

STANDARD III: RESOURCES

D: Financial Resources

Financial resources are sufficient to support student learning programs and services and to improve institutional effectiveness. The distribution of resources supports the development, maintenance, and enhancement of programs and services. The institution plans and manages its financial affairs with integrity and in a manner that ensures financial stability. The level of financial resources provides a reasonable expectation of both short-term and long-term financial solvency. Financial resources planning is integrated with institutional planning.

The college conservatively creates and maintains a budget that covers earned revenues and known expenditures while maintaining at least a 5% reserve as shown in the annual ECC Final Budget Book, also known as the Blue Book.¹ The history of the college's general fund unrestricted income, expenditures, and ending balances is found on page 54 of the 2007 – 2008 Blue Book.

Planning efforts focus on developing operational efficiencies and then implementing action plans to reduce the expenditures, increasing revenues by obtaining new funds (e.g., Compton partnership), and redirecting resources to higher impact operational needs—e.g., reducing utilities. Planning and budget development activities are discussed at the:

1. Planning and Budgeting Committee;
2. Insurance Benefits Committee;
3. Facilities Steering Committee;
4. Technology Committee; and
5. various campus councils (Deans' Council, Administrative Services Council, etc)

Linking planning and budgeting requires collaborative efforts to validate that adequate funds are available to meet the college's mission, plans, goals, and objectives. The zero-based budget development process helps to ensure that a rationally developed budget is in place to meet the needs of the students.

1. The institution relies upon its mission and goals as the foundation for financial planning.

a. Financial planning is integrated with and supports all institutional planning.

Descriptive Summary

The college has not completely integrated the planning and budget development process with the institution's mission statement and goals. The college instituted an annual review of the mission statement in College Council but only recently incorporated the mission statement into plans through institutional planning software known as Plan Builder. College goals were created in 2003 with explicit directions to tie all new plans to at least one of the college's seven goals. In 2004-2005 campus departments created a total of 118 plans with budgets in Q-Builder that were all linked to a college goal.² The Cabinet funded plans in about the same percentage as the plans

were created. The seven goals have since been replaced by three strategic initiatives that were jointly created with Center employees in 2007.³

The college through the PBC assigned funding priority to recommendations in 2005-2006 and 2006-2007 that proposed to help improve student success and student retention. Most of the funding recommendations were accepted in the December Board of Trustees meeting.⁴ Other goals that have been examined recently include creating and implementing a 5-year replacement cycle for all ECC administrative computers and reviewing funding recommendations for proposals developed through the Program Review process. Another example involves enrollment management and recruiting, which has garnered much attention due to prior years' enrollment declines. Funding for these two areas has been endorsed by the PBC for the past two years.⁵

In consideration of the establishment of priorities to help allocate competing resource needs and future funding predictions, both short-term and long-term, ECC has developed the model described above. Components of this tiered model reflect ongoing and long-term planning. Another example relates to bond, State, and local fund supported building and construction programs. These long-term building and renovation programs are reflective of both the development of a Master Facilities Plan and the Educational Master Plan.

The financial budgeting process is linked to institutional plans for content and timelines. For example, completed program reviews have been part of financial planning since Fall 2006, as can be seen:

1. in the Planning & Budgeting Committee (PBC) minutes of November 2006,⁶ projected, but not fully realized discussions during April 2007.
2. Student Services completed several Program Reviews and received funding for highly ranked items.
3. in the accreditation report update approved by the Board of Trustees on March 19, 2007.⁷

The 2004 Comprehensive Master Plan has rarely been reviewed by the Planning and Budgeting Committee, nor have the 2002 Accreditation Self-Study planning agendas or those in the 2004 Comprehensive Master Plan. Instead, administrators have forwarded their Planning Agendas from the Master Plan to their area's Vice-President, which are then forwarded to PBC, as can be seen in the PBC minutes from 4/5/2007,⁸ 11/30/2006,⁹ and 4/6/2006.¹⁰ Some of the plans forwarded to the PBC originate from the planning agendas from those planning documents.

To aid in the linkage between planning and budgeting, the Board of Trustees is presented with a copy of the budget prior to adoption, in three stages. The preliminary budget is presented at the May Board meeting with a second reading of the tentative budget in June for adoption and implementation by July 1. The Board of Trustees reviews, votes, and adopts the final budget in September. The Board of Trustees also reviews and approves bond expenditures linked to the Facilities Master Plan.¹¹

The Final Budget (known as the "Blue Book") contains the annual unrestricted and restricted, capital outlay projects, general obligation bond, and insurance budgets as well as budget-related information. The Blue Book is primarily a financial tool but does include a few links between the

budget and various plans – such as the Capital Construction Plan and Facilities Master Plan.¹²

Self Evaluation

The college meets this goal. However, institutional planning must become more consistent and systemic before the college can excel in this area.

Planning Agenda

1. The comprehensive master plan needs to be better integrated into the planning and budgeting process. All planning-related statements will be reviewed cyclically during fiscal planning stages (IIID.1.a).

b. Institutional planning reflects realistic assessment of financial resource availability, development of financial resources, partnerships, and expenditure requirements.

Descriptive Summary

Planning and budget development requires that each funding decision must not only account for the impact on the area being considered, but also the financial impact on all other areas of the budget. For instance, the decision to increase the number of funded sections must be off-set by the funds that would otherwise be distributed to other departments. The ability to identify and implement efficiencies, such as reduced utility costs, can also result in the ability of the district to provide additional funds to other parts of the budget. Planning thus becomes a realistic part of the budget by not only identifying positive new or improved programs, but also how the strategic plans will be funded and what areas of the operation will be adjusted if adequate funds are not available. This provides a direct and meaningful reality to the planning and budget development process. By prioritizing funding decisions using a cost-benefit rationale, the budget developers focus on creating stronger global and long-term visions.

The preliminary, tentative, and final budget are discussed rigorously every spring in the Planning and Budgeting Committee and shared throughout the campus in meetings such as the Academic Senate¹³ and posted PBC minutes.¹⁴

As mentioned above, the college sets goals, has demonstrated planning linkages with those goals, and has funded higher ranking plans especially those focusing on student retention. In 2007, the President initiated a \$3 million dollar allocation program that is designed to address academic and student support activities that will improve enrollment initiates and retention programs. Most of the allocations¹⁵ are linked to specific outcome expectations with a proviso that repeated funding will only be granted to programs with proven measurable achievement.

Self Evaluation

The college meets this standard. However, more emphasis should be placed on prioritization of planning and a greater focus on college goal achievement when funding plans.

- c. When making short-range financial plans, the institution considers its long-range financial priorities to assure financial stability. The institution clearly identifies and plans for payment of liabilities and future obligations.*

Descriptive Summary

Several examples of long-term planning are in place to assure financial stability. These include pre-funding future retiree health benefits, funding the Facilities Master Plan, and the funding of administrative office computer replacement cycle that was partially funded in the 2007-08 budget.¹⁶ Current assets for the future retiree health benefits (GASB-45) are approximately \$7.2M, with previous annual contributions of at least \$900,000.¹⁷ Measure “E” (bond) dollars provide the major source of funding to pay for building construction and renovations.¹⁸ The third example is a \$400,000¹⁹ annual commitment from the college to replace, repair, and upgrade instructional equipment to make certain that classroom equipment is functioning without concerns for departmental budgeted funds.

During 2007, the college reviewed and amended²⁰ the original 2002-2003 Facilities Master Plan^{21, 22} to address issues related to unexpected construction inflation and the need to change educational priorities. It is anticipated that this fifth-year review and amendment process will be a standard practice to accommodate changing needs, funding availability from State and local sources, and cost change issues that impact initial planning outcomes.

The college continues to match State funded block grant or appropriations to the capital renovation and replacement account (Fund 41).²³ Remodeling and capital repair projects that require immediate and local funding are supported with these funds.

Self Evaluation

The college meets this standard. Long-term planning and budgeting is given considerable weight in the development on annual budgets as noted above.

- d. 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.*

Descriptive Summary

Individuals involved in planning receive information about funds and the annual budget. A specific process is followed for distribution of budget information to key individuals and groups involved in institutional planning. These individuals and groups include:

1. Planning and Budget Committee (PBC) which is composed of representatives from: Academic Senate, faculty labor union, classified staff labor union, each VP area, management, and Associated Student Organization (ASO)
2. Planning Summit Attendees

3. College Council, whose membership includes: Union representatives for classified, faculty, and police, ASO, managers, and the Academic Senate
4. Deans and Directors
5. Facilities Steering Committee
6. Cabinet
7. Board of Trustees, which has final review, recommendations, and approval.

Submitted planning document review and discussion occurs primarily in PBC meetings. While planning and budgeting take place year round, there is a stronger focus on planning during the fall semester and budgeting during spring. The budget development process begins in January with the presentation to PBC of preliminary revenue estimates and budget expenditure assumptions—e.g., faculty and staff new positions.

PBC reviews and recommends to the President for submission to the Board of Trustees a tentative (first read in May; approval June) budget. The approved tentative budget becomes the operating document until the final budget is approved by the Trustees, typically in September. The Board of Trustees welcome public comment on the budget whenever it is on the agenda.

The following calendar identifies the annual college planning and budget development cycle.

Planning & Budget Development Calendar

Dates	Activity	Responsible
October – December	<ol style="list-style-type: none"> 1. Review/Revise Planning Priorities 2. Identify Budget Development Assumptions 	Planning & Budgeting Committee (PBC)
January - February	<ol style="list-style-type: none"> 1. Determine preliminary revenue estimates 2. Determine Highest Priority Action Plans 3. Begin Assessment of Key Budget Issues—including the Funding of High Priority Plans 	Vice President of Administrative Services PBC
February 28	<ol style="list-style-type: none"> 1. Prioritized plans in Plan Builder entered and made available to Area VP 2. Assessment of current year special contract funding outcomes 	Deans/Directors
March 31	<ol style="list-style-type: none"> 1. Prioritized plans in Plan Builder made available to Cabinet and PBC 2. Assess outcomes from prior year funding cycle 	Vice Presidents

April 15	1. Tentative budget information completed for PBC review	Vice Presidents
April	1. Proposed tentative budget is reviewed for approval 2. All planning and budget assumptions are finalized	PBC Cabinet
May	President submits tentative budget to Board of Trustees for first reading presentation.	President
June	Tentative Budget is presented to Board	President
July	Tentative Budget is rolled into active status (purchasing can begin)	Accounting
July/August	Final revenue and expenditure adjustments are made to budget	PBC Cabinet
August	1. Review and discussion of the final budget assumptions by the President with the PBC 2. Line item review by PBC	PBC President Fiscal Services
September	Final Budget Submitted to Board	President

Self Evaluation

The college meets this standard. Greater and more consistent efforts need to be made to effectively link the planning and budget development process. It is worth noting that significant progress has been made since the last accreditation visit by:

1. funding planning agendas that were established through Q-Builder;²⁴
2. establishing a planning and budget development calendar that provides time for focused planning;
3. better utilizing the Planning and Budgeting Committee and the newly constituted Technology Committee to assess institutional effectiveness and forecast future technology/communication needs;
4. developing a planning methodology (Plan Builder²⁵ and its predecessor Q-Builder) for linking resource and outcomes to the allocation of discretionary funds;²⁶
5. continuing to advance the planning process by implementing an easier to use planning software (Plan Builder) to help provide budgetary and planning linkages;

6. monitoring and revising²⁷ the Facilities Master Plan to reflect shifting options and changing priorities; and
7. reallocating resources obtained from the Compton partnership²⁸ to improve student programs and services based on measurable results oriented criteria

Financial planning and budget information are handled primarily by the PBC and the President's Cabinet. The PBC is a committee comprised of various campus constituencies whose members communicate with their constituents regularly. The PBC reviews the budget according to the calendar above, as can be seen in the minutes for the committees. Throughout the year, the PBC has the ability to make recommendations to the President.

The PBC representatives are expected to report back to their constituent groups by the committee members. For example, during every meeting of the Academic Senate, the senate's representative on the PBC gives a report about senate-relevant PBC items.

The Compton Center budget is reflective of its separate (Compton Community College District) entity status. While the Center and its operations are managed and supervised by ECC, the funding and employment responsibilities are under the direct responsibility of the Compton District. El Camino retains oversight responsibilities for the budget development and approval of all positions. However, while working within mutually agreed upon guiding principles, the budget remains the sole prerogative of the Compton District and its Special Trustee.

This situation, while unusual, does appear to work because of a strong collaborative relationship that has been developed between the Center and the ECC senior management team. Compton is committed to the same budget development calendar as shown above. The Center, still in an early stabilization stage, is making good strides towards the development of jointly partnered master plans—educational and facilities.

Planning Agenda

1. The college needs to follow calendar deadlines, promote and encourage campus participation in plan development, and fund plans where appropriate (IID.1.d).
2. *To assure the financial integrity of the institution and responsible use of financial resources, the financial management system has appropriate control mechanisms and widely disseminates dependable and timely information for sound financial decision making.*
 - a. *Financial documents, including the budget and independent audit, reflect appropriate allocation and use of financial resources to support student learning programs and services. Institutional responses to external audit findings are comprehensive, timely, and communicated appropriately.*

Descriptive Summary

The independent auditor's responsibility is to express an opinion on the financial statements based on their audits. The audit report addresses areas of internal control over financial reporting and its operation. The audit report also addresses compliance testing regarding laws, regulations, contracts, and grant agreements. In the auditor's opinion,²⁹ the basic financial statements fairly present in all material respects, the financial position of the El Camino Community College District, and the respective changes in financial position and cash flows.

The auditor's issued an unqualified audit report which means that regarding internal control over financial reporting, there were no material weaknesses identified, nor any reportable conditions identified which were not material weaknesses. There also was no evidence of material noncompliance within the financial statements.

Self Evaluation

The college meets this standard. The institution reviews the audit exceptions and management advice and either agrees or challenges the exception. If in agreement with the finding, the District prepares an audit response and plan for corrective action. The corrective action plan is discussed with the auditors and the departments involved and action is taken within the next fiscal year and before the time of interim audit fieldwork to begin the implementation of the audit recommendations with a goal of full implementation by the time of the next audit, a timeline acceptable by the external audit firms. Some findings require longer periods of time to fully implement and are so noted in the next external audit as partially implemented.

Regarding the 2006 Fiscal Year audit:

1. The auditors issued an unqualified opinion which represents their finding that there were not any matters considered reflecting a material weakness, as stated above;
2. The audit report also states that the testing did not disclose any instances of noncompliance or other matters required to be reported under Government Auditing Standards;
3. Ultimately the above opinion and statement regarding compliance testing relate to the reasonable assurance that the financial statements are free of material misstatement; and
4. While there were some minor audit findings, such as not always apply "timely corrections" to advice from previous audit reports, these minor findings did not jeopardize the overall "unqualified opinion" issued by the auditors and they are being addressed.

b. Appropriate financial information is provided throughout the institution.

Descriptive Summary

The annual audit report is issued to the Board of Trustees and the Superintendent/President. Information about budget, fiscal conditions, and financial planning are disseminated on campus through:

1. President's Newsletter
2. Fall Flex Day presentations by the President
3. College Website

4. Management Meetings
5. Facilities Master Plan, which is updated as needed
6. Committee reports and reports to constituents (such as through PBC)
7. Copies of the budget book are available in the Fiscal Services Office.

Self Evaluation

The college meets this standard.

- c. The institution has sufficient cash flow and reserves to maintain stability, strategies for appropriate risk management, and realistic plans to meet financial emergencies and unforeseen occurrences.*

Descriptive Summary

Revenues are generated almost entirely by state-funded apportionment. Some funds generated by the Business Training Center are transferred to the General Fund.

El Camino College provides a sufficient reserve for contingencies and emergencies. In 2004-2005, the ending balance was \$6.1M (6.1%), in 2005-2006 it was \$5.3M (5.2%), in 2006-2007 it was \$13.6M (13%),³⁰ and at the end of 2007-2008 it is projected to be \$10.6M (10%).³¹ Some of the extra funds received during 2006-2007 came as a result of the partnership with Compton College.³²

The El Camino Community College District (ECCCD) participates in self-insurance programs in order to keep the cost of insurance as low as possible. For example, the ECCCD is self-insured to appropriate limits for workers' compensation and for property and liability coverage.³³ The ECCCD maintains membership in the Joint Powers Agency with its insurance programs and has sufficient reserves to handle financial emergencies.

El Camino Community College District retains membership in the Statewide Association of Community College (SWACC) JPA for its property and liability program structure. Within this program, there is sufficient coverage to protect against fire and theft loss and liability for personal injury and other property damages, including equipment breakdown, crime, and electronic data processing equipment protection. It must be noted that the ECCCD Superintendent/President is the current President of SWACC and has retained this elected position for over 10 years. Additionally, the ECCCD Director of Business Services is a member of the Executive Board for the Protected Insurance Program for Schools (PIPS) JPA for workers' compensation coverage (see attachments). The El Camino College Compton Educational Center is now participating in both JPAs with similar coverage to parity ECCCD.

The schedule of all insurance coverage³⁴ is provided in the appendix of the final budget document. The deductible limits in several categories represent a partial self-insurance program. Insurance reserves for self-insurance are included in ECCCD's self-insured funds.

Self Evaluation

The college exceeds this standard, particularly since the 2006-07 and 2007-08 years when 10%+ reserves were available. Cash flow difficulties are not a problem. The college has access to at least a 5% reserve fund, as well as reserve funds in the amount of \$9.9M³⁵ created to fund future retiree health benefits. (This source of retiree health benefits funds will not be available once they are put into an irrevocable account, to satisfy GASB requirements. This shift will presumably take place in 2008-2009.)

d. The institution practices effective oversight of finances, including management of financial aid, grants, externally funded programs, contractual relationships, auxiliary organizations or foundations, and institutional investments and assets.

Descriptive Summary

External audits are performed for many of the programs listed; some were referenced above.

There have been findings over the past six years as a result of external audits/program reviews. However, none of the findings required a “qualified opinion” statement to be issued. Recent findings are listed below.

1. In relation to the 2006 audit, there were three findings: (1) the CalWORKs program was cited in response to question 3, page 3 of 7; (2) Also related to CalWORKs referenced lack of “eligibility documentation” regarding CalWORKs recipients; and (3) Referred to “a self assessment of noncredit classes.” Currently, ECC is addressing these problems. ECC is working with DPSS Regions I and V with the goal of obtaining student eligibility verification directly from their agencies. A mailing is sent to students who still require eligibility documents. A copy of this mailing and/or student eligibility documentation is added to the student’s file each semester along with the GN6005 and GN006 forms,
2. Regarding the 2005 audit, there were two findings: (1) “As a minimum condition to receive State apportionment for FTES, the El Camino Community College District must adopt regulations consistent with the Standards of Scholarship contained in the California Code of Regulations (CCR Section 55671) and publish statements of those regulations under appropriate headings in their catalog”; and (2) “During our testing of admissions and records, it was noted that the District was not in compliance with California Code of Regulation Title 5, Section 58161.” Since this finding, there have been many updates to our policies. The most notable response and change to the lack of compliance with 58161 is noted on page 16 of the class catalog.³⁶
3. For 2004 there were no findings.
4. For 2003 there were six findings: (1) General Accounting related to the reconciliation of the District’s in-house system to the County general ledger (note-this was a follow up and restatement of finding relevant to the 1999 audit); (2) related to FTES; (3) regarding general fixed assets; (4) regarding payroll clearance fund; (5) regarding accrual balances; and (6) regarding student financial aid-FISAP.
5. For 2002 there were four findings: (1) regarding District’s General Accounting practices and reporting of the Annual Financial and Budget Report (CCFS-311); (2) regarding FTES; (3) regarding general fixed assets; and (4) regarding payroll clearance fund.

Self Evaluation

The college meets this standard. The auditing teams determined that none of the findings required a “qualified opinion” statement to be issued.

- e. All financial resources, including those from auxiliary activities, fund-raising efforts, and grants are used with integrity in a manner consistent with the mission and goals of the institution.*

Descriptive Summary

The bookstore conducts an annual audit, overseen and supervised by the Director of Accounting, performed this year by Vavrinke, Trine, Day & Co., LLP.

Similarly, the El Camino Community College Foundation, a 501c(3) auxiliary organization of the college is subject to an annual audit performed by Windes & McLaughry Accountancy Corporation, an independent auditor and a different auditor from the one that performs the audit for the El Camino Community College District. A member of the Foundation’s Board of Directors makes a presentation to the ECC Board of Trustees. Copies of the audit are provided to the Board of Trustees and the Superintendent/President.

The college bookstore expanded its operations to the Compton Center during the 2006-07 academic year. The bookstore has also expanded operations to include a new on-line book ordering process. In addition to book and sales merchandise, the bookstore managers also operate or supervise two small convenience stores on campus.

El Camino College board policy #3820³⁷ states that all gifts, donations, and bequests be made to the El Camino College Foundation and that the Foundation’s policies and procedures be followed. The Foundation is charged with the stewardship and fiduciary responsibilities to ensure that the gift is properly accounted for, that donors are provided with appropriate tax information, and that the gift is correctly distributed to the department or program for which it is intended. The Foundation is responsible for investment of its assets in accordance with Foundation Investment Policy # 200³⁸ and maintaining the organizations endowments in accordance with Foundation Endowment Policy #201.³⁹

The System Office audits categorical programs. Other programs have their own individual audits.

Self Evaluation

The college meets this standard. Several external audits are performed on a regularly scheduled basis.

- f. Contractual agreements with external entities are consistent with the mission and goals of the institution, governed by institutional policies, and contain appropriate provisions to*

maintain the integrity of the institution.

Descriptive Summary

According to institutional policies, the Director of Business Services maintains agreements with external entities. Purchasing staff prepare the Board Agenda for those contracts requiring advance approval by the Board of Trustees, in accordance with general purchasing practices under Board Policy 3320.⁴⁰ These policies and procedures define the limits for purchases and bidding requirements. All other contracts are ratified through means of the purchase order listing, approved at the regular monthly Board meetings. Designated authorized representatives sign and distribute contracts.

Before each Board of Trustees meeting, a special agenda review meeting is held by the Vice President of Administrative Services with representatives from each respective department, to review all contract services, and then again in the President's Cabinet (all area vice presidents and the Superintendent/ President). The purpose of the agenda review meeting is to thoroughly discuss each entry for correctness prior to presentation to the President's Cabinet for approval and placement onto the Board Agenda. Purchases and expenditures that do not require upfront Board approval are also reviewed at these meetings –via the Purchase Order List which provides a summary of all purchases and expenditures incurred by the District between each monthly Board of Trustees meeting. If necessary, department managers are invited to participate in the agenda review meetings to provide additional information.

The District has written policies and procedures⁴¹ that regulate expenditures and buying practices. District buyers are responsible for maintaining and securing the integrity of the District's purchasing habits. The college uses Datatel – an Enterprise Resource Planning system - to generate purchase orders. All purchase orders are presented to the Board of Trustees for review and approval. The system is programmed to automatically prevent purchases when there are insufficient funds. The system maintains a running current balance of accounts. Most contracts are attached to a purchase order and are maintained by the Accounts Payable Unit in the Purchasing & Business Services Division Office. Copies of bid contracts and the purchase orders are maintained in bid files in the Purchasing Office.

The District also has in place a Bond Oversight Committee⁴² whose responsibility is to oversee district use of designated (Measure "E") Bond monies.

The District Grants Office monitors the activities of funds generated via grants and state funding.

Self Evaluation

The college meets this standard. The appropriate policies are established, and appropriate input from many areas is solicited.

g. The institution regularly evaluates its financial management processes, and the results of the evaluation are used to improve financial management systems.

Descriptive Summary

The Administrative Services area has been actively conducting a three-part program review. The information received from student and employee satisfaction surveys has been used to examine how functional areas can better address customer satisfaction issues. Since 2005, the units within the division have also been completing process flow charts for the purpose of identifying how to improve existing, or implementing new, procedures to better meet the customer and efficiency needs of the organization. Finally, the departments are identifying performance indicators which identify and measure acceptable and above average performance. These indicators, combined with process and customer satisfaction strategies, will be used to help assure that its financial management processes are always running efficiently and effectively. All of the Administrative Services departments plan to complete the program review process by December 31, 2008.

Self Evaluation

The college meets this standard.

- 3. The institution systematically assesses the effective use of financial resources and uses the results of the evaluation as the basis for improvement.*

Descriptive Summary:

Sections D.1.a (about the new budgeting model), D.1.b (funding the highest priority items identified by college-wide goals), D.1.c (planning and budgeting for long-term needs), D.2.a (responding to audit-identified needs), D.2.c (increased cash availability), and D.2.g (Administrative Services review of processes) all give examples of how the institution has assessed and improved itself based on previous recommendations.

Self Evaluation:

The college meets this standard but could improve by more effectively addressing the needs as a system rather than piecemeal as described above.

Planning Agenda:

1. The college should develop a systematic process that assesses the effective use of financial resources and make use of the evaluation results as the basis for improvement (IIID.3).

1

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf>

2 2004-2005 Objectives by Goal document

3 http://www.elcamino.edu/administration/board/agendas/6-18-07_agenda.pdf

4 http://www.elcamino.edu/administration/board/agendas/12-18-06_agenda.pdf

5 11-30-06 PBC funding Endorsement

6 http://www.elcamino.edu/cmte_minutes/minutes/1001/119200619590.doc

7 http://www.elcamino.edu/administration/board/agendas/3-19-07_agenda%20to%20post.pdf

8 http://www.elcamino.edu/cmte_minutes/minutes/1001/0452007115133.doc

9 http://www.elcamino.edu/cmte_minutes/minutes/1001/1130200615847.doc

10 http://www.elcamino.edu/cmte_minutes/minutes/1001/0452007115133.doc

11 <http://www.elcamino.edu/administration/board/meetingagendas.asp>

12

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf> Pages 41 and 49

13 http://www.elcamino.edu/academics/academicsenate/minutes_files/sept42007packet.pdf

14 http://www.elcamino.edu/cmte_minutes/displaymin.asp?cal_id=1001

15 http://www.elcamino.edu/cmte_minutes/minutes/1001/06212007101036.doc

16 http://www.elcamino.edu/cmte_minutes/minutes/1001/03152007182930.doc

17

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf>

18 <http://www.elcamino.edu/administration/masterplan/docs/FacilitiesPlan.pdf>

19

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf>

20 http://www.elcamino.edu/cmte_minutes/minutes/1111/09172007152835.doc

21 <http://www.elcamino.edu/administration/masterplan/docs/FacilitiesPlan.pdf>

22

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf>

23

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf>

24 Final Budget memo from the President to the Board of Trustees sent on August 18, 2004.

25 <http://ecc-webapps1.elcamino.edu/pb/>

26 Application process for special contract funds

27 http://www.elcamino.edu/cmte_minutes/minutes/1111/09172007152835.doc

28 Application process for special contract funds

29 Audit reports (GIVE SPECIFIC PAGES/DOCUMENTS)

30

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf>

31

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf>.

³² http://www.elcamino.edu/cmte_minutes/minutes/1001/1042007155711.doc

33

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf>

34

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf>

35

<http://www.elcamino.edu/administration/board/agendas/FINAL%20BUDGET%20BOOK%202007-2008%20FOR%20POSTING.pdf>

³⁶ <http://www.elcamino.edu/admissions/docs/Catalog.pdf>

³⁷ <http://www.elcamino.edu/administration/board/boarddocs/3000/3820.doc>

³⁸ Include a copy of the Foundation's Investment Policy # 200

³⁹ Include a copy of the Foundation's Endowment Policy #201

⁴⁰ <http://www.elcamino.edu/administration/board/boarddocs/6000/6330.doc>

⁴¹ Documentation of the policies and procedures/practices that regulates expenditures and buying.

⁴² <http://www.elcamino.edu/administration/bond/>