

2012-2013

Employee
Budget
Workshop

June 18, 2012



INTRODUCTION



**HAPPY
BIRTHDAY**

EDDIE DANIELS

HEIDI LANNON

BETTY THOMPSON

ANNOUNCEMENTS

- **Fall 2012 Convocation**
 - **When: Tuesday, August 21, 2012 at 9:00a.m.**
 - **Where: Fine Arts Hall**
- **SACS**
 - ❖ **QEP**

RESPECT

1. RESPECT FOR CFO

2. RESPECT FOR STUDENTS

3. RESPECT FOR EMPLOYEES

4. RESPECT FOR RETIRING TRUSTEES

- *Winston Bradley*
- *Glenna Brashear*
- *Evelyn Womack*

5. RESPECT FOR NEW TRUSTEES

- *Carrie Lee*
- *Lisa Prevatt*
- *Robert Woody*

5. RESPECT FOR GOVERNOR

6. RESPECT FOR TAXPAYERS

AGENDA

- **Santa Fe's Planning/Budgeting Process**
- **College Mission/Vision/Values/Goals**
- **Strategic Plan 2010-2015**
- **Budget History**
- **2012-2013 Proposed Budgets**
- **FRS Changes**
- **2012-2013 Proposed Salary & Benefits**

PROCESS

**Developed as a component of College Planning
Trustees Retreat**

**Strategic Planning Discussion-Each Board Meeting
Employee → Department → Division Involvement**

**College Forums/Senate/Career Service Council/SG
Advisory Committees (Faculty and Staff)**

- **Salary and Benefits**
- **Professional Development**
- **Technology**

Advisory Committees (Program)

College Resource and Planning Council (RPC)

President's Budget Committee

Collegewide Faculty & Staff Meetings

Board of Trustees Final Review, Decision and Approval

MISSION STATEMENT

In keeping with our values and goals, Santa Fe College, a comprehensive public institution of higher education serving North Central Florida and beyond, adds value to the lives of our students and enriches our community through excellence in teaching and learning, innovative educational programs and student services, and community leadership and service.

VALUES

Santa Fe College is a dynamic, innovative learning community committed to

- *Academic excellence, academic freedom, and intellectual pursuit*
- *Individual, social, and global responsibility*
- *Honesty, integrity, and civility*
- *Cultural diversity and equity*
- *Collaboration with our community*
- *Open Access*
- *Life long learning*
- *Assessment, accountability, and improvement*
- *Sustainable use of environmental, social and economic resources*

GOALS

- *Outreach and Access – promote open access to the college*
- *Delivery Alternatives – create innovative & flexible learning opportunities*
- *Educational Programs – to ensure the highest levels of academic performance*
- *Student Affairs – supports access & student engagement toward goal attainment*
- *Workforce Development – student-centered workforce programs*
- *Human Resources – recruit & retain quality faculty & staff*
- *Technology – to support the college’s mission*
- *Resources – obtain & allocate resources to implement the college’s mission*
- *Sustainability Education & Operations – create, develop, & enhance programs to reduce waste, conserve energy and green space, protect water resources, and promote wellness of students, faculty, and staff (Ex. Feed in Tariff)*

Strategic Plan 2010-2015

*Alignment of Goals to achieve
institutional excellence in operations,
improved focus and capabilities,
and continued innovation as a charter
member of
the League for Innovation in the
Community College!*

STRATEGIC INITIATIVES

Strategic Initiative (SI) Category	Excellence in Teaching and Learning (ETL): Santa Fe will provide an academically challenging environment in support of the College's mission and goals and will strive to enhance our educational excellence by encouraging, engaging in, and developing best and promising practices in support of intellectual, social and personal development. Examples of opportunities for improvement include an increased utilization of technology in teaching, redesigning curriculum for STEM, increasing interdisciplinary offerings, documenting student attainment of general education learning outcomes, engaging students at outlying centers using I-link course, verifying identification of students enrolled in courses, providing training to increase effectiveness of adjunct and full time faculty, and establishing a career ladder for faculty.
(College) Goals Addressed by this SI	Delivery Alternatives, Educational Programs, Student Affairs, Sustainability Education and Operations
Who is Responsible?	President's Staff Level: <i>Provost & Vice President for Academic Affairs</i>

STRATEGIC INITIATIVES cont.

Strategic Initiative (SI) Category	Constituent Relationship Management(CRM): Santa Fe will pursue Constituent Relationship Management to recognize this widely-implemented strategy for managing and nurturing Santa Fe’s interactions with its constituents (potential and current students, faculty, staff, community at large). CRM involves using technology to organize, automate, and synchronize College processes—principally services including marketing, customer service, and technical support. The overall goals are to find, attract, and win new students, nurture and retain those the College already has, entice former students back, and reduce the cost of marketing and services. CRM generally denotes a College-wide strategic initiative embracing all constituent –facing departments and even beyond. When Santa Fe’s implementation is effective, people, processes, and technology work in synergy to increase efficiencies and effectiveness while reducing operational costs.
(College) Goals Addressed by this SI	Outreach and Access, Educational Programs, Student Affairs, Technology, Resources, Sustainability Education and Operations
Who is Responsible?	President’s Staff Level: <i>Vice President for Administrative Affairs and Vice President for Student Affairs</i>

STRATEGIC INITIATIVES cont.

Strategic Initiative (SI) Category	Organizational Development (OD): Santa Fe will pursue Organizational Development (OD) as a planned, organization-wide internal review to increase Santa Fe’s effectiveness and viability. OD is neither “anything done to better an organization” nor is it “the training function of the organization”; it is a particular kind of change process designed to bring about a particular kind of end result. OD can involve interventions in Santa Fe’s “processes”, as well as organizational reflection, system improvement, planning, and self-analysis. Santa Fe will respond to change with this strategic initiative intended to change the beliefs, attitudes, values, and structure of the organization so that the College can better adapt to new technologies, marketing and challenges, and the dizzying rate of change itself. In doing so, the College will promote a strategic mindset that relies on a culture of evidence and promotes human capital.
(College) Goals Addressed by this SI	Human Resources, Resources, Technology, Sustainability Education and Operations
Who is Responsible?	President’s Staff Level: <i>Vice President for Development</i>

2012 Focus Statements for the Strategic Initiatives

1. Excellence in Teaching and Learning

- Increase access to educational opportunity and engagement of students through appropriate academic technology and appropriate alternative instructional methods
- Strengthen overall position of student learning outcomes (including general education learning outcomes) in the Santa Fe culture of evidence
- Expand/Align the range of baccalaureate and vocational programs that meet student interest and support regional economic development
- Add programs and curriculum in STEM disciplines that support regional, state, and national goals

2. Constituent Relationship Management

- Improve support structures to enhance students' ability to navigate the college experience at Santa Fe
- Improve business processes and productivity
- Improve access to relevant, timely information in support of decision-making

3. Organization Development

- Design and enhance professional development programs to support operational excellence and implementation of strategic initiatives
- Implement communication strategies that increase broad-based understanding of, commitment to, and activity in service of institutional processes related to planning and assessment
- Identify and develop the next generation of academic and administrative leadership

Quality Enhancement Plan (QEP)

The QEP will strengthen our institution by

- Improving retention rates, particularly in gateway courses
- Increasing efficiency and efficacy of communications
- Building analytics to provide for informed decision-making
- Fulfilling a SACS requirement for reaffirmation of accreditation

The QEP will improve the environment for learning by

- Reinforcing student learning as central to College support services and advisement processes
- Fostering collaboration (between student, staff, faculty) in support of student academic achievement
- Encouraging student responsibility and action in a learning process
- Providing timely interventions to offer at-risk and challenged students appropriate support

Our quality enhancement plan will **improve** the environment for learning, **enhance** students' ability to navigate the college experience, **support** staff and faculty in service of the SF mission, and **strengthen** the College.

The QEP will support staff / faculty by

- Improving communication to facilitate work
- Automating some tasks to free time for more meaningful interactions with students
- Building accountability (self, student, colleagues)
- Providing for training and professional development

The QEP will benefit our students by

- Supporting the acquisition of skills and abilities associated with educational perseverance and achievement
- Improving academic advisement (as a process involving students, faculty, and support staff, not just advising specialists)
- Ensuring personalized support for students working toward goals
- Providing for interactions outside the classroom likely to lead to success inside the classroom

Institutional Effectiveness

What is Institutional Effectiveness?

- It is the systematic, explicit, and documented process of measuring performance against mission in all aspects of the college.

Plan → Assess → Improve

How does SF Document?

- Using the SMART Planning Objective Database

HISTORY MAJOR OPERATING REVENUE

State Appropriations

	<u>2008-2009</u>	<u>2009-2010</u>	<u>2010-2011</u>	<u>2011-2012</u>	<u>2012-2013</u>
State Revenue Beginning Year Appropriations	36,959,468	31,757,341	34,056,383	33,960,514	34,154,347
\$ Change from Prior Year		(5,202,127)	2,299,042	(95,869)	193,833
<i>\$ Change from 2008-2009 to 2012-2013</i>					(2,805,121)
<i>% Change from 2008-2009 to 2012-2013</i>					(7.59%)

HISTORY MAJOR OPERATING REVENUE

Student Tuition

2008-2009 2009-2010 2010-2011 2011-2012 2012-2013

Student Tuition Budgeted Beginning Year 23,534,922 25,434,922 28,207,473 32,344,224 32,344,224

\$ Change from Prior Year 1,900,000 2,772,551 4,136,751 992,135

\$ Change from 2008-2009 to 2012-2013

7,817,167

% Change from 2008-2009 to 2012-2013

33.22%

RESPECT FOR STUDENTS

2012 Legislative Results

State Appropriations/Student Fee Bill

- ❖ **Authorizes 5% increase in standard tuition rate for all lower division courses**

Credit Courses Tuition

- **SF allowed to increase up to 8% (2011/12 maximum rate plus 5% authorized for 2012-13) but proposes a 0% increase**

REVENUES

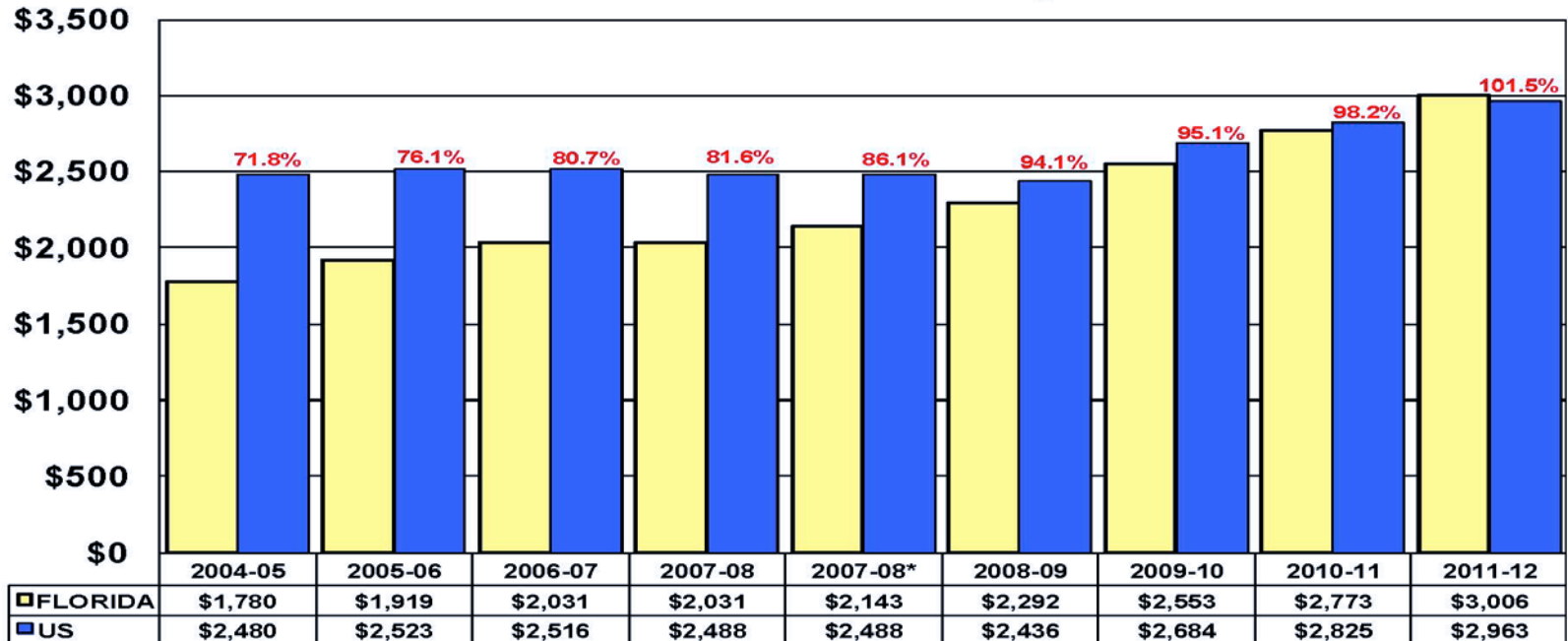
Student Fee Comparisons *Lower Level Courses*

	<u>2011-2012</u>	<u>2012-2013</u>
Cost of tuition & fees for 30-credit year @ SF	\$2,951	\$2,951
FL College System Average	\$3,006	\$3,156 *
U.S. Public 2-Year Average	\$2,963	N/A
University of Florida	\$5,657	\$6,166 *
Florida Universities	\$5,626	\$6,132 *

*estimated

REVENUES

FLORIDA COLLEGE SYSTEM STUDENT FEES FLORIDA COMPARED TO NATIONAL AVERAGE Percent of National Average

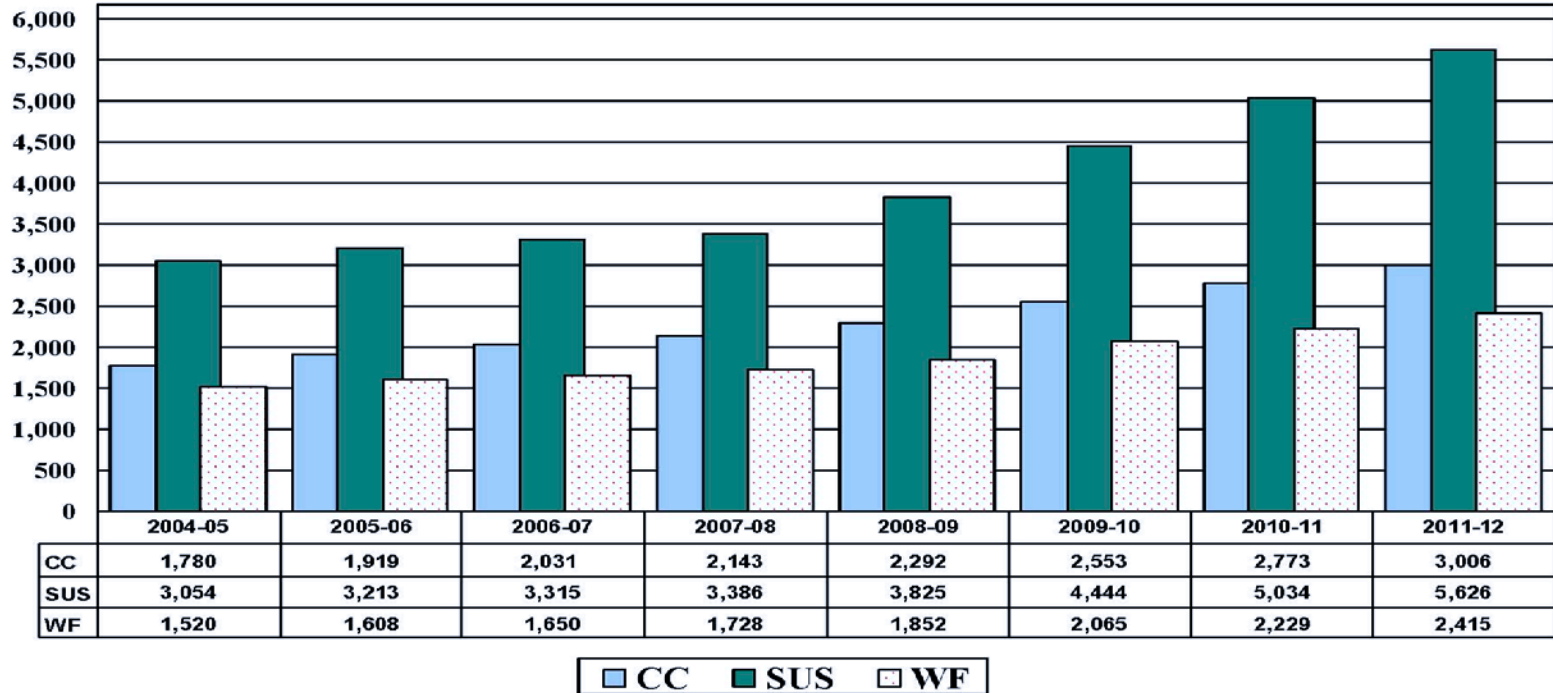


Notes: Fees are for Academic Year (30 credit hours)
Sources: The College Board, Annual Survey of Colleges
*Fall Student Fees were revised in Spring 2008 to reflect the 5% increase in the 2007 Special Session.

J:\Finance\Work\Reports & Surveys\Student Fees\Student Fees -Community
Colleges\Student Fees - Fall 2011-12\2011-12 National Average.PPT\SWG
March 8, 2011

REVENUES

FLORIDA COLLEGE SYSTEM STUDENT FEES COMPARED TO STATE UNIVERSITY SYSTEM AND WORKFORCE EDUCATION



NOTE: FEES ARE FOR ACADEMIC YEAR (30 CREDIT HOURS)

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Student Fees - Fall 2011-12\2011-12 CC Fee VS SUS AND WFD.PPT\SWG
March 8, 2012

A scenic view of a campus landscape featuring a pond, trees, and a building in the background. The text is overlaid on this image.

SANTA FE COLLEGE

2012-2013

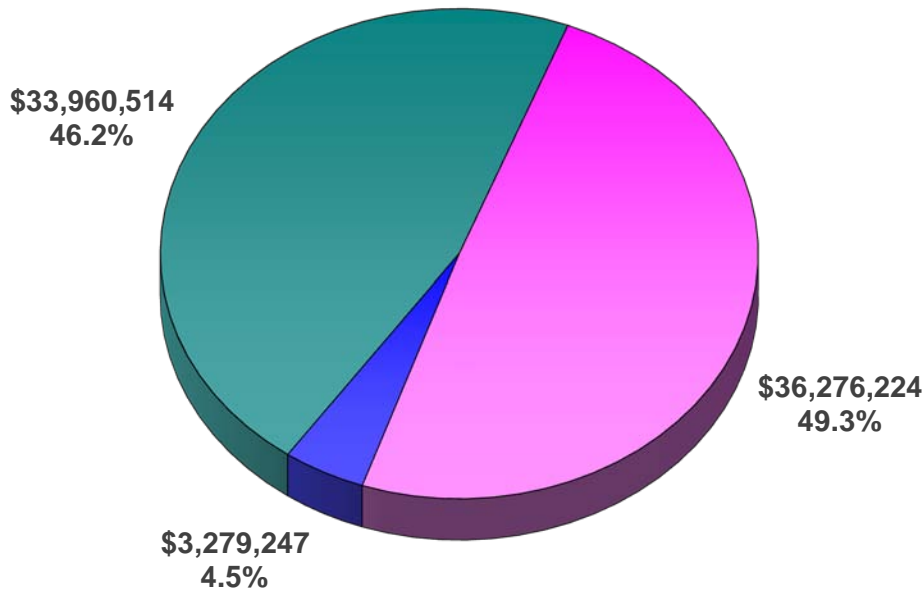
Proposed Operating Budget

(Fund 1)

**Recommendations are
contingent upon
approval of the
College's
Board of Trustees**

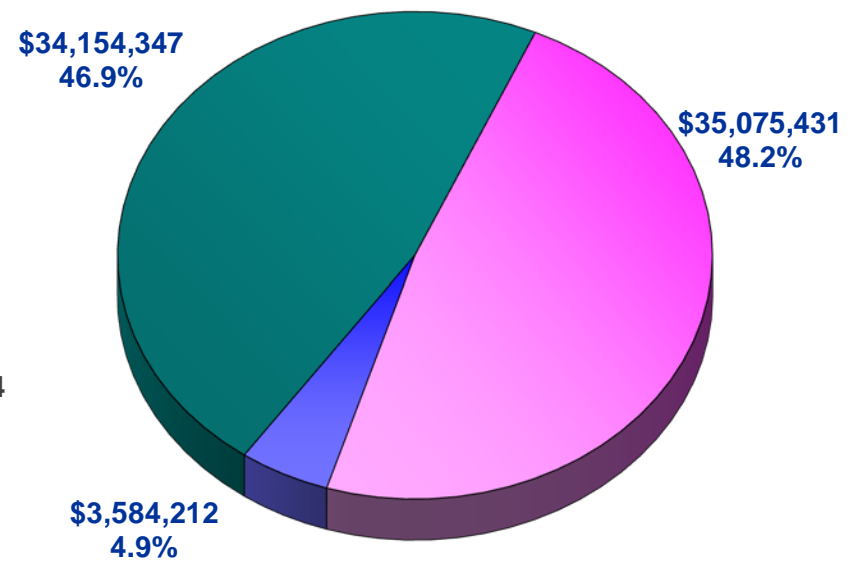
TOTAL RECURRING REVENUE BY SOURCE

2011-2012



2011-2012
\$73,515,985

2012-2013



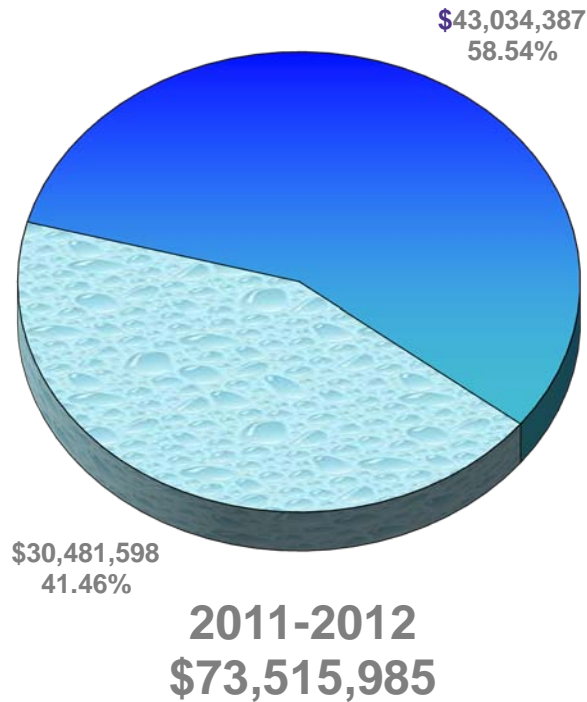
2012-2013
\$72,813,990

State Student Fees Other

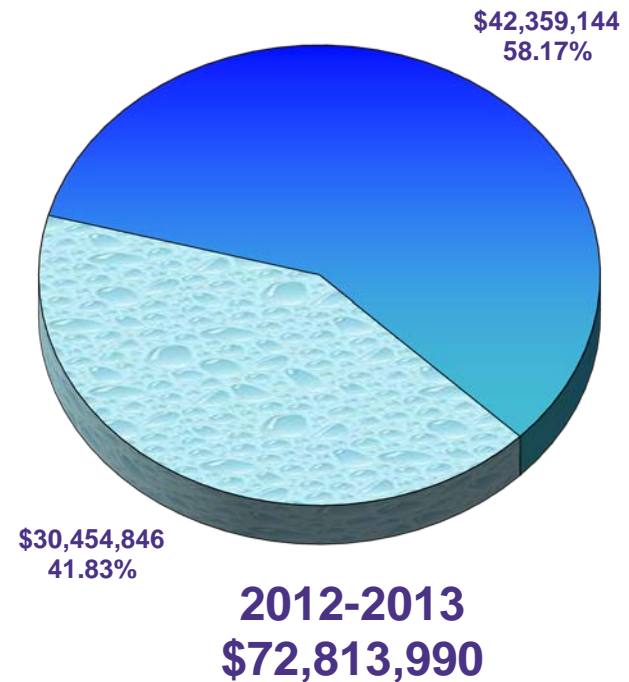
EXPENDITURES

Expenditures by Instructional/Non-Instructional Functions:

2011-2012



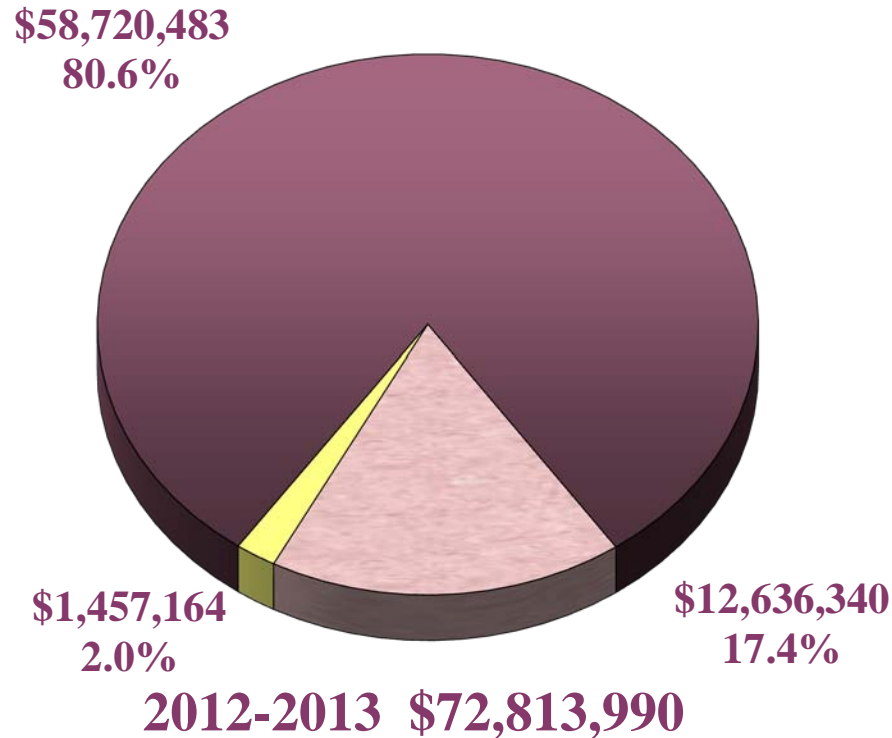
2012-2013



 **Instructional**  **Non-Instructional**

2012-2013 BUDGETED EXPENDITURES

Recurring Budgeted Expenditures by Category (with Contracted Personnel of \$2.0 million included in Total Personnel)



Total Personnel **Current Expense** **Capital Outlay**

ECONOMIC CONSIDERATIONS

- **Hurricanes**
- **Recession**
- **Europe**
- **Enrollment**
- **Student Retention & Completion**



SANTA FE COLLEGE

2012-2013

Baccalaureate Programs

(Budget Included in Operating Budget)

BACCALAUREATE PROGRAMS

➤ Current Programs Operational

- BAS Clinical Laboratory Sciences
- BAS Health Services Administration
- BS Early Childhood Education
- BS Nursing



➤ Additional Degrees budgeted for start up 2012-2013

- BAS Supervision & Organizational Management (with area concentrations)

➤ Additional Degrees under consideration

- BAS Industrial Biotechnology
- BAS Digital Media



2012-2013 CONSTRUCTION PROJECTS



2012-2013 CONSTRUCTION PROJECTS

- **New State Fund Sources**
 - **PECO Appropriations**
 - **General Maintenance** **163,924**
- **Capital Improvement Fees** **2,840,000**
- **Next Major Construction Projects.....**
 - **Expansion of Institute of Public Safety**
 - **Expansion of Downtown Center to Campus**

FRS CHANGES

HB 5005

Changes to the State Administered Florida Retirement System (FRS) Contribution Rates

FRS CHANGES CONT.

Effective July 1, 2012

- **Investment Plan and Faculty Optional Retirement Program Contributions**
 - **Made *uniform contribution rates* for both Investment Plan and Pension Plan members by reducing contributions paid by employers**

2012-2013

Proposed

Salary & Benefits

SALARY SUPPORT HISTORY

1. No one has been released for only financial reasons in the recession
2. 2009 \$1,000 non-recurring salary supplement
3. 2010 \$1,000 added to base salary (*raised all minimum pay grade salary ranges by same*) plus 5% on revised base
4. 2011 Two steps added to base plus 2.5% on revised base
5. Adjunct rate increase from 2008/09 \$1,821 per 3 credit hour course to 2011/12 \$2,001
6. Part-time Professional/Career Service hourly rate increases from 2-5% each of the last 4 years
7. Continued 100% Health Coverage & other benefits
8. Access to best qualified pool of part-time faculty and staff in Florida

EMPLOYEE BENEFITS SUMMARY

Paid by the College

- **Health Insurance**
- **Life Insurance – Coverage 1.5 X Annual Base Salary**
- **Sick and Vacation Leave**
- **Average of 22 paid College Holidays**

EMPLOYEE BENEFITS SUMMARY cont.

- **Santa Fe Fee Waivers for Employees & Dependents**
 - *\$307.08 per 3 credit hour class*
- **UF Fee Waivers for Employees**
 - *\$1,494.27 per 3 credit hour course (graduate level coursework)*
- **Professional Development Scholarships**
 - *Approximately \$495/per class*
- **Wellness Program- *Coordinating efforts between Blue Cross/Blue Shield & College-Blue Reward***
- **Employee Assistance Program**
- **Free Parking (Orange & Blue Decals \$300/yr)**

EMPLOYEE BENEFITS SUMMARY cont.

*Continued Unlimited access
to city transit services with
valid SF ID*

Employee Benefits Paid by the College

Based on \$35,000/yr salary:

Health Insurance (PPO Plan)	\$ 5,712
FICA/Medicare	2,678
Life Insurance	86
Retirement (Regular Class)	1,813
Plus EAP, Flex Spending and Tax Sheltered Annuity Administration	<u>75</u>

Total Benefits Paid by College:

\$ 10,364

2012-2013 Principles Guiding Salary

& Benefits Recommendations

- 1. To retain the best & those most committed to student success (including adjuncts).**
- 2. To recruit & employ the brightest & those most committed to student success.**
- 3. To acknowledge salaries are low in education & recommend a cost of living increase.**

RESPECT FOR EMPLOYEES

2012-2013

Salary and Benefit

Recommendations to the District

Board of Trustees

FULL-TIME EMPLOYEES

One-Time (Non-Recurring)

**\$500 Salary Supplement to be paid
in November**

In addition a Recurring

2.0% *Cost of Living*

increase effective

July 1, 2012 for 12-month &

August 21, 2012 for 9-month

added to your 2011-12

Base Salary

PART-TIME EMPLOYEES

Proposed Salary Increases

Adjuncts

- **Rate remains at \$2,001 per 3 credit hour course**

Part-time Professional/Career Service Hourly Appointments

- **Hourly rates remain at 2011-12 rate**

Contracted employees through TempForce

- **Recommend hourly rates remain at 2011-12 rate**
- **Departments will need to cover *increased administrative cost per contract award* within current operating budgets. May require a reduction in hours per contracted employee**

RESPECT FOR...

- *CFO*
- *Students*
- *Employees*
- *Continuing Trustees*
- *Retiring Trustees*
- *New Trustees*
- *Governor*
- *Taxpayers*

Questions or Comments