

February 2, 2001

The Honorable Rick Perry
The Honorable Bill Ratliff
The Honorable James E. "Pete" Laney
Members of the 77th Legislature
Commissioner Don W. Brown, Ph.D.

Fellow Texans:

I am pleased to present this report on the progress of the El Paso Community College (EPCC) in implementing my Texas School Performance Review (TSPR) recommendations.

In November 1999, TSPR released the results of a review of the college's operations. This review, originally requested by State Senator Eliot Shapleigh, offered 115 recommendations which could save EPCC taxpayers a total of more than \$15.5 million by 2003-04. Cumulative net savings from all recommendations (\$15.5 million in savings less recommended investments of \$2.8 million) could reach more than \$12.7 million by 2003-04. The review also noted a number of EPCC's exemplary programs and model services initiated by the college.

After a year, we returned to check on how well the district's leadership put these proposals into practice, and found the administration and EPCC Board of Trustees seeking to implement my recommendations. Since the report's release, EPCC has implemented or is in the process of implementing 111 of these proposals, or 96 percent, saving the district \$1.7 million to date. District officials project net savings of more than \$8.2 million by 2003-2004.

While there is still work to be done, district officials have pledged to continue to pursue excellence in the district and are to be commended for taking these initial steps to ensure that students, teachers, and taxpayers receive the maximum possible benefit from every dollar spent in EPCC.

This report is available on the Internet at
<http://www.window.state.tx.us/tspr/epccpr/>.

Thanks for all that you do for Texas.

Sincerely,

A handwritten signature in cursive script that reads "Conde Fecton Rylander".

Carole Keeton Rylander
Texas Comptroller

El Paso Community College (EPCC) February 2001

Introduction

In June 1999, the Comptroller of Public Accounts' Texas School Performance Review (TSPR) staff and consultants began a comprehensive school review of El Paso Community College (EPCC). After more than five months of work, the Comptroller's office released a report identifying exemplary programs in EPCC and suggesting concrete ways to improve district operations.

If fully implemented, the Comptroller's 115 recommendations were projected to produce net savings of more than \$12.7 million over the following five years-savings that could be focused on improving education in the college classroom. During the fall of 2000, TSPR staff returned to assess the college's progress in implementing the recommendations.

TSPR in EPCC

With the perspective of having served as a teacher, a school board president, and the chair of the Austin Community College Board, Comptroller Carole Keeton Rylander has vowed to be the "education watchdog" for the people of Texas. Upon taking office in January 1999, the Comptroller set about expanding the TSPR. She saw TSPR as a tool for educational improvement, particularly when local officials seek help to improve academic performance by better managing classroom resources.

At the request of State Senator Eliot Shapleigh and the college, the Comptroller's office began a performance review of the El Paso Community College District (EPCC). The review marked the first time that the agency had conducted a school performance review of a community college district.

Recognizing that only 52 cents of every state public education dollar is spent on instruction, Comptroller Rylander's goal is to drive more of every education dollar directly into the classroom, where it belongs. Under the Comptroller's approach, the TSPR team and consultants work with districts to:

- ensure students and teachers receive the support and resources necessary to succeed;
- identify innovative options to address core management challenges;

- ensure administrative activities are performed efficiently, without duplication and in a manner that spurs education;
- develop strategies to ensure the district's processes and programs are continually assessed and improved;
- understand the link between the district's functional areas and determine ways to provide a seamless system of services;
- challenge any process, procedure, program or policy that impedes instruction and recommend ways to reduce or eliminate obstacles; and
- put goods and services to the "Yellow Pages test" "government should do no job if there is a business in the Yellow Pages that can do that job better and at a lower cost.

With the help of McConnell, Jones, Lanier & Murphy LLP, a Houston-based consulting firm, the TSPR team devised a multi-faceted approach to identify the major issues in the district. The approach involved interviewing key stakeholders, holding community forums, conducting focus groups of interested parties, soliciting comments from the general public, conducting written and telephone surveys inside and outside the institution, analyzing key financial and educational data provided by the district, comparing district operations to similar institutions and consulting the Texas Higher Education Coordinating Board and other higher educational authorities.

The team interviewed college staff and instructors, students, district board members, business leaders and members of the community. TSPR also held public meetings at five EPCC campus sites. Participants were invited to write their observations on major topics of concern or to be interviewed. To obtain additional comments, the review team conducted focus group sessions with students, college staff, business leaders and members of the community. The team also collected comments from letters to the Comptroller and telephone calls to the Comptroller's toll-free hotline.

TSPR sent surveys to a sample of district personnel and conducted a telephone survey of the community. Both surveys asked respondents to comment on their satisfaction with district operations.

TSPR also contacted the Texas state agency that oversees community colleges in Texas, the Texas Higher Education Coordinating Board (THECB), for information on community colleges in general and on EPCC specifically. THECB provided data on the responsibilities of community colleges and on the information required from community colleges.

Comptroller Rylander has opened her door to Texans who share her optimism about TSPR's potential. Suggestions to improve school reviews

are welcome at any time. The Comptroller is a staunch believer in public education and public accountability.

Detailed information can be obtained from TSPR by calling 1-800-531-5441, extension 5-3676, or by visiting the Comptroller's Web site at www.window.state.tx.us.

EPCC Background

More than 24,000 students are enrolled in a given semester at EPCC. This figure has remained relatively stable over the past five years making EPCC the sixth largest community college in Texas. While student enrollment has remained constant, students enrolling in credit courses for an associate's degree have declined, and students enrolling in special purpose classes, some less than a semester in length, have increased.

For the 2000-2001 school year, 82 percent of EPCC's students are Hispanic, 13 percent are Anglo, 3 percent are African American, and 2 percent are classified as Other. The average age of the student body is 31 years.

In fall 2000, approximately 68 percent of the students enrolled in academic areas in preparation for senior college, while the remainder enrolled in technical or other programs. About 43 percent were full-time students carrying 12 hours or more of classes, and 57 percent were part-time.

During the 1999-2000 school year, EPCC employed a staff of 2,776 with faculty making up about 47 percent of the total staff. The district's operating budget is \$77.5 million. Fifty-four percent of EPCC's revenue is generated locally, 46 percent comes from the state, and less than 1 percent comes from federal sources.

Significant Changes Since the Original Review

The district has undergone extensive changes since the release of the TSPR review in November 1999. The president in charge when the review was conducted left the college in December 1999. The EPCC board appointed the former executive vice president, Dr. Ramon Dominguez, to the position of interim president, a position he had held before. The board confirmed Dr. Dominguez as president in May 2000, and the new president set about reorganizing EPCC's top administration. Dr. Dominguez also made implementing the Comptroller's recommendations a priority of his administration as directed by the El Paso Community

College Board of Trustees. In addition, the board reorganized in May 2000, electing a new chairman, vice-chair and secretary.

In all, these changes appear to have brought about a sense of stability, creating a climate for progress and positive change.

Summary of Savings and Report Card

During its review, TSPR developed 115 recommendations to improve operations and save taxpayers more than \$15.5 million in gross savings by 2003-2004. Cumulative net savings from all recommendations (savings less recommended investments) are projected to reach more than \$12.7 million by 2003-2004.

Below is the performance of EPCC to date on implementing these recommendations.

EPCC Report Card								
Chapter	Total Recs	Complete	In Progress	Not Implemented	Rejected	% Complete	% In Progress	Grade
Organization and Management	8	5	2	0	1	63%	25%	Satisfactory
Educational Service Delivery	6	4	2	0	0	67%	33%	Satisfactory
Personnel Management	13	6	7	0	0	46%	54%	Satisfactory
Community Involvement	11	7	4	0	0	64%	36%	Satisfactory
Facilities Use and Management	8	3	4	1	0	38%	50%	Satisfactory
Asset and Risk Management	7	6	1	0	0	86%	14%	Excellent
Financial Management	13	8	5	0	0	62%	38%	Satisfactory
Purchasing, Receiving and Distribution	12	10	2	0	0	83%	17%	Excellent

General Support Services	17	15	0	1	1	88%	0%	Excellent
Student Services	13	8	5	0	0	62%	38%	Satisfactory
Management Information Systems	7	3	4	0	0	43%	57%	Satisfactory
Overall Grade	115	75	36	2	2	65%	31%	Satisfactory

Excellent = More than 80% complete
Satisfactory = 80% to 100% complete or in progress
Needs Work = Less than 80% complete or in progress

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Status of Recommendations and Savings

No.	Recommendation	Implementation Status	TSPR'S Projected Five-Year Savings or (Costs)	Actual Savings or (Costs) To Date	EPCC'S Projected Five-Year Savings or (Costs)	Comments
Chapter 1: Organization and Management						
1	Remove the board members from the ad hoc administrative committees and provide them with in-depth training on their policy setting roles, codes of conduct, ethics, and legal ramifications of unethical behavior and its impact on the college.	Complete	\$0	\$0	\$0	All board members have been removed from ad hoc administrative committees. Board members will be provided in-depth training on their policy setting roles, codes of conduct, ethics and the legal ramifications of unethical behavior.
2	Implement a formal procedure to obtain board input in preparing the board agenda.	Complete	\$0	\$0	\$0	The President has directed that the administrative team develop a formal procedure to obtain board input in preparing the board agenda.
3	Develop a concise, summary-level, user friendly executive	Complete	\$0	\$0	\$0	The President has directed the administrative team to develop a concise,

	reporting format to present financial, management, and educational program-related information to the board.					summary-level and user friendly reporting format to present financial, management and educational program-related information to the board.
4	Refine the revised organization structure to combine compatible functions, eliminate one-to-one reporting relationships, and reduce the number of clerical support staff.	Complete	\$1,567,196	\$137,500	\$687,500	The President appointed a Reorganization Committee in February 2000 to evaluate and reconsider the college organizational structure. Attention was given to combining compatible functions and eliminating one to one reporting relationships. The number of clerical support staff is being assessed. The Executive Vice President position was eliminated upon recommendation of the committee. Additionally, the committee recommended realignment of some reporting relationships to

						provide for more efficient operation. The committee continues to review the organizational structure to ensure that the college meet the needs of our constituents.
5	Develop a comprehensive strategic plan starting with a board retreat to establish a shared vision for the college as a whole.	In Progress	\$0	\$0	\$0	The proposed strategic goals were presented to the board at its meeting in August 2000. Executive area goals and strategies have also been developed. Measurable objectives are being identified and once completed will provide the foundation for development of the 2001-2002 budget. EPCC's strategic plan reflects the broad based input of business, community and college leaders.
6	Complete evaluation of all instructional programs by May 2000.	In Progress	\$0	\$0	\$0	The Office of Institutional Effectiveness is working with a data analyst

						during the Spring 2001 semester to enter a broad array of quality indicator data about all instructional programs into a Microsoft Access assessment database. This database, already set to generate easy-to-read reports on the effectiveness of all College areas, will be available to everyone by May 2001 via the internet. The reports by unit and often by campus will score performance of some 250 administrative and 300 instructional units (e.g. English, President's Office, Maintenance), assessing such concerns as internal communication, student satisfaction, graduation rates and employee
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						professional development. Findings will be used for planning and to satisfy the requirements of accreditation and other oversight agencies.
7	Hire an in-house counsel to handle routine legal issues and develop bid specifications to seek outside counsel for other legal responsibilities.	Rejected	\$520,232	\$0	\$0	To reduce reliance on outside legal counsel, the President has assigned many of the issues and activities with legal implications to the associate Vice president for Employee Relations and Development.
8	Complete a comprehensive review of the Board Policy Manual, and amend outdated policies.	Complete	\$0	\$0	\$0	The Vice president for Research and Development is coordinating a comprehensive review of the Board Policy Manual.
	Totals — Chapter 1		\$2,087,428	\$137,500	\$687,500	

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Chapter 2: Educational Service Delivery						
9	Conduct a review of all programs that do not meet minimum graduate standards and determine if the programs should be continued.	In Progress	\$0	\$0	\$0	In spring 2000, the college began reviewing all programs failing to meet minimum graduation standards. Programs with fewer than 15 graduates over the last three years will be reviewed using additional performance data to evaluate their viability.
10	Review the Training Gap Analysis study to identify programs and courses offered by EPCC that provide needed training as well as areas that could be developed to meet current and future area training needs.	Complete	\$0	\$0	\$0	After reviewing <i>The El Paso Labor Market: A Training Gap Analysis</i> , provided by the Greater El Paso Chamber of Commerce Foundation, the vice-president of Workforce Development identified various programs to address current and future workforce training needs of El Paso.
11	Conduct a	Complete	\$0	\$0	\$0	A comprehensive

	comprehensive review of its developmental education programs and use the results to improve the program.					review of EPCC's developmental education programs began in January 2000. The findings of the review were completed in fall 2000 and were used to improve the developmental education program in spring 2001.
12	Expand the English for Specific Purposes (ESP) offerings in the English as a Second Language program (ESOL).	In Progress	(\$136,927)	\$0	\$0	The college has already begun to expand the offerings. ESOL/ESP block courses will be reviewed for possible development. Consideration will be given to student interests. The college is proceeding cautiously because certain rearrangements might conflict with TASP regulations and Pell Grant eligibility.
13	Expand distance education by offering certificate and degree programs.	Complete	\$0	(\$15,000)	(\$30,000)	The distance education program was expanded to include an online Telecommunications and Networking degree, which will be fully implemented by spring 2001. Additional core courses for the

						Associate of Arts degree were developed during the spring 2000 semester. EPCC's expenditure in this area was for course development costs of \$15,000/year for two years.
14	Develop clear policies, goals for student learning, and support services for both faculty and students for distance education courses.	Complete	\$0	\$0	\$0	The associate vice president for Instructional Services conducted a review of the current distance education handbook. The review ensured the policies were clear, goals for student learning were identified and support services were reported. The handbook is being distributed to students and faculty.
	Totals — Chapter 2		(\$136,927)	(\$15,000)	(\$30,000)	

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Chapter 3: Personnel Management						
15	Eliminate the committee process for hiring for all classified employees, streamline the flow of paperwork, and use technology to enhance productivity in the hiring process.	In Progress	\$0	\$0	\$0	The implementation of the Banner 2000 Applicant Tracking Module will enhance the administrative support for the hiring process and reduce data entry.
16	Review all position classifications, job descriptions, and salary schedules to ensure that the classification and compensation for each position reflects the job's complexity and the experience it requires.	Complete	\$0	\$0	\$0	The college reviewed 104 job classifications in 1999-2000. An audit cycle has been developed to review 20 percent of job classes annually, which will provide 100 percent review of all classes every 5 years.
17	Establish two levels of approval for manual action forms.	Complete	\$0	\$0	\$0	At least two levels of approval are currently obtained for all manual action forms as well as

						for computer-generated action forms.
18	Establish clear and consistent policies on how criminal background checks should be conducted, and ensure these policies are coordinated through the Personnel Services Department.	Complete	\$0	\$0	\$0	A new district procedure has been developed to support Board of Trustees Policy 3.05.02, Qualification. The draft procedure has been forwarded to Employee Relations and Development for review and coordination with legal counsel. The procedure centers all background check coordination within the Personnel Services Department.
19	Adopt a nepotism policy that complies with state law and addresses supervisory relationships within departments.	In Progress	\$0	\$0	\$0	While in practice it appears that the college is in compliance with state law, EPCC's policies are currently under revision. Personnel Services is working with Employee Relations and legal counsel to revise the nepotism policy to comply with

						Texas Government Code § 573 et. seq.
20	Require all departments to coordinate grant writing with Personnel Services to ensure equity in job classification and staffing.	Complete	\$0	\$0	\$0	In developing any proposal, the Grants Management Office coordinates through the Personnel Services Office, ensuring that appropriate job classifications are developed in compliance with the grant guidelines.
21	Require all classified staff to report leave taken, and conduct periodic audits of leave records.	Complete	\$0	\$0	\$0	College Procedure 3.04.08 requires leave taken to be reported on the Monthly Time and Absence Report. Audits of leave records are conducted on a priority basis. Priority is given first to separating employees, employees who have exhausted their leave, and on a request basis. The leave records of classified staff will be audited.
22	Establish compensation standards and	In Progress	\$0	\$0	\$0	El Paso Community College does not

	goals for part-time faculty and use these standards for developing pay grades.					differ from the majority of community colleges in Texas in how it pays part-time faculty. Currently, EPCC part-time faculty are the second highest paid in the state. Continuing and more detailed salary surveys are under way to provide data on which the administration may base a decision to retain or revise the current compensation methodology for part-time faculty.
23	Develop a clear, consistent merit and incentive pay system to reward outstanding employees and those achieving certifications in their field.	In Progress	\$0	\$0	\$0	The district established a study group of representatives from all constituency groups to gather data and evaluate this issue in fall 2000. The group will submit a final report and recommendations in summer 2001.
24	Discontinue annual contracts for all employees.	In Progress	\$0	\$0	\$0	A task force to study the issue of annual contracts was convened in spring 2000. The task force report

						will be completed by June 2001 and delivered to the Administrative Team. The team's decision will be finalized by July 2001.
25	Implement a set of required training programs for all college employees.	Complete	\$0	\$0	\$0	The college has identified a list of mandatory courses for its employees. Effective September 1, 2000, all employees must attend New Employee and Sexual Harassment workshops. Additionally, all supervisory employees must attend Equal Employment Opportunity Compliance Training. The Director of Human Resources Development monitors training compliance. Subject to funding availability, the number of mandatory workshops will be expanded in the future.

26	Change the evaluation instrument for non-faculty to include rating scales and criteria relevant to their position and performance on the job, and tie the evaluation to continued employment, merit increases, or annual pay raises.	In Progress	\$0	\$0	(\$5,000)	A merit pay option, as addressed in Recommendation No. 23, will be evaluated and considered as part of a total package involving performance appraisal. In November 2000, a committee was formed with a charge of studying the evaluation instrument.
27	Implement a performance appraisal system for college administrators, and require that annual appraisals be completed before any salary increases can be awarded.	In Progress	\$0	\$0	\$0	The district is conducting a study leading to the development of an evaluation instrument and process that provides a meaningful and productive approach to the annual appraisal.
	Totals — Chapter 3		\$0	\$0	(\$5,000)	

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Chapter 4: Community Involvement						
28	Create a new position of vice president for Public Relations and Marketing to manage an integrated community involvement, image, and marketing effort.	Complete	\$331,791	\$0	\$0	The college has created the new position of associate Vice president for Marketing and External Affairs. The new position will coordinate the college's community involvement, and marketing effort.
29	Develop and implement a well-defined marketing strategy that mirrors EPCC's strategic plan's goals and objectives.	In Progress	\$0	\$0	\$0	The President plans assigned an internal employee the responsibility for developing and implementing a marketing strategy that mirrors EPCC's strategic plan.
30	Identify and assign a webmaster to report directly to the vice president for Public Relations and	In Progress	\$0	\$0	(\$195,000)	EPCC plans to hire a webmaster who will begin work in spring 2001. The Webmaster will report to

	Marketing with specific responsibility for designing and updating EPCC Web pages.					the associate Vice president for Marketing and External Affairs. The position description has already been written and a salary established.
31	Expand existing internal communications strategies to address EPCC stakeholders' issues and concerns.	Complete	\$0	\$0	\$0	In fall 2000, the president directed the Director of Public Relations to develop a comprehensive internal communications plan to ensure improved college staff coordination, awareness, and support for College activities, programs, and services. Implementation began in December 2000. An internal newsletter is placed in each employee's paycheck. E-mail is also used to further communications among employees and the public. The president will continue to

						expand communication between the college and stakeholders, but the initial steps are in place.
32	Establish districtwide fundraising protocols and procedures and coordinate all general fundraising activities.	Complete	\$1,000,000	\$150,000	\$950,000	The responsibility for coordinating the district's monetary fundraising is assigned to the College Foundation. All fundraising efforts directed to external organizations or individuals must be registered with, approved, reviewed and coordinated by the office of the College Foundation.
33	Establish a consortium of public and private policy research organizations to facilitate and focus the activities of the Paso del Norte Public Policy Institute, the El Paso Business Leaders Policy and Research Institute, and the UTEP	In Progress	\$0	\$0	\$0	Representation on the three identified Policy Institutes was sought in fall 2000. A long-term agenda to facilitate formal communication among the institutes will be pursued via EPCC'S representative

	Public Policy Institute.					delegation.
34	Assign the coordination of governmental project development to the vice president of Workforce Development and Lifelong Learning to expand training and develop partnerships and cooperative agreements with city and county government agencies.	Complete	\$0	\$0	\$0	The President has directed the vice president for Workforce Development and Lifelong Learning to coordinate governmental project development and to expand training, develop partnerships and cooperative agreements with city and county government agencies.
35	Issue an annual report to the community detailing EPCC's finance information, community programs, student success and enrollment information.	In Progress	(\$94,190)	\$0	(\$94,190)	EPCC will issue an annual report in February 2001. The document is currently in the final stage of review.
36	Prioritize EPCC's workforce training and development.	Complete	\$0	\$0	\$0	Based upon meetings with community organizations last school year, EPCC has prioritized the college's workforce training and development. EPCC will also

						continue to monitor community needs to ensure that these priorities are meeting community needs.
37	Establish partnership agreements with local professional schools, community-based organizations, and employer business leaders.	Complete	\$0	\$0	\$0	EPCC is active in developing and maintaining community partnerships. An inventory of existing programs was initiated in January 2000 and presented to the Board of Trustees.
38	Assign a public information specialist the tasks of developing press information on the successes of the five EPCC campuses.	Complete	\$0	\$0	\$0	At the request of the president, the director of Public Relations assigned a public information specialist the task of developing press information on the successes of the five EPCC campuses. In the fall of 2000, the Public Relations Department completed a comprehensive press strategy for publicizing

						the success of EPCC campuses.
	Totals — Chapter 4		\$1,237,601	\$150,000	\$660,810	

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Chapter 5: Facilities Use and Management						
39	Prepare and adopt a Facilities Master Plan, using the El Paso Community College District Facilities Master Plan Discussion Draft 1991 as a base document that could be updated for implementation.	Not Implemented	\$0	\$0	(\$200,000)	EPCC intends to prepare a Facilities Master Plan and hopes to submit it to the board for adoption by fall 2001. Changes in reporting structure and organization in this area have delayed implementation. The costs in this area are for consultant fees.
40	Revise job descriptions to describe job requirements of each position in the organizational units concerned with facilities maintenance and construction.	In Progress	\$0	\$0	\$0	Facilities and Construction has 18 job classes, of which 5 were reviewed during the 1999-2000 re-evaluation process. The remaining 13 will be included in the audit process for fiscal 2000/2001. Operations and Maintenance

						has 22 job classes with 5 reviewed under the 1999-2000 re-evaluation process. The remaining 17 will be included in the fiscal 2000/2001 audit process.
41	Conduct a space utilization study of district facilities.	In Progress	\$0	\$0	\$0	The Director of Facilities and Construction completed a space utilization study of district facilities in January 2001. The final version of the study will be submitted to the board in fall 2001.
42	Develop a plan of action for the future use or disposition of CSC facility, either as part of district facilities master plan or as a site plan.	Complete	\$0	\$0	\$0	The EPCC Board of Trustees has entered into negotiations to acquire two existing buildings on Viscount, near the Valle Verde Campus. Many of the offices now at the CSC facility will eventually be transferred to the new buildings. Though the negotiations are

						in an early stage, part of the proposed plan involves the transfer of the CSC facility to the seller of the Viscount property. Negotiations have also provided that, irrespective of the transfer date of the CSC facility, EPCC will be allowed to use it until 12/31/01. This timeframe should allow an orderly and coordinated movement to the Viscount location and provide adequate time to refurbish the acquired properties.
43	Develop a design and construction standards handbook.	In Progress	\$0	\$0	\$0	In fall 2000, EPCC formed a team to develop construction standards. The team developed draft standards, which will be finalized this spring.
44	Revise work order system's software program to include additional	Complete	\$0	(\$1,200)	(\$1,200)	In June 1999, a requisition was issued for software from

	management information.					Symbiotic Systems, Corp. called Maintenance Manager 3.0. This software was received in August and fully implemented by October 1999. After several months of use, the software is working very well in meeting EPCC's needs.
45	Revise or create new policy and procedure manuals in the Physical Plant and Facilities and Construction departments to reflect current practice.	In Progress	\$0	\$0	\$0	In July 2000, the Physical Plant Procedures were reviewed, revised and updated. Facilities and Construction Procedures also are being created, reviewed and updated.
46	Develop written procedures for the employees of the Physical Plant and Facilities and Construction Services departments establishing conditions under which employees may take college courses on college time and including	Complete	\$0	\$0	\$0	EPCC has written policy and procedures to control taking college course during work hours. Board Policy 3.32.09, Staff Scholarships, states "Staff scholarship courses shall be pursued without

	<p>specific record keeping requirements to document lost job time and time made up by extra work.</p>					<p>interference with the satisfactory performance of the employee's duties and responsibilities." Further, College Procedure, 3.04.02, Section II, requires the supervisor to regulate and control an employee's absence from work. Any schedule change to attend classes requires cabinet officer approval.</p>
	<p>Totals — Chapter 5</p>		<p>\$0</p>	<p>(\$1,200)</p>	<p>(\$201,200)</p>	

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Chapter 6: Asset and Risk Management						
47	Outsource the college's investment management activities to improve the college's yield on its portfolio.	In Progress	\$1,125,000	\$0	\$0	The district's financial advisor is currently reviewing the debt program and will be making recommendations on the investment of the remaining bond proceeds, which represent approximately 45 percent of the total portfolio. For the remaining balance of the portfolio, the administration will consider two options: (1) diversifying the internal investing function to achieve a higher rate of return comparable to similar colleges; and (2) outsourcing the investing to an investment manager according to the

						following timelines.
48	Modify the quarterly investment reports to convey the college's investment portfolio activity to include all of the information required by the Public Funds Investment Act and the college's investment policy.	Complete	\$0	\$0	\$0	The college surveyed the investment reports of other colleges. From these the college implemented a user-friendly format that is easier to understand.
49	Re-bid the college's property and casualty insurance coverages using appropriate purchasing procedures.	Complete	\$0	\$68,886	\$344,430	The bid process for property, casualty and auto insurance was completed with an award recommendation presented to the Board of Trustees on March 27, 2000.
50	Modify the insurance agent/consultant contract to eliminate potential conflicts of interest with commercial insurance companies and re-bid the insurance agent/consultant contract.	Complete	\$0	(\$9,982)	(\$9,982)	The Purchasing Department processed RFP #00-10 to secure the services of an independent insurance consultant who will assist the district in the insurance bid process. The selected consultant is exempt from bidding to eliminate potential

						conflicts of interest.
51	Develop a comprehensive risk management plan to include training for staff with management and administrative responsibilities over specific risk management functions.	Complete	\$0	\$0	\$0	In fall 2000, the college developed a risk management plan including training that will provide objectives for risk management functions within the college district.
52	Increase the fixed asset capitalization threshold to \$1,000.	Complete	\$0	\$0	\$0	EPCC approved an increase in the fixed asset capitalization's threshold to \$1,000. The new threshold will take effect in fall 2001.
53	Update the college's Property Control Manual, and require the internal auditor to review the college's fixed asset procedures, controls, and inventory records.	Complete	\$0	\$0	\$0	The college's Property Control Manual has been updated. The internal auditor will be responsible for testing the effectiveness of the revised Property Control Manual.
	Totals — Chapter 6		\$1,125,000	\$58,904	\$334,448	

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Chapter 7: Financial Management						
54	Establish annual goals and budget priorities so that the college's resources are allocated to its highest priorities.	Complete	\$0	\$0	\$0	Procedures have been developed and implemented, which establish prioritized goals and link them to the college's budget.
55	Review, update, and revise EPCC's policies and procedures related to budget transfers.	Complete	\$0	\$0	\$0	A comprehensive policy and procedures document addressing the college's budgetary transfers has been developed.
56	Assess the college's staffing needs and eliminate vacant positions that are not required for the normal administrative operations from the budget.	Complete	\$0	\$945,315	\$4,726,575	Ninety-seven vacant positions have been identified. Of the 97 vacant positions, 38 have been removed from the budget.
57	Require executive level officials to review budget variance reports	Complete	\$0	\$0	\$0	Month-end expenditure reports are distributed to all

	and explain significant variances monthly or quarterly.					of the college's budget heads who are required to identify and explain significant variances to the college's executive level officials. During the current fiscal year, meetings have been held with budget heads to assist them with reviewing and managing their budgets.
58	Produce a budget document that serves as a communications device, policy document, and financial plan.	In Progress	\$0	\$0	\$0	The vice president for Resource Management has directed that the college's official budget include an informative and descriptive overview of the college's operations and finances as related to the college mission. The 2000-2001 budget document links the strategic plan to the budget. The college will use Government Finance Officer's

						Association (GFOA) criteria to enhance content, format, presentation of charts, tables, analysis and summaries in preparing the 2001-2002 budget.
59	Rescind board policy 2.01.13, abolish the current Internal Audit Committee, and establish an audit committee of the Board of Trustees.	In Progress	\$0	\$0	\$0	As noted in the report, Exhibit 7-12 is a summary of fraud and investigative activities that were being undertaken in EPCC at the time of the review and was not intended to be an exhaustive list. The illustration was intended to show the need for a committee of the board to oversee this important work. The fall 2000 reorganized structure specifies that the Internal Auditor reports to the board. Board Policy 2.01.13 will be rescinded and a replacement will be presented to the Board in

						spring 2001. The new policy will reflect the current reporting relationship.
60	Fill the director of Internal Audit Services position by March 2000, and hire at least one part-time staff auditor to provide assistance.	In Progress	(\$98,820)	\$0	\$0	The position for Director of Internal Audit Services was posted on November 19, 1999 and closed on December 17, 1999. The President appointed a committee to evaluate the applicants. When interview invitations were extended, only two individuals accepted. The committee felt this was an insufficient number of candidates from which to make a selection. The position was re-advertised in April 2000 and published nationally. When the selection process is complete, the President will forward a recommendation to the Board of Trustees for

						action. The President will determine the need for additional staff within the Auditing Services function.
61	Adopt a comprehensive fraud and investigation policy.	In Progress	\$0	\$0	\$0	EPCC drafted a fraud and investigation policy and will present the policy to board for approval in February 2001.
62	Stop physically matching the purchase requisitions to purchase orders and only match the purchase orders, receipts reports, and vendor invoices.	Complete	\$0	\$0	\$0	Measures and procedures have been initiated to stop physically matching purchase requisitions to purchase orders and only match purchase orders, receipt reports and vendor invoices.
63	Assign responsibility for setting up new vendors in the accounts payable module to the Purchasing Department.	Complete	\$0	\$0	\$0	The vice president of Resource Management has assigned responsibility for setting up new vendors in the accounts payable module to the Purchasing Department.
64	Improve payroll coordination to	Complete	\$0	\$0	\$0	Exception listings are now

	ensure payrolls are processed in a timely manner every payroll period.					provided to the associate vice president, Budget and Financial Services and to the vice president for Resource Management on a monthly basis. They will meet with the Administrative Team to solicit support in timely submission of pay action related documents. Any budget heads who fail to submit pay action documents on time will be reported to the appropriate vice president.
65	Conduct a detailed audit of the payroll database with existing employees' personal and payroll details to ensure that information upon which payroll is based is accurate.	Complete	\$0	(\$62,000)	(\$62,000)	The College's external auditor conducted a detailed verification of the payroll database with existing employees' personal and payroll details to ensure the accuracy of the information. Additionally, the external

						auditor conducted a paycheck distribution audit.
66	Establish a delinquent tax collection policy for the college that reflects the college's interest in its dealings with the delinquent tax attorney.	In Progress	\$0	\$0	\$0	The president will present a delinquent tax collection policy to the board in spring 2001.
	Totals — Chapter 7		(\$98,820)	\$883,315	\$4,664,575	

APPENDIX

Status of Recommendations and Savings

No.	Recommendation	Implementation Status	TSPR'S Projected Five-Year Savings or (Costs)	Actual Savings or (Costs) To Date	EPCC'S Projected Five-Year Savings or (Costs)	Comments
Chapter 8: Purchasing, Receiving and Distribution						
67	Prepare competitive bids for goods and services acquired for \$25,000 or more in the aggregate per year, and hold budget heads and the Purchasing Department responsible for compliance with competitive bidding provisions of the Education Code.	Complete	\$0	\$0	\$0	The Purchasing Department is documenting expenditures by commodity. All purchases are being tracked in compliance with Texas Education Code § 44.031. Tracking has also been integrated into the revised Purchasing Procedures. A bid calendar is being developed. Bids for major commodities have been awarded. Procurement of some commodities has also been awarded through cooperative vendor agreements.
68	Develop and implement a	In Progress	\$7,958,080	\$1,009,465	\$5,047,325	The Purchasing Department is

	comprehensive procurement plan that balances the needs and interests of all stakeholders in the procurement process, while improving efficiencies and reducing costs.					implementing the following specific strategies: a bid calendar, renegotiable vendor agreements, budget head participation, contract renegotiations, rewriting of policies and procedures, and prohibition of after-the-fact purchases.
69	Require all departments to use the online requisitioning and approval features of the Financial Records System, and transfer responsibility for requisitioning from the Purchasing Department to user departments.	Complete	\$69,585	\$0	\$0	Online requisitioning and approvals are now performed in the Banner 2000 system. The purchasing module went online in December 2000. Responsibility for requisitioning will be done by the user departments.
70	Raise purchasing thresholds to shift responsibility for making low-value purchases from the Purchasing Department to ordering departments, and	In Progress	\$0	\$0	\$0	The Finance Division is reviewing this process to allow departments to increase their dollar threshold from

	eliminate duplications in the purchasing process, and develop a procurement card program.					the current \$200. A procurement card proposal was presented to the Board of Trustees in August 2000. This card will enable departments to process small purchases without a Purchase Order.
71	Establish clear definitions and policies for emergency purchases, and develop strong punitive measures for unauthorized, after-the- fact purchases.	Complete	\$0	\$0	\$0	The revised Purchasing Procedures provide definitions and policies for unauthorized purchases. The vice president for Resource Management issued a memo to all budget heads advising them of the new procedures governing after-the- fact transactions and the consequences for doing so.
72	Involve the Purchasing Department in non-employee contract negotiations.	Complete	\$0	\$0	\$0	All contracts are currently reviewed by the Purchasing Department. The revised

	collect contract performance data, and perform cost-benefit analysis at the end of all contracts.					purchasing procedures also request input by end users on vendor performance.
73	Eliminate Purchasing's approval of contractor payment vouchers.	Complete	\$0	\$0	\$0	This step was eliminated in October of 1999.
74	Purge the vendor list, develop an approved vendor list, and establish a vendor evaluation process.	Complete	\$0	\$0	\$0	The Purchasing Department has revised the vendor master list. With the implementation of a new financial software system in December 2000, the vendor master list will only contain current vendor data. The Purchasing Department developed and implemented a vendor master form. which is being used to compile vendor information. Internal purchasing procedures will be examined and revised to include a vendor evaluation.

75	Adopt the purchasing procedures drafted by the director of Purchasing, which currently are being reviewed by legal counsel, and adhere to its more comprehensive, stringent provisions.	Complete	\$0	\$0	\$0	The revised Purchasing Policy received final Board approval on March 27, 2000. Revised Purchasing Procedures have been implemented.
76	Open bids more frequently than once per month, and exclude board members from the bid evaluation phase of the process.	Complete	\$0	\$0	\$0	The President has directed that bids be opened at will rather than once a month. Board members have been eliminated from the bid evaluation phase of the process.
77	Develop a checklist of all items that are required to be in bid files, and organize each file according to a table of contents based on the checklist.	Complete	\$0	\$0	\$0	A checklist, which meets the requirements of the Texas Education Code, has been developed and implemented. Every bid file is reviewed and compared to required checklist items.
78	Require buyers to work towards one or more of the professional designations	Complete	(\$56,070)	(\$1,530)	(\$56,070)	In January 2001, the position of Buyer was re-evaluated, with

	offered by national purchasing organizations, and provide incentives, including rewards for successful completion.					the addition of a purchasing certification requirement. The three incumbents will have until August 2002 to obtain the purchasing certification.
	Totals — Chapter 8		\$7,971,595	\$1,007,935	\$4,991,255	

APPENDIX

Status of Recommendations and Savings

No.	Recommendation	Implementation Status	TSPR'S Projected Five-Year Savings or (Costs)	Actual Savings or (Costs) To Date	EPCC'S Projected Five-Year Savings or (Costs)	Comments
Chapter 9: General Support Services						
79	Operate the print shop and Publications Department as an internal service fund and allocate all costs to departments using their services.	Not Implemented	\$0	\$0	\$0	The college intends to conduct a cost analysis to determine the feasibility of operating the print shop as an internal service fund, but there are concerns about the print shop being competitive with external vendors.
80	Assign responsibility for printing and copying operations to the vice president for District Support Services.	Rejected	\$0	\$0	\$0	Under the reorganization, the Print Shop reports to the associate vice president for Budget and Financial Services, and Publications reports to the associate vice president for Instructional Services. The position of associate vice president for District Support Services has been eliminated.
81	Assign responsibility for copier procurement to a	Complete	\$0	\$0	\$0	The Purchasing Department is developing a procedure for copier

	central department and conduct a collegewide needs analysis for copying to determine the optimum quantity, location, size, and capabilities of copiers, and redistribute the copiers as needed.					acquisition that will guide users who are making procurement decisions.
82	Solicit competitive bids from bookstore management companies before the current contract expires.	Complete	\$1,064,203	\$0	\$580,000	During Summer 2000, the college solicited bids from bookstore management companies. On January 17, 2001, during its regularly scheduled meeting, the board granted the contract to the company offering the best proposal.
83	Require the bookstore contractor to comply with contract's pricing provisions.	Complete	\$0	\$0	\$0	The contract awarded to Barnes & Noble Bookstore Inc. on January 17, 2001, contains pricing provisions.
84	Develop a process for expediting amendments to NAFTA contract students so students can purchase the necessary books to start class.	Complete	\$0	\$0	\$0	The registration process has been changed to ensure that NAFTA contract students will begin classes with the necessary books.
85	Develop a program for shared police officer services between the City	Complete	(\$221,254)	(\$150,252)	(\$150,252)	When contacted, the City Chief of Police declined to participate in a program of shared

	of El Paso and EPCC.					police services, citing budget and personnel constraints. While the college was unsuccessful in complying with the "letter" of Recommendation 85, the actions of EPCC have addressed the concerns raised by the Comptroller to improve security on campus by hiring more officers and a chief of police and addressing some of the concerns with inadequate equipment. The college believes that it has complied with the "spirit" of this recommendation.
86	Determine who has access to the DSX alarm system and what kind, then establish control procedures to limit access.	Complete	\$0	\$0	\$0	Personnel who have access to the DSX system are the full time dispatchers, security specialist and the office manager. Each person has a password, thus insuring the integrity of the system. Furthermore, persons can only be added or deleted with the approval of the Community College Police Chief.

87	Apply for access to the TCIC/NCIC database of stolen vehicles.	Complete	(\$2,500)	\$0	\$0	A request has been forwarded to the El Paso Police Department. Implementation pending approval.
88	Include the Police Department in planning and implementing any operation that involves safety and security.	Complete	\$0	\$0	\$0	The Vice president for Student Service meets twice monthl with the Chief of Police to discuss any activities affecting campus safety and security. A memorandum ha been prepared and delivered to the Director of Purchasing requesting that all purchase requisitions affecting the EPCC Police Department be routed through the Chief of Police for approval. The Police Department will be involved in planning and implementing all operations involvin safety and security.
89	Centralize vehicle procurement authority and develop and implement policies and procedures on vehicle acquisition, maintenance, and disposal.	Complete	\$0	\$0	\$0	The board approve revisions to purchasing policy during its March 2000 meeting. The revised policy centralizes vehicle procurement, maintenance and disposal. Procedure have been developed and

						approved by the president's administrative team
90	Purchase and install a vehicle maintenance information system.	Complete	(\$8,400)	\$0	\$0	Part of the new Maintenance Management System, purchased and installed in September of 1999 contained a vehicle maintenance information system
91	Clean up the second vehicle maintenance bay and purchase or build additional storage space.	Complete	(\$1,500)	\$0	\$0	The second vehicle maintenance bay was used to store cabinets built by the adjacent carpenter shop for the childcare centers. The cabinets have been installed in the centers and the bay is clear.
92	Develop an instructional pamphlet describing the services of the Mail Services Department and conduct internal mail distribution surveys every two years.	Complete	\$0	\$0	\$0	An instructional pamphlet has been developed. Internal mail distribution surveys will be conducted every two years.
93	Perform quarterly audits of the food service operations to verify the accuracy of commissions paid and the accuracy of profit calculation.	Complete	\$0	\$0	\$0	EPCC's Comptroller required food service contractors submit a quarterly report of Revenue and Expenditures, beginning January 2000. The Assistant Comptroller/General Accounting audited

						the first report and verified accuracy of the commissions. This review will be ongoing at the end of each subsequent quarter.
94	Inventory the condition of food service equipment and implement a maintenance request process that brings needed repairs to the attention of the Maintenance Department in a timely manner.	Complete	\$0	\$0	\$0	EPCC inventoried the condition of food service equipment in spring 2000. The college decided to outsource food services rather than attempt costly repairs. However, the college decided that any equipment used by vendors should be safe and usable and should be the responsibility of the vendor. Future contracts will stipulate that vendors are responsible for equipment maintenance.
95	Ensure that the contractor complies with the terms of the contract by providing training for food service personnel who meet the requirements of the agreement.	Complete	\$0	\$0	\$0	Training for food service personnel is an ongoing process. According to the contractor, mandatory meetings are held (by each contractor) on a regular basis to provide the training needed. The college will ensure that this item is included in all agreements. A quarterly report detailing

						compliance with th approved contract will be prepared.
	Totals — Chapter 9		\$830,549	(\$150,252)	\$429,748	

APPENDIX

Status of Recommendations and Savings

No.	Recommendation	Implementation Status	TSPR'S Projected Five- Year Savings or (Costs)	Actual Savings or (Costs) To Date	EPCC'S Projected Five- Year Savings or (Costs)	Comments
Chapter 10: Student Services						
96	Create and implement a coordinated student recruitment and outreach effort that includes enrollment goals and outcome measures among Student Services and the Office of Public Information/Public Relations.	Complete	\$0	\$0	\$0	An SSR (Student Services Recruitment) Team has been formed, which includes staff members from Counseling, Student Financial Services, Testing, Registrar and Admissions. The SSR engages in outreach activities at all area high schools, county and city government, the prison system and at civic/community requests. Meetings with the Director of Public Relations on recruitment video development and presentations will be coordinated.

97	Form a study group to prepare for a smooth transition to the SCT Banner 2000 integrated student services component.	Complete	\$0	\$0	\$0	The college formed a Task Force as recommended by the Comptroller with representation from all areas of the college. There is a President's Advisory Team, a Project Management Team, a Functional Area Team, a Student Services Team and departmental working teams. The team will be in existence until SCT Banner 2000 is fully implemented.
98	Develop a policy that clarifies the functions of personnel who are advising and counseling students and clearly identify the qualifications and expectations of each function.	In Progress	\$0	\$0	\$0	A job description exists for all district counselors. The job description emphasizes the counselor's key role in conducting high school visits, new student orientations, academic advising, program selection, career planning, setting goals, assisting students in resolving conflicts with the

						institution, providing a range of seminars and courses to foster skills, develop and enhance retention, and consult with other faculty and college employees to design programs that promote student success. In addition, the Director of Counseling will convene a task force to conduct research and to write an advising-counseling policy with administrative guidelines for assignments, training and implementation.
99	Assign each student who declares an educational goal an advisor who is qualified and prepared to assist the student in career options, degree plans, and scheduling.	In Progress	\$0	\$0	\$0	A program for faculty advisors to assist student counseling has been developed. The Director of Counseling will be responsible for putting the program into action and getting faculty trained for advising.
100	Make the student	Complete	(\$7,200)	\$0	\$0	The Financial

	financial aid Web page more accessible to EPCC students.					Aid Web page is available to students through computers located in the libraries and Academic Computing Laboratories. The college will acquire six additional computers to facilitate student access to the Financial Aid Web site. These computers will be located in the lobby outside the Financial Aid Office. Student use of these computers will be monitored to determine the optimal amount of hardware needed. Additionally, technology will be updated as required.
101	Begin using the Pell grants software immediately.	Complete	(\$9,264)	(\$727)	(\$7,926)	The Pell Grant software (EDE Express) is in use. Expanded applications will be introduced as the Banner System is implemented.
102	Ensure that staff is appropriately trained and that	Complete	(\$40,500)	\$0	\$0	In summer 2000, the ice president for Student

	cross training is implemented to ensure efficient and accurate administration of student financial aid programs.					Services directed the Financial Aid Director to develop a plan to guarantee that staff are trained and cross-trained. The plan included identification of critical financial aid program training, schedules for training, "train-the-trainer" provisions, and travel budget requirements to ensure staff are proficient, skilled and trained in all aspects of financial aid administration. Training began in fall 2000.
103	Ensure privacy for students discussing family financial information with financial aid counselors.	In Progress	\$0	\$0	\$0	Upon remodeling the EPCC Service Center, additional space will become available, which will enable full implementation of this recommendation.
104	Implement the institutional steps recommended by the College Coordinating Board in the	Complete	\$0	\$0	\$0	El Paso Community College adheres to the <i>Access & Equity 2000</i> Plan.

	<i>Access & Equity 2000 plan.</i>					Additionally, the Office of Diversity Programs will work closely with the Access & Equity Committee to coordinate activities with the Education Opportunity Programs and multi-cultural programs within the college. The office will work closely with Personnel Services to develop innovative ways to encourage and promote an aggressive effort in the recruitment and retention of minority faculty, administrators and professional staff.
105	Move the cooperative education placement function from Job Placement and Cooperative Education in Student Services to the vice president for Workforce Development, Life-long	Complete	\$0	\$0	\$0	Functional responsibility for the Technical Education division has been moved to the vice president of Instruction. Moving the cooperative education function under the vice president for

	Learning, and Technical Education.					Workforce Development and Lifelong Learning would not be in the best interest of EPCC under the new organizational structure. By retaining the cooperative education placement function under Student Services, EPCC students from both the credit and non-credit areas will be assured of comparable services. While the college has not implemented the exact relationship advocated by the Comptroller's staff, the anticipated results will achieve the goals of this recommendation.
106	Streamline and improve Cooperative Education record keeping to ensure accessibility, accuracy, and integrity of required documentation.	In Progress	\$0	\$0	\$0	Once the new GIPWE Guidelines are published, the Cooperative Education record system will be reviewed and revised, as necessary.
107	Partner with the	Complete	\$568,143	\$0	\$0	EPCC has

	local Workforce Development Board and use HIRE TEXAS for job placement services.					established a partnership with the local Workforce Development Board to procure HIRE TEXAS in Fall 2000. HIRE TEXAS is being used and has been linked to the local Workforce Development Board.
108	Provide a placement service for program completers and degree graduates to enhance services to students and employers.	In Progress	\$0	\$0	\$0	<p>A formal placement service for completers and graduates is in place and will be enhanced by including the following elements:</p> <ul style="list-style-type: none"> • HIRE TEXAS will be acquired and implemented by the Cooperative Education Office. • The new Webmaster will develop and implement a private

						<p>portal for complete rs to register their profiles.</p> <ul style="list-style-type: none"> The new Webmaster will develop and implement a private portal for employers to post job openings.
	Totals — Chapter 10		\$511,179	(\$727)	(\$7,926)	

APPENDIX

Status of Recommendations and Savings

No.	Recommendation	Implementation Status	TSPR'S Projected Fie-Year Savings or (Costs)	Actual Savings or (Costs) To Date	EPCC'S Projected Fie-Year Savings or (Costs)	Comments
Chapter 11: Management Information Systems						
109	Create a chief information officer position and elevate the reporting relationship of the Information Technology Department to report directly to the executive vice president.	In Progress	(\$450,000)	\$0	(\$559,680)	The Reorganization Committee has recommended creating a chief information officer position that will be filled during fall 2001.
110	Combine academic computing and administrative computing functions into one technology organization.	In Progress	\$0	\$0	\$0	The District Technology Committee recommended that a Director of Academic Computing be created and report to the vice president of Instruction. Consensus at this time is that Academic Computing needs to work closely with all Instructional Deans and report to the same vice president.
111	Broaden the	Complete	\$0	(\$195,000)	(\$195,000)	Membership of

	membership of the District Technology Committee and develop a comprehensive technology plan with implementation strategies, position responsibility, timeliness, and link it to both the college budget and long-term strategic plan.					the District Technology Committee has been broadened. The committee's charge is to develop a comprehensive technology plan. Development of the plan is underway. The College has hired the Gartner Group to develop a comprehensive technology plan.
112	Develop a detailed plan for the implementation of the SCT Banner system including the training of IT staff and a pay-for-performance plan.	Complete	(\$1,681,912)	(\$175,000)	(\$2,500,000)	A detailed plan, schedule, implementation team structure, and training plan for SCT Banner 2000 is in place for both technical staff and user areas.
113	Complete the installation of Wide-Area Network connections at the Valle Verde, Transmountain, and Rio Grande campuses.	In Progress	\$0	\$0	\$0	In August 2000, the Network Team completed wiring for the faculty. The remainder will be completed by Fall 2002.
114	Implement a PC leasing program to reduce the cost of ownership and	In Progress	\$1,329,603	\$0	\$0	The associate vice president of Information Technology,

	maintain state-of-the-art technology for the college.					the Director of Purchasing, and the District-wide Integrated Technology Committee are currently researching leasing, as an alternative to purchasing. An RFQ was developed and evaluation projects for leasing are being conducted.
115	Develop a policy establishing hardware and software acquisition standards and requiring consultation with IT staff before hardware and software are purchased.	Complete	\$0	\$0	\$0	The District Integrated Technology Committee has approved minimum hardware standards. These standards will be reviewed and updated every six months. Procedures for hardware and software standards and acquisitions will be developed. The procedures will provide for consultation with IT staff before hardware and

						software are purchased. Existing informal standards currently require any technology-related purchase requisition to be approved by the associate vice president for Information Technology.
	Totals — Chapter 11		(\$802,309)	(\$370,000)	(\$3,254,680)	
	GRAND TOTAL		\$12,725,296	\$1,700,475	\$8,269,530	