WEST LOS ANGELES COLLEGE
BUDGET MANAGEMENT PLAN
Effective January 1, 2009, and until further notice.

Approved by the College Council Executive Committee,
January 22, 2009

1. **Purchasing Freeze.** Purchase orders for equipment, educational materials and office supplies will not be approved by the Vice President of Administrative Services (VPAS). This includes requests and PO’s against both 10100 general funds and restricted funds.
   a. We are working on ways to shift equipment purchases to the construction bond budget and shifting educational materials and office supplies to other restricted fund budgets, but this will take time to establish. Meanwhile, the VPAS will hold all requests and purchase orders until further notice.

2. **Travel Freeze.** The VPAS will disapprove and return ALL requests for travel and conference attendance against 10100 general funds. Travel against restricted funds is also frozen except in cases approved in advance by the appropriate Vice President and are requirements of the grant.

3. **No “Petty Cash” Reimbursements.** The VPAS will disapprove and return ALL incidental general fund reimbursement requests by college employees for office and work-related items. All 10100 account general fund purchases, no matter how small, must be made through the purchase order system and only with the express advance approval of the VPAS. Anyone purchasing items outside of the district’s purchase order system will be held personally liable for any expense incurred.

4. **Hiring Freeze.** The College will strictly follow the hiring freeze for all positions of any kind that has been ordered by the Chancellor. This extends to all positions funded by the 10100 general fund, including student workers and temporary workers. Positions funded and required by an external grant must be approved in advance by the college president. Anyone who employs an individual prior to VPAS approval and district clearance will be formally noticed and required to rescind the employment commitment.

5. **Restriction on Overtime.** No overtime may be worked in any fund or grant without explicit advance approval of the VPAS. This includes overtime for library hours, tutoring, student services and all other units.

6. **Freeze on Presidential Set-Aside Funds.** Further expenditures against presidential set-aside grants have been frozen and these projects will be closed out without further expenditures.

7. **Over-Budget Restriction.** Any unit, department, program or cost center that is over its allocated annual budget as determined by the VPAS will not be allowed to continue expenditures. Any such unit will be required by the VPAS to take immediate action to balance its 2008-09 budget.
8. **Class Scheduling Efficiency and Reduction of Planned Sections for Spring 2009.** On September 16, the president met with department chairs and issued a memo (full copy below), consistent with Article 12 of the AFT Agreement, that instructed Academic Affairs to eliminate from the class schedule all sections below an enrollment of 15 students for Winter and Spring. Accordingly, all sections below an enrollment of 15 students on the Tuesday evening before the Monday start of the Spring semester, in this case, Tuesday, February 3, 2009, at 5:00pm, will be cancelled. The only exceptions will be for departments that have a total certified class size of 34 (per Article 12.A) and for “advanced classes” (per Article 12.G) as this is defined by the draft proposal on advanced courses from the Educational Policy and Standards Committee of the Academic Senate.

9. **Revised Summer 2009 Session.** The normal Summer I session beginning in June will be eliminated. In 2009 there will be a single six-week Summer session that begins on Monday, July 6, and ends on August 16. Departments will not be compelled to offer summer classes, but those who choose to do so will teach them in this one six-week summer session.

10. **Revenue: Parking.** The Board of Trustees regulations requiring students to purchase a parking permit will be implemented and enforced in the Spring semester 2009.
Copy of Memo

Presented at Divisional Chairs Meeting
of September 16, 2008

TO: Bob Sprague, VPAA
CC: Academic Affairs Deans
    Divisional Chairs

RE: Academic Excellence and Class Scheduling Policy

Dear Bob:

This comes as my formal request for a Fall 2008 census day report of all low-enrolled classes of 14 students or fewer. I also ask that your report is accompanied by a written report from each divisional chair as follows: 1) A detailed analysis and explanation of the reasons for each low enrolled class; 2) A plan certain for how these low enrolled classes will not be offered or run beginning with the Spring 2009 semester.

I hasten to say that my request does not come from any disappointment whatsoever with the management of Academic Affairs nor with the management of our divisional chairs. Quite the contrary, I commend you, the deans and the divisional chairs on your extraordinary performance that has made possible the complete turnaround of our enrollment. Thanks to you and all the deans and chairs, our “Project Turnaround” has been a “case study” success. Yet as you well know, Project Turnaround was always intended as only Phase I of our quest for academic excellence. First we needed to prove we could grow and capture the resources necessary for academic excellence. Now we are ready for Phase II, the fundamental revision of our class scheduling policy, process and procedure that is necessary for the large and growing college we now are.

My request therefore has very little to do with budget imperatives and “productivity” and everything to do with returning dollars to Academic Affairs that could be put to better use. Obviously we must be good stewards by being prudent budget managers and by following the AFT contract in all matters, even if, or especially if, the past practice has been not to do so. John Oester has shown that our current class scheduling system has been over budget by over $1.3M over the last two academic years. I have waited to move forward with Phase II not because I tolerated budget overruns or a gap between contract policy and procedure but because: 1) “First things first.” First we needed to prove that we could fill the many open seats we had. 2) I needed to learn our current class scheduling system before calling for change.

Now after five regular semesters of observing our current system, I am ready to move forward with Phase II. In order to achieve academic excellence, we must move away from our current “village/silo” concept of scheduling in which each division submits a schedule without any coordination with what the other divisions are scheduling. Moreover, these schedules are submitted too close to the deadline so that the deans are unable to conduct a proper process of coordination. As you have shown me, the current system is an impediment to increasing our number of full time students. Our current system absolutely prevents cross-disciplinary scheduling and sequencing. It also prevents almost any conversation about developing a truly interdisciplinary program. Your new “Roadmap to Completion for CSUN in Two Years” for every degree program is a wonderful advance and
will only be possible if we eliminate the silos and create a new system of college-wide comprehensive class scheduling.

The completion of this next Phase II will free still more resources to achieve academic excellence as this is measured by the number of degrees, transfers and certificates we award. To increase these primary outcome measures of excellence we must put more resources toward: 1) Hiring full time faculty; 2) Increased professional development for faculty and the establishment of a "great teaching" institute; 3) Faculty support for new program development and existing program revision; 4) Increased technology training and support for faculty; 5) Increased support for instructional assistants and related classroom and program support; 6) Increased time and support for faculty for clubs and extracurricular academic enrichment activities; 7) Increased assistance to chairs for advising and mentoring students. Our goal is NOT to cut budgets. Our goal is to INCREASE spending on our academic excellence priorities.

With so many students now coming to West, we can no longer justify taking out classrooms on Monday-Thursday, 9am – 1pm, with as few as four or five students. We can no longer justify the old village/silo concept. So, the first step of Phase II must be a firm adherence to the Article 12 class scheduling policy beginning in the Spring 2009. E.g.: Only divisions meeting the average class size goal of 34 "have the right to schedule their own classes"; the VPAA will cancel any class below 15 students, etc. I will also firmly support your and the deans' new efforts to institute a formal faculty workload report that will assist you and the chairs in developing fair workloads across the board. After I receive your census day report and the divisional chairs' reports, I will offer further suggestions as to how we can put this into operation so that all divisions are treated fairly under the same policy. I do of course fully understand the political implications of such change for our chairs, so I am prepared to stand with them and even in front of them as we educate our faculty colleagues as to why these changes will surely lead to a more satisfying professional life.

I look forward to receiving your report and those of the divisional chairs and then to working together with you to support your leadership toward academic excellence.

Sincerely,

Mark W. Rocha, Ph.D.
President