program planning and review.

Paul Wickline, Susan Hinshaw, David Stears, Allan Trautman, John DeMita, Rick Greaver, Stephen Whelan, Dee Marie Nieto, Andrea Slominski, Leigh Kennicott, Kim DeShazo, Rande Trabit and Madeline Lindenheim.

Upload additional files.

- File #1: [SPRING 2012 DEPARTMENT MEETING AGENDA.doc](#) (Remove)
- File #2: [TheatreDepartment_Assessment_Results_FORM.doc](#) (Remove)
- File #3: [COC SAMPLE -- TH 190C ASSESSMENT RUBRIC -- LAB SLOS.pdf](#) (Remove)
- File #4: [TH 140 Assessment Results.doc](#) (Remove)
- File #5: [2011-12 Budget & Equipment Export from Noris 2011_04_19.xlsx](#) (Remove)
- File #6: [S-130 RENOVATION.xls](#) (Remove)
- File #7: [S130 MEMO June 17, 2011.doc](#) (Remove)
- File #8: [2012-2013 THEATRE DEPARTMENT DRAFT FOR CARMEN.xls](#) (Remove)
- File #9: [Theatre 120 3-5 Year Equipment plan.xls](#) (Remove)
- File #10: [Academic Staffing Presentation.doc](#) (Remove)
- File #11: [Theatre Department Meeting 8.pdf](#) (Remove)
- File #12: [SummeryNotesDepartmentRetreat_2-2012.doc](#) (Remove)

Level 1 user additional comments / dialogue about the information provided if desired.

DONNA HAYWOOD: Please note that the 2012-2013 THEATRE DEPARTMENT DRAFT FOR CARMEN is only an estimate of potential budget for 12-13 and may need adjustment once season is finalized.

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Level 2 user comments / dialogue about the information provided if desired.

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