

# Minutes of Senior Management Meeting - 11/09/16

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**Date and time:** 11/09/16 08:30 am to: 11/09/16 10:30 am

**Present:** Russ Lebo, Joseph Holt, Carole Brown, Michael Abril, wendym@sjvc.edu, Michael Perry, mikep@sjvc.edu, Kevin Robinson, Nick Gomez, Crystal VanderTuig

**Absent:** Judy Petty, Liz Briseno, Rachelle Serrano, Tracey Hernandez, alyssa perry

**Location:** Oak Room

**Link:** <http://app.meetingking.com/meetings/188586>

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## Topics

### 1. Strategic Review: Increase SJVC Presence

#### 1-1. Measures: Census, Revenue from New Sources

**Note** Reviewed the following measures aligned to this initiative: census (4,379 against a target of 4,800) and revenue from new sources (\$1,874,380 YTD).

#### 1-2. GnD Execution Proposals

**Note** Angela presented the following execution proposals:

Migration of the ST program to COR and TEM: Team discussed existing ST competition in both markets and facility considerations. Decision was made to go forward with the ST program.

Phlebotomy Short Course: Team discussed feasibility and viability of this offering. Decision was made to pilot the program at one or two sites with CAO driving.

 [ST-COR and TEM- Execution Proposal vf.docx](#)

 [ST COR and TEM appendices.pdf](#)

 [Phlebotomy- Execution Proposal.docx](#)

 [Phlebotomy Appendices.pdf](#)

**Note** Carole presented on the IT program design and discussed opportunity for a short program. Decision was made to implement the new short-term program.

 [IT Current Cert-Degree.docx](#)

 [IT Short Program Cert.xlsx](#)

### 2. Microsoft Office 365

**Note** Adam presented on MS 365 (see attached PPT). Decision was made to implement as per the timeline presented.

 [O365 SM Presentation.pptx](#)

### 3. Sr. Accreditation

**Note** Mike A. and Crystal presented on the WASCUC Eligibility process and next steps in the process. Detailed discussion took place on governance issue. Decision was made to go forward with meeting with individuals from other WSCUC's private institution to gain more insight on how this issue is addressed.

 [Comparison\\_of\\_ACCJC\\_to\\_WSCUC.docx](#)

 [Attachment\\_1.docx](#)

#### 4. Ad Hoc

**Note** Joseph: Conference call with Steve Gunderson and CECU members scheduled for tomorrow to discuss ramifications of election results. Discussion took place on GE and defense to repayment implications.

Nick: Will be in Bakersfield tomorrow.

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#### Next Meeting

Meeting title: [Senior management meeting](#)  
Date and time: 11/30/16 08:30 am to: 11/30/16 10:30 am  
Location: Oak Room

# **Surgical Technology**

## **Evaluation Summary & Recommendation – November 2016**

### **Proposal and Recommendation**

Establish a Surgical Technology program to be offered on ground on the Temecula and Rancho Cordova campuses, planning for a late Summer 2017 launch.

### **Background**

The institution currently offers a Commission on Accreditation of Allied Health Education Programs (CAAHEP) accredited Surgical Technology program at two locations: Fresno and Bakersfield. The Rancho Cordova and Temecula campuses have demonstrated success in their Reparatory Therapy program which shares operational and regulatory similarities to a Surgical Technology program, including admissions requirements, census cap based on the number of clinical sites secured, and program rigor.

### **Strategic Evaluation**

The Growth and Development team considered the proposed Surgical Technology program migration to the Rancho Cordova and Temecula campus through the lens of SJVC's strategic objectives.

### **Enroll Capable Applicants**

A competitive analysis was conducted in each market to make our best attempt to find all potential competitors within a 60-mile radius of each campus. Rancho Cordova has two competitors. The average completers for the Rancho Cordova market is 13. Of the two competitors in Rancho Cordova, one is not eligible for Title IV funding. The Temecula campus currently has seven competitors, and the market averages 33 graduates a year. (Appendix A: ST Competitive Analysis)

Google estimates the number of searches for surgical technology in Rancho Cordova and Temecula to be equal to each other, and higher than those estimates for Fresno and Bakersfield. Over the last 10 years, interest in surgical technology has been stable in California. (Appendix B: Demand Assessment)

The marketing team also launched a test marketing campaign in each market to measure consumer demand in Rancho Cordova and Temecula compared to what we already know exist in Fresno and Bakersfield. Response data support a higher search volume for surgical technology in Rancho Cordova and Temecula than in our existing markets. Rancho Cordova had the highest number of clicks on our advertisement and Temecula's click rate was nearly the same as Fresno for the second highest. (Appendix C: ST Test Marketing Campaign Results)

Our prospective start budget anticipates 64 starts for each campus in the first 24 months of operation (Appendix D: Start & Marketing Budget). The number of enrollments acceptable for each cohort in this proposed program will be determined by the number of clinical sites and slots we are able to secure.

### **Achieve Student Learning Outcomes**

The Surgical Technology program will prepare graduates to sit for the Certified Surgical Technologist (CST) exam. Graduates of a CAAHEP accredited program are qualified to sit for the CST exam. If we are not able to secure programmatic accreditation until after our first cohort of students graduate, the first cohort will be eligible to sit for the CST exam once the proposed program is awarded programmatic accreditation.

To measure employer demand, surveys were conducted with available employers in each market to determine their need and interest in hosting surgical technology students for clinical rotations. Rancho Cordova secured verbal agreements from eight of the 23 potential hospitals in their market for a total of 15 possible slots. Temecula secured nine verbal agreements of the 20 potential hospitals for a total of 11 possible slots. With a combination of hiring a

program director who is well-connected to the community, launching the program, and opening an application with ARC/STSA to secure programmatic accreditation, it is expected we will have success in securing enough clinical agreements to support a cohort of 16 students.

#### Develop and Secure Employers

Feedback received from local employers in each market was generally positive in response to our inquiry to host students for clinical sites.

#### Achieve Student Academic Success

The 2015 institutional graduation rate for the Surgical Technology program was 64%, compared to our 70% target. Approved programs are required to submit annual outcome assessment reports to Accreditation Review Council on Education in Surgical Technology and Surgical Assisting (ARC/STSA). ARC/STSA's retention standard states 60% of students that are admitted to the program should graduate.

The ARC/STSA requires 100% participation in the CST exam and a 70% pass rate. Programs seeking CAAHEP Initial Accreditation are required to administer the CST practice exam to all students until the award of CAAHEP Initial Accreditation. This year, Bakersfield and Fresno reported 100% participation in the CST exam. The annual pass rates reported to the ARC/STSA in May 2016 for Bakersfield were 88% and 75% for Fresno. We expect similar outcomes for participation and certification pass rates in the proposed markets.

#### Achieve Graduate Professional Success

The institutional placement rate included one graduating class for Surgical Technology in 2015 and was 83%. CAAHEP requires 80% of graduates seeking employment to be employed in-field. The annual placement rates reported to the ARC/STSA in May 2016 for Bakersfield and Fresno were 68% and 92%, respectively.

The State Employment Development Department (EDD) for the Rancho Cordova market includes job openings for the Sacramento-Roseville-Arden-Arcade MSA and its adjacent Alameda and Contra Costa MSA. Between the two MSAs there are 48 jobs projected per year (which include both new job growth and replacements for turn-over). Annual job openings for Riverside-San Bernardino-Ontario MSA are predicted to be at approximately 26 jobs (Appendix E: Projected Employment Statistics). A credible web based job search tool ([www.indeed.com](http://www.indeed.com)) was also used to measure projected employment in each market. In the last 30 days, the Sacramento market had 25 jobs posted for Surgical Technology and Temecula had 30.

The most recent three-year cohort default rate for the College is 18%. Our existing Surgical Technology program has a three-year cohort default rate of 11%. The draft annual and discretionary debt to earnings rates published in October 2016 are both passing and are well below the required threshold.

#### Increase SJVC Presence

The institutional student census is expected to increase to about 48 students when the proposed programs reach maturity. Each campus will improve their census by approximately 22 students and expand the number of medical programs offered.

#### Ensure Financial Stability

The total start-up costs per campus is approximately \$137K (Appendix F: ST Start-up Costs by Campus). The financial performance in 2015 for our Bakersfield campus (the nearest comparable value for the proposed programs) was \$656K in revenue with a gross profit margin of 55%.

## **Operational Considerations**

The ARC/STSA mandates all approved programs appoint a full-time program director. Until we are able to secure a program director, we can use an interim program director to assist with the application process for programmatic approval. Fresno's program director is qualified to serve as an interim program director.

Recruitment research was conducted through LinkedIn to evaluate the potential number of candidates to recruit for a program director, clinical coordinator, and instructor in the Rancho Cordova and Temecula area. The research yielded the following results:

Rancho Cordova (Sacramento area): 289

Temecula: 16 (within a 75 miles of our campus zip code) and 1,366 (greater Los Angeles area).

## Academic Structure, Curriculum and Instruction

The Surgical Technology program is a linear program and is taught over four terms. Each term is a prerequisite of the next. Students complete clinical rotations in their third and fourth term. The total length of the Associate's Degree program is 64 weeks.

The program director, clinical coordinator, and instructor are required to possess a credential in the field of surgical technology. Candidates for each position must also meet the minimum requirement of experience: program director (5 years), clinical coordinator (three years), and instructor (two years). It's possible each campus will only need a program director and one full-time clinical coordinator to manage and teach in the program until a second cohort is begins. At that point, we may want to consider onboarding an additional instructor. The student to instructor ratio for laboratory instruction should be no more than 10:1.

## Accreditation and Approvals

Our existing Surgical Technology programs are independently recognized and approved by CAAHEP. ARC/STSA serves as the administrative manager for CAAHEP. Programmatic accreditation requires the submission of an accreditation packet, a completed self-study, and an on-site evaluation. Upon the completion of a successful on-site visit, ARC/STSA will review our application at their bi-annual board meeting and make a recommendation to CAAHEP to review and approve our proposed program at their bi-annual board meeting. Since we are an accredited institution, we can order an accreditation packet and begin the Initial Accreditation process with ARC/STSA immediately, however, the on-site evaluation cannot occur until the first cohort has completed at least 50% of their clinical requirements.

## Facilities and Equipment

The Surgical Technology program requires one designated space for lab. The lab should be approximately 700 square feet and in an ideal situation be placed near water flow. Rancho Cordova's existing facility does not have space available to absorb. The College does have additional space on or near our existing campus available for lease. For Temecula, space is limited, however, this will likely change with the roll-out of gainful employment. Another alternative to secure space would be to reevaluate current classroom availability and scheduling and determine our ability to move classes around and free up the needed space for a lab.

The equipment and consumables necessary to launch the proposed program on each campus is expected to cost about \$68,000 per campus. This total is included in the total start-up costs per campus.

## **Appendices: Surgical Technology Rancho Cordova and Temecula**

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## Appendix A: ST Competitive Analysis

SJVC Market	Competitor	City	Miles from campus	Tuition	Credential	Grads
Rancho Cordova	Contra Costa Medical Career College	Antioch	50	\$ 15,709	Cert	15
	Carrington College	Citrus Heights	7	\$ 45,140	Deg	(blank)
				\$ 46,798	Cert	11
Temecula	American College of Healthcare (Institutional with Surgical Technology)	Riverside	39	\$ 32,095	Cert	62
	American Career College	Ontario	51	\$ 38,715	Deg	58
	Career Networks Institute College	Orange	60	\$ 29,448	Cert	51
	Career Networks Institute College	San Bernardino	49	\$ 26,886	Cert	18
	Concorde	San Diego	59	\$ 31,627	Deg	16
	Southwestern College	Chula Vista	58	\$ 1,744	Cert	10
	MiraCosta College	Oceanside	31	\$ 4,302	(blank)	8
	North-West College	Riverside	43	\$ 31,900	Cert	7
				(blank)	(blank)	4

## Appendix B- Demand Assessment

### Search Volume

*Moderate*

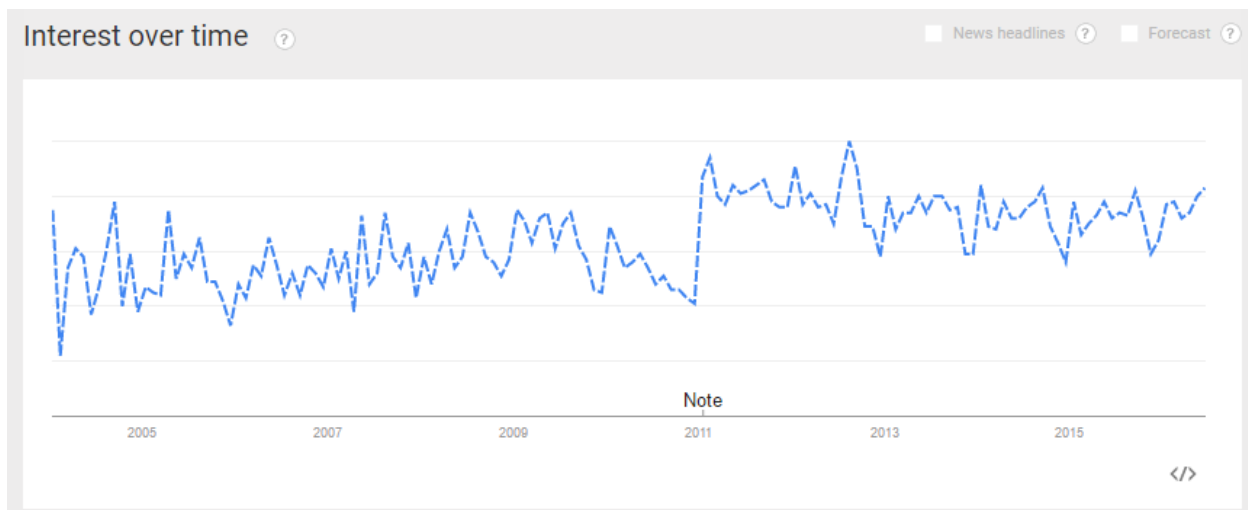
The analysis compares all keywords currently being used for our Surgical Technology advertising.<sup>1</sup>

Campus	Estimate – Searches (Monthly Avg.)	Actual – Searches (Last 30 Days)
<b>Temecula</b>	4400	N/A
<b>Modesto</b>	1370	N/A
<b>Hesperia</b>	396	N/A
<b>Rancho Cordova</b>	4400	N/A
<b>Bakersfield</b>	410	680
<b>Fresno</b>	2200	1691

### Interest over Time

*Stable*

Stable search demand from 2004 to present day.<sup>2</sup> (Note: Increase in 2011 is likely attributed to changes in data collection methods.)



<sup>1</sup> **Source:** Google Keyword Planner;

<sup>2</sup> **Source:** Google Trends; **Region:** California; **Search Topic:** Surgical technologist (Occupation)



## Appendix C: ST Test Marketing Campaign Results

<b>Campus</b>	<b>Impressions</b>	<b>Clicks</b>
Rancho Cordova (Test)	730	44
Fresno	318	22
Temecula (Test)	778	18
Bakersfield	118	8

Timeframe: From Oct 26 – Nov 1

## Appendix D: Start & Marketing Budget

Select first start date:						
	8/28/17	Start Date				
Campus	Program	28-Aug-17	23-Apr-18	17-Dec-18	26-Aug-19	Total
COR	ST	16	16	16	16	64
TEM	ST	16	16	16	16	64

Campus	Program	May-2017	Jun-2017	Jul-2017	Aug-2017	Mar-2018	Apr-2018	TOTAL
TEM	ST	\$ 5,800	\$ 5,800	\$ 10,800	\$ 8,800	\$ 5,800	\$ 5,800	<b>42,800</b>
COR	ST	\$ 7,000	\$ 7,000	\$ 12,800	\$ 10,800	\$ 7,000	\$ 7,000	<b>51,600</b>
	<b>TOTAL</b>						<b>\$</b>	<b>94,400</b>

**Appendix E: Projected Employment Statistics**

Employment Development Department Labor Market Information Division Published: December 2014														
<b>2012-2022 Occupational Employment Projections Sacramento–Roseville–Arden-Arcade Metropolitan Statistical Area (El Dorado, Placer, Sacramento, and Yolo Counties Counties)</b>														
SOC Code*	Occupational Title	Estimated Employment 2012**	Projected Employment 2022	Numeric Change 2012-2022 [1]	Percent Change 2012-2022	Annual Average Percent Change	Average Annual Job Openings			2014 First Quarter Wages [5]		Education and Training Levels [7]		
							New Jobs [2]	Replacement Needs [3]	Total Jobs [4]	Median Hourly	Median Annual	Entry Level Education	Work Experience	On-the-Job Training
29-2055	Surgical Technologists	560	730	170	30.4%	3.0%	17	6	23	\$29.44	\$61,249	5	None	None

Employment Development Department Labor Market Information Division Published: January 2015														
<b>2012-2022 Occupational Employment Projections Oakland-Hayward-Berkeley Metropolitan Division (Alameda and Contra Costa Counties)</b>														
SOC Code*	Occupational Title	Estimated Employment 2012**	Projected Employment 2022	Numeric Change 2012-2022 [1]	Percent Change 2012-2022	Annual Average Percent Change	Average Annual			2014 First		Education and Training		
							New Jobs [2]	Replacement Needs [3]	Total Jobs [4]	Median Hourly	Median Annual	Entry Level Education	Work Experience	On-the-Job Training
29-2055	Surgical Technologists	700	870	170	24.3%	2.4%	18	7	25	\$34.93	\$72,672	5	None	None

Employment Development Department Labor Market Information Division Published: December 2014														
<b>2012-2022 Occupational Employment Projections Riverside-San Bernardino-Ontario Metropolitan Statistical Area (Riverside and San Bernardino Counties)</b>														
SOC Code*	Occupational Title	Estimated Employment 2012**	Projected Employment 2022	Numeric Change 2012-2022 [1]	Percent Change 2012-2022	Annual Average Percent Change	Average Annual			2014 First		Education and Training		
							New Jobs [2]	Replacement Needs [3]	Total Jobs [4]	Median Hourly	Median Annual	Entry Level Education	Work Experience	On-the-Job Training
29-2055	Surgical Technologists	690	880	190	27.5%	2.8%	19	7	26	\$24.29	\$50,535	5	None	None

\* The Standard Occupational Classification (SOC) system is used by government agencies to classify workers into occupational categories for the purpose of collecting, calculating, or  
 \*\* Data sources: U.S. Bureau of Labor Statistics' Current Employment Statistics (CES) March 2013 benchmark, Quarterly Census of Employment and Wages (QCEW) industry employment, Occupational employment projections include self-employed, unpaid family workers, private household workers, farm, and nonfarm employment.  
 N/A - Information is not available.  
 Occupations with employment below 100 in 2012 are excluded.  
 Occupation subtotals may not add to the totals due to rounding and the suppression of data.  
 The use of occupational employment projections as a time series is not encouraged due to changes in the occupational, industrial, and geographical classification systems; changes in the

- [1] Numerical employment change is the net difference between the base and projected year employment and reflects job growth or decline. The base and projected year employment are
- [2] New jobs are only openings due to growth and do not include job declines. If an occupation's employment change is negative, there is no job growth and new jobs are set to zero. New
- [3] Replacement needs estimate the number of job openings created when workers retire or permanently leave an occupation and need to be replaced.
- [4] Total jobs are the sum of new jobs and replacement needs.
- [5] Median hourly and annual wages are the estimated 50th percentile of the distribution of wages; 50 percent of workers in an occupation earn wages below, and 50 percent earn wages above the median wage. The wages are from 2014 first quarter and do not include self-employed or unpaid family workers.
- [6] In occupations where workers do not work full-time all year-round, it is not possible to calculate an hourly wage.
- [7] The Bureau of Labor Statistics develops and assigns education and training categories to each occupation. For more information on these categories, please see [http://www.bls.gov/emp/ep\\_education\\_training\\_system.htm](http://www.bls.gov/emp/ep_education_training_system.htm)

Entry Level Education
1- Doctoral or professional degree
2- Master's degree
3- Bachelor's degree
4- Associate's degree
5- Postsecondary non-degree award
6- Some college, no degree
7- High school diploma or equivalent
8- Less than high school

Work Experience Codes	
≥5 years	5 years or more experience in a related occupation or field is common.
<5 years	Less than 5 years experience in a related occupation or field is common.
None	No work experience is typically required.

On-the-Job Training	
I/R	Internship/Residency
APP	Apprenticeship
LT OJT	Long-term on-the-job training
MT OJT	Moderate-term on-the-job training
ST OJT	Short-term on-the-job training
None	None

## Appendix F: ST Start-up Costs per Campus

Start-up Costs	
Equipment & Consumables	\$68,000
Capital/Facilities	\$30,000
Faculty Salary	\$21,000
Avg. Advertising	\$12,000
ARC ST/SA Application Fee	\$2,500
<b>Total</b>	<b>\$133,500</b>

# **Phlebotomy Technology**

## **Evaluation Summary & Recommendation – November 2016**

### **Proposal and Recommendation**

Select campuses where we would like to establish a Phlebotomy Technology program offering a short course to existing graduates and the general public. The proposed program can be available for launch in early Summer 2017.

### **Background**

The College currently has the facilities to provide the instruction needed for the proposed program as well as a qualified instructor to write the curriculum. The Phlebotomy Technology program would include one short-course, cash pay. Participants of this course would be required to complete an extensive number of venipunctures and skin punctures at a clinical site. Phlebotomy programs are awarded accreditation by the California Department of Public Health (CDPH). The value proposition from an employability perspective for the medical assisting graduates was considered when evaluating the Phlebotomy Technology program.

### **Strategic Evaluation**

The Growth and Development team considered the proposed Phlebotomy Technology short course addition through the lens of SJVC's strategic objectives.

### **Enroll Capable Applicants**

During a competitive analysis we were able to identify all existing phlebotomy programs approved by the state in each of our markets. These programs are not federally funded and therefore do not consistently publish number of completers or program tuition. As of September 2016, Gurnick Academy only offers the training for phlebotomy certification to those who take their medical assisting program. The Ontario and Modesto markets appear to be a bit saturated. (Appendix A: Phlebotomy Competitive Analysis)

Google estimates the number of people searching for phlebotomy training each month in our existing markets to be fairly low, especially when compared to medical assisting. Ontario, Rancho Cordova, and Temecula generated the highest estimated number of searches for phlebotomy training. (Appendix B: Demand Assessment)

Applicants to the proposed program would need to have a high school diploma or equivalent.

The start budget set was established per campus and based off of a minimum of 10 starts per module. (Appendix C: Marketing and Start Budget)

### **Achieve Student Learning Outcomes**

The proposed program will prepare graduates to sit for the national certification exam. The College could be a site for students to take the exam.

### **Develop and Secure Employers**

Approved Phlebotomy Technology programs are required to provide a clinical setting for a minimum of 40 hours. The clinical setting shall provide access to patients whose blood is being tested by a clinical laboratory and are generally in a laboratory, hospital, blood bank or physician's office. In order for a campus to sustain a minimum of 10 students per start, enough affiliation agreements with clinical sites must be secured. The

CDPH does not mandate a minimum number of clinical agreements needed, however, we consulted with an internal content expert who previously taught the program and advised to have at least 20-25 clinical sites for 10 students.

#### Achieve Student Academic Success

The CDPH does not have a minimum standard for completion rates or certification exam pass rates. Graduation rates will not be accounted for in the College's annual federal disclosures or institutional records. Completion rates for the program will be reported in the College's annual School Performance Fact Sheets (SPFS).

#### Achieve Graduate Professional Success

As stated above, the Phlebotomy Technology program would not be eligible for Title IV funding and therefore would not contribute to our institutional placement rate or three-year cohort default rate. Placement assistance would be provided by career services, the program director, or instructor.

According to the Employment Development Department (EDD), annual projected job openings were highest in Sacramento and Riverside county. Kern and Riverside county are predicted to have the highest increase in employment change percentage over 10 years. (Appendix D: EDD Projected Employment)

#### Increase SJVC Presence

Each campus which starts a program every module will grow the institutional census by a minimum of 10 students each. The program will increase our offerings in medical programs in existing markets.

#### Ensure Financial Stability

Tuition is expected to be around \$2800 and SJVC graduates can receive a \$500 scholarship. The financial budget was built per campus and based upon 10 starts per module. Tuition was averaged at \$2550 per student. The expected annual revenue is \$255K with a gross profit margin of 67%. (Appendix E: Financial Budget)

#### **Operational Considerations**

A proposed program must have a program director who is either a licensed physician and surgeon or physician assistant, registered nurse, or a licensed clinical laboratory scientist. This person has responsibilities to fulfill in the overall operations of the program, however, the regulations do not mention a minimum employment status required for the program director. At our Visalia and Ontario campus, it is possible we can have the Registered Nursing Program Director also serve as the program director for the Phlebotomy program. Although the feasibility would need to be evaluated, it may be possible to have a program director oversee multiple campuses.

The College will not be required to produce Gainful Employment disclosures, however, we will be required to create and publish a SPFS for this proposed program.

#### Academic Structure, Curriculum and Instruction

The structure of the proposed course would include 40 hours of didactic training and a likelihood of a 40 hours in clinical training to secure 50 venipunctures, 10 skin punctures, and observe two arterial punctures. The total length of the course would be 10-weeks. The 40 hours of didactic training would be taught over 5-weeks and in the last 5-weeks students would work to complete their clinical hours and study independently in preparation for the certification exam.



The person providing instruction must be a respiratory care practitioner or certified phlebotomy technician or hold one of the titles described for the program director qualifications.

#### Accreditation and Approvals

We believe we could secure ACCJC approval through a letter of notification. The College is eligible to apply by campus and secure approval for accreditation by the CDPH to offer phlebotomy instruction because of our institutional accreditation or being approved by the Bureau for Private Postsecondary and Vocational Education.

The CHPH will notify an applicant whether the application is complete and eligible to be processed within 60 days of receipt of the application. Applications with deficiencies are required to respond within 30 days of notification. The average time to process an application from the date it is received is 90 days, maximum time to process is 150 days. Approval is valid for two years and can be renewed. An on-site inspection may be included in the approval process.

#### Facilities and Equipment

The health department does not have a standard requiring a specific space for instruction, however, in order to meet the requirements in didactic instruction, it makes most sense to have the class taught in an existing medical assisting lab. Campus Directors will need to reserve an MA lab for eight hours a week.

No unique or additional equipment is needed to launch the course and the required consumables is minimal.

## **Appendices: Phlebotomy Technology**

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## Appendix A: Phlebotomy Competitive Analysis

Market	College	Grads	Tuition
<b>BAK</b>	Clinical Training Institute (formerly Academy Education Services)	-	-
	Liberty Career College	98	-
<b>COR</b>	Elk Grove Union HS District ROP Rio Cazadero HS	-	-
	MTI College		
	National Career Education	-	-
	Sierra College (Harper Rand Group)	-	-
<b>FRE</b>	California Institute of Medical Science	?	\$ 3,250
	Childrens Hospital of Central California	-	-
	Community College District	-	-
	Gurnick	57	-
<b>HES</b>	Training Institute-State Center- FCC	-	\$ 2,995
	AUMT Institute	-	\$ 1,145
	San Bernardino County ROP (Victor Valley Union High School)	-	-
	Victor Valley College	-	-
<b>MOD</b>	Abrams College	116	\$ 2,965
	ACI Career College	-	\$ 5,021
	Gurnick	11	-
	Kaiser Permanente School of Health Sciences- Phlebotomy	-	-
	Modesto Junior College	-	-
	San Joaquin Delta College	-	-
<b>ONT</b>	AUMT Institute	-	\$ 1,145
	Chaffey Community College	-	-
	Loma Linda University	-	-
	Mission Career College	145	\$ 1,850
	Moreno Valley College (Riverside Community College District)	-	-
	Tri Med Training Institute	-	-
	Universal Schools & College of Health and Human Services	15	\$ 2,995
		19	\$ 2,995
<b>TEM</b>	Wagner Training Institute Inc.	-	-
	AUMT Institute	-	\$ 1,350
<b>VIS</b>	Complete Phlebotomy Training	-	-
	Clinical Training Institute	-	-
	Porterville Adult School	-	-
	Tulare Adult School Phlebotomy	-	-

## Appendix B: Demand Assessment

<b>BAK</b>	
Medical Assisting	3887
Phlebotomy	46
<b>COR</b>	
Medical Assisting	11601
Phlebotomy	325
Respiratory Therapy	3404
<b>DEL</b>	
Medical Assisting	54
Phlebotomy	1
<b>FRE</b>	
Medical Assisting	2220
Phlebotomy	54
<b>HES</b>	
Medical Assisting	1550
Phlebotomy	23
<b>LAN</b>	
Medical Assisting	5186
Phlebotomy	133
<b>MAD</b>	
Medical Assisting	2546
Phlebotomy	21
<b>MOD</b>	
Medical Assisting	7980
Phlebotomy	101
<b>ONT</b>	
Medical Assisting	12811
Phlebotomy	380
<b>TEM</b>	
Medical Assisting	8371
Phlebotomy	212
<b>VIS</b>	
Medical Assisting	2453
Phlebotomy	48

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### Appendix C: Marketing & Start Budget

Select first start date:

6/19/17

Program	Start Date																				TOTAL	
	19-Jun-17	24-Jul-17	28-Aug-17	2-Oct-17	6-Nov-17	11-Dec-17	22-Jan-18	26-Feb-18	2-Apr-18	7-May-18	11-Jun-18	16-Jul-18	20-Aug-18	24-Sep-18	29-Oct-18	3-Dec-18	14-Jan-19	18-Feb-19	25-Mar-19	29-Apr-19		
Phlebotomy	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	10	200

Program	Mar-2017	Apr-2017	May-2017	Jun-2017	Jul-2017	Aug-2017	<b>TOTAL</b>
Phlebotomy \$	1,500 \$	1,500 \$	1,500 \$	1,000 \$	1,000 \$	1,000 \$	<b>7,500</b>

### Appendix D: EDD Projected Employment

Market	Pub. Date	Estimated Employment 2012**	Projected Employment 2022	Numeric Change 2012-2022 [1]	Percent Change 2012-2022	Annual Average Percent Change	Average Annual Job Openings			2014 First Quarter Wages [5]		Education and Training Levels [7]		
							New Jobs [2]	Replacement Needs [3]	Total Jobs [4]	Median Hourly	Median Annual	Entry Level Education	Work Experience	On-the-Job Training
COR	14-Dec	590	730	140	23.7%	2.4%	14	11	25	\$19.37	\$40,286	5	None	None
MOD	15-Mar	150	180	30	20.0%	2.0%	4	3	7	\$18.11	\$37,656	5	None	None
MAD	14-Dec	50	60	10	20.0%	2.0%	1	1	2	\$16.62	\$34,573	5	None	None
FRE	15-Feb	230	270	40	17.4%	1.7%	4	4	8	\$14.55	\$30,270	5	None	None
BAK	15-Feb	230	320	90	39.1%	3.9%	9	4	13	\$16.63	\$34,583	5	None	None
LAN	14-Dec	3,360	4,070	710	21.1%	2.1%	70	64	134	\$17.72	\$36,880	5	None	None
HES, TEM, ONT	14-Dec	1,210	1,550	340	28.1%	2.8%	34	23	57	\$16.84	\$35,026	5	None	None

Work Experience Codes	
≥5 years	5 years or more experience in a related occupation or field is common.
<5 years	Less than 5 years experience in a related occupation or field is common.
None	No work experience is typically required.

On-the-Job Training	
I/R	Internship/Residency
APP	Apprenticeship
LT OJT	Long-term on-the-job training
MT OJT	Moderate-term on-the-job training
ST OJT	Short-term on-the-job training
None	None

Entry Level Education
1- Doctoral or professional degree
2- Master's degree
3- Bachelor's degree
4- Associate's degree
5- Postsecondary non-degree award
6- Some college, no degree
7- High school diploma or equivalent
8- No formal educational credential

Appendix E: Financial Budget

San Joaquin Valley College  
Phlebotomy  
Financial Budget

	Values	Start Up 1	Start Up 2	Start Up 3	Start Up Total
<b>Starts</b>					
<b>Revenue</b>					
Tuition	\$ 2,550	-	-	-	\$ -
Text & Supplies		-	-	-	\$ -
<b>Net revenue</b>					\$ -
<b>Direct Expenses:</b>					
Salaries		-	680	680	\$ 1,360
Payroll Taxes	9%	-	61	61	\$ 122
Text & Supplies	\$ 150	-	-	-	\$ -
Lab Supplies	\$ 204	-	-	-	\$ -
Cert./Licenses Exams	\$ 100	-	-	-	\$ -
Other	\$ 100	-	-	-	\$ -
Advertising	\$ 1,500	1,500	1,500	1,500	\$ 4,500
<b>Total Expenses</b>		<b>1,500</b>	<b>2,241</b>	<b>2,241</b>	<b>\$ 5,982</b>
<b>Gross profit per month</b>		<b>(1,500)</b>	<b>(2,241)</b>	<b>(2,241)</b>	<b>\$ (5,982)</b>
<b>Gross profit %</b>		(1,500)	(3,741)	(5,982)	
<b>Faculty Hours</b>					
Program Director	15		15	15	
Instructor	52		10	10	
<b>Faculty Salaries</b>					
Program Director	\$ 30	-	450	450	\$ 900
Instructor	\$ 23	-	230	230	\$ 460
<b>Total Direct Salaries</b>		<b>-</b>	<b>680</b>	<b>680</b>	<b>\$ 1,360</b>



San Joaquin Valley College  
Phlebotomy  
Financial Budget

	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Y1 Total
<b>Starts</b>	<b>10</b>	<b>10</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>100</b>
<b>Revenue</b>													
Tuition	25,500	25,500	-	25,500	25,500	25,500	25,500	25,500	-	25,500	25,500	25,500	\$ 255,000
Text & Supplies	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
<b>Net revenue</b>	<b>25,500</b>	<b>25,500</b>	<b>-</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>-</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>\$ 255,000</b>
<b>Direct Expenses:</b>													
Salaries	1,646	1,646	-	1,646	1,646	1,646	1,646	1,646	-	1,646	1,646	1,646	\$ 16,460
Payroll Taxes	148	148	-	148	148	148	148	148	-	148	148	148	\$ 1,480
Text & Supplies	1,500	1,500	-	1,500	1,500	1,500	1,500	1,500	-	1,500	1,500	1,500	\$ 15,000
Lab Supplies	2,045	2,045	-	2,045	2,045	2,045	2,045	2,045	-	2,045	2,045	2,045	\$ 20,449
Cert./Licenses Exams	1,000	1,000	-	1,000	1,000	1,000	1,000	1,000	-	1,000	1,000	1,000	\$ 10,000
Other	1,000	1,000	-	1,000	1,000	1,000	1,000	1,000	-	1,000	1,000	1,000	\$ 10,000
Advertising	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	\$ 12,000
<b>Total Expenses</b>	<b>8,339</b>	<b>8,339</b>	<b>1,000</b>	<b>8,339</b>	<b>8,339</b>	<b>8,339</b>	<b>8,339</b>	<b>8,339</b>	<b>1,000</b>	<b>8,339</b>	<b>8,339</b>	<b>8,339</b>	<b>\$ 85,389</b>
<b>Gross profit per month</b>	<b>17,161</b>	<b>17,161</b>	<b>(1,000)</b>	<b>17,161</b>	<b>17,161</b>	<b>17,161</b>	<b>17,161</b>	<b>17,161</b>	<b>(1,000)</b>	<b>17,161</b>	<b>17,161</b>	<b>17,161</b>	<b>\$ 169,611</b>
<b>Gross profit %</b>	<b>67.3%</b>	<b>67.3%</b>		<b>67.3%</b>	<b>67.3%</b>	<b>67.3%</b>	<b>67.3%</b>	<b>67.3%</b>		<b>67.3%</b>	<b>67.3%</b>	<b>67.3%</b>	<b>66.5%</b>
	11,179	28,340	27,340	44,501	61,662	78,823	95,984	113,145	112,145	129,306	146,468	163,629	
<b>Faculty Hours</b>													
Program Director	15	15	-	15	15	15	15	15	-	15	15	15	
Instructor	52	52	-	52	52	52	52	52	-	52	52	52	
<b>Faculty Salaries</b>													
Program Director	450	450	-	450	450	450	450	450	-	450	450	450	\$ 4,500
Instructor	1,196	1,196	-	1,196	1,196	1,196	1,196	1,196	-	1,196	1,196	1,196	\$ 11,960
<b>Total Direct Salaries</b>	<b>1,646</b>	<b>1,646</b>	<b>-</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>-</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>\$ 16,460</b>

San Joaquin Valley College  
Phlebotomy  
Financial Budget

	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20	Month 21	Month 22	Month 23	Month 24	Y2 Total
<b>Starts</b>	<b>10</b>	<b>10</b>		<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>	<b>10</b>		<b>10</b>	<b>100</b>
<b>Revenue</b>													
Tuition	25,500	25,500	-	25,500	25,500	25,500	25,500	25,500	25,500	25,500	-	25,500	\$ 255,000
Text & Supplies	-	-	-	-	-	-	-	-	-	-	-	-	\$ -
<b>Net revenue</b>	<b>25,500</b>	<b>25,500</b>	<b>-</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>25,500</b>	<b>-</b>	<b>25,500</b>	<b>\$ 255,000</b>
<b>Direct Expenses:</b>													
Salaries	1,646	1,646	-	1,646	1,646	1,646	1,646	1,646	1,646	1,646	-	1,646	\$ 16,460
Payroll Taxes	148	148	-	148	148	148	148	148	148	148	-	148	\$ 1,480
Text & Supplies	1,500	1,500	-	1,500	1,500	1,500	1,500	1,500	1,500	1,500	-	1,500	\$ 15,000
Lab Supplies	2,045	2,045	-	2,045	2,045	2,045	2,045	2,045	2,045	2,045	-	2,045	\$ 20,449
Cert./Licenses Exams	1,000	1,000	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	-	1,000	\$ 10,000
Other	1,000	1,000	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	-	1,000	\$ 10,000
Advertising	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	\$ 12,000
<b>Total Expenses</b>	<b>8,339</b>	<b>8,339</b>	<b>1,000</b>	<b>8,339</b>	<b>8,339</b>	<b>8,339</b>	<b>8,339</b>	<b>8,339</b>	<b>8,339</b>	<b>8,339</b>	<b>1,000</b>	<b>8,339</b>	<b>\$ 85,389</b>
<b>Gross profit per month</b>	<b>17,161</b>	<b>17,161</b>	<b>(1,000)</b>	<b>17,161</b>	<b>17,161</b>	<b>17,161</b>	<b>17,161</b>	<b>17,161</b>	<b>17,161</b>	<b>17,161</b>	<b>(1,000)</b>	<b>17,161</b>	<b>\$ 169,611</b>
<b>Gross profit %</b>	<b>67.3%</b>	<b>67.3%</b>		<b>67.3%</b>	<b>67.3%</b>	<b>67.3%</b>	<b>67.3%</b>	<b>67.3%</b>	<b>67.3%</b>	<b>67.3%</b>		<b>67.3%</b>	<b>66.5%</b>
	180,790	197,951	196,951	214,112	231,273	248,434	265,595	282,756	299,917	317,078	316,078	333,239	
<b>Faculty Hours</b>													
Program Director	15	15	-	15	15	15	15	15	15	15	-	15	
Instructor	52	52	-	52	52	52	52	52	52	52	-	52	
<b>Faculty Salaries</b>													
Program Director	450	450	-	450	450	450	450	450	450	450	-	450	\$ 4,500
Instructor	1,196	1,196	-	1,196	1,196	1,196	1,196	1,196	1,196	1,196	-	1,196	\$ 11,960
<b>Total Direct Salaries</b>	<b>1,646</b>	<b>1,646</b>	<b>-</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>1,646</b>	<b>-</b>	<b>1,646</b>	<b>\$ 16,460</b>



<b>San Joaquin Valley College Board of Governors Meeting December 8, 2016</b>	
<b>MEETING CALLED TO ORDER BY</b>	John Swiger, Chair
<b>ATTENDEES</b>	Mark Perry, Mike Perry, John Swiger, Jill Sozinho, Susan Good, and Marlea Lyon (by telephone)
<b>ABSENT</b>	Carol McLellan
<b>GUESTS AND PRESENTERS</b>	Joseph Holt, Chief Administrative Officer Russ Lebo, Chief Financial Officer Carole Brown, Vice President of Academic Affairs Nick Gomez, Chief Operating Officer Angela Heinz, Director of Growth & Development Heather Blunt, Medical Assisting Instructor (Lancaster Campus) Jerry Franksen, Associate Director, Administration (Madera Campus)
<b>RECORDER</b>	Crystal VanderTuig
<b>QUORUM PRESENT</b>	Yes

- I. **CALL TO ORDER:** Meeting was called to order at 5:09 p.m. by John Swiger.
  
- II. **BOARD RECOGNITION:** The following employees of the Lancaster Campus were recognized for their contributions to and support for student and employee involvement in community service: Cheri Johnson, Campus Director and Heather Blunt, Medical Assisting Instructor.  
  
 Heather then gave a short presentation on the various events that the Lancaster Campus students and staff have been involved in.
  
- III. **INTRODUCTION OF JERRY FRANKSEN:** Mike Perry introduced Jerry Franksen, the Associate Director, Administration of the Madera Campus. Jerry gave an overview of his

educational and experiential background, including his history with SJVC. He also informed the board of the goals he and his team will be working toward in 2017, including improving job placement and credentialing rates and increasing the campus' presence within the local community.

- IV. NEW SJVC POSITIONS:** Nick Gomez informed the board of two newly created campus leadership positions: Associate Director, Administration and Campus President. Nick explained the purpose for these new positions – that is, to better reflect the responsibilities and complexities of the oversight of the SJVC campuses. He explained that the Campus President is a regional position by the leader of a large campus with a diversity of academic offerings (modular and linear) at the certificate and associate degree levels. This position provides oversight of the large campus as well as the smaller campuses within a geographical region. The Associate Director, Administration position is for a smaller campus with the three core certificate credentials (MA, BA, and MOA). Lastly, SJVC's current Campus Director Position reflects the responsibilities of one managing a medium-sized campus with a variety of certificate and associate degree programs.

Nick advised the board that this model has been implemented in the Fresno region with Dr. Sumer Avila serving as the Campus President with oversight of the SJVC Madera and Fresno Aviation campuses. If successful, Nick advised that the model will be rolled out in other geographical regions.

Board engaged in discussion about the impacts of the new model, including the reporting structures for student and employee grievances, potential confusion over the Campus and College President roles and titles, and the community viewpoint on the various leadership titles. The board requested that more consideration be given to the new structure as well as the new titles. Nick will present any proposed revisions to the new structure at the first meeting in 2017.

- V. AKT PRESENTATION:** The presentation has been re-scheduled for the first board meeting in 2017 (February 9<sup>th</sup>).
- VI. STRATEGIC PLANNING UPDATES:** Nick Gomez presented the new Strategy Map for 2017-2019. He discussed the review process, including the next steps in the process which is to review the document with the Campus Directors. Nick also described the revisions that were made as a result of the Senior Management's review of the Strategy Map. Discussion took place concerning the strategic goals set for the next two years as well as SJVC's progress on reaching the 2016 strategic goals.

**Voting Item: Susan moved to approve the draft of the Strategy Map for dissemination to campus leadership. Mike seconded the motion. All in favor.**

**VII. GAINFUL EMPLOYMENT (GE) UPDATE:** Mike, Joseph, and Russ gave an overview of preparations that have been made for the implementation of the GE regulation as well as those that are planned for 2017. Joseph informed the board that – from the time of the last GE update (9/1/16), the earnings data has been received. Based upon the data, five SJVC degree programs failed the calculation and one certificate program is in the “zone.” Joseph then described the sanctions associated with the various categories (pass, fail, and zone) and the 2017 plans to address this issue. Questions were asked and answered concerning the impact of the regulation on college operations.

**VIII. STUDENT VALUE PROPOSITIONS:** At the request of the board, Joseph Holt presented on the student value propositions that distinguish SJVC from other educational providers: 1.) career outcomes aligned to academic program offerings, 2.) time to completion, and 3.) exceptional student services.

**IX. GROWTH & DEVELOPMENT**

**A. Surgical Technology:** Angela Heinz presented a proposal to migrate the Surgical Technology program to migrate the Surgical Technology program to the SJVC Rancho Cordova and Temecula campuses. She gave an overview of the Evaluation Summary & Recommendation (attached) which highlights the rationale for this change through the lens of SJVC’s strategic plan. Discussion took place concerning the local competition, need for the program, and timeline for the approval processes.

**Voting Item: Mike moved to approve the migration of the Surgical Technology program to the SJVC Rancho Cordova and Temecula campuses, Susan seconded the motion. All in favor.**

**B. PHLEBOTOMY COURSE:** Angela informed the board of an initiative to offer a short-term phlebotomy course. The course will be offered on a cash pay basis to meet need for training in this area. The course will be piloted at one campus. Continuance of the course and expansion to other campuses will be determined after an evaluation of the course and its outcomes.

**X. INSTITUTIONAL PERFORMANCE DATA**

**A. Graduation and Licensure:** Carole reported on the institution’s progress toward its strategic graduation goal of 70% (59-64% over last four years). She further explained the student success challenges that the Online Division continues to experience. Carole informed the board that a task force has been established to identify the root causes of the under-performance and recommend improvements.

Carole reported on the academic programs that are not meeting the institutional or programmatic accrediting body licensure pass rate requirement. These

programs include: RT (Visalia), RN (Ontario), VT (Fresno), and MA. Carole then described the actions that have and will continue to be taken to improve licensure pass rates in these programs.

- B. Graduate Placement:** Joseph informed the board that – due to the BPPE’s new placement definitions (which went into effect on July 1, 2016), SJVC does not have placement data that complies with the new definitions for the third quarter of 2016. He reported that SJVC has been working under the new definitions for two modules and that employment starts are being counted as a leading indicator of placement outcomes (placement rates will not be available until March 2017). Joseph reported that the employment starts in the first module of the new cycle were good; whereas, the starts in the second module were not.

## **XI. BOARD BUSINESS**

- A. San Diego Campus:** Mike informed the board of the Senior Management’s recommendation to close this campus and provided the rationale for doing so. Questions were asked and answered concerning current students and the completion of their education.
- B. Finance Committee Report:** Marlea informed the board that the committee met on November 21, 2016 (see attached Finance Committee meeting minutes). She informed the board that SJVC is in compliance with the Department of Education’s composite score and 90:10 ratio. Marlea also informed the board that the ACCJC has placed SJVC on Category “M” status (Enhanced Monitoring). She explained that this status was conferred on the basis of the data provided in SJVC’s 2015 Annual Financial Report. Marlea then stated that the committee reviewed the data and concluded that SJVC is was below the Commission’s threshold for the primary reserve ratio and operating revenue ratio. She reported that the committee has recommended that SJVC’s CFO contact the ACCJC to get a copy of their calculations for SJVC’s Composite Financial Index.

Marlea then discussed current financial view as well as the 2017 forecast and the implications of the GE regulation on SJVC finances.

- C. Accreditation Updates:** Crystal informed the board of the ACCJC’s recent decision to approve the following substantive changes reviewed at the October 27, 2016 Substantive Change Committee meeting: New branch campus (Porterville); new educational program in Veterinary Assisting (Bakersfield and Fresno campuses); and migration of the Dental Assisting program (Hesperia Campus).
- D. Minutes from September 1<sup>st</sup>, 2016 BoG Meeting:** Minutes from this meeting were reviewed.

**Voting Item: Susan moved to approve the minutes with the noted corrections, Mark seconded the motion. All in favor.**

- E. Report by the Academic Oversight Committee:** Committee members, John and Jill, reported that they met just prior to the board meeting. The committee reviewed the Dental Assisting, Aviation Maintenance Technology, and Surgical Technology program review reports. John reported that – based upon this review, the committee had no substantial concerns but did note the following:
- i. Surgical Technology:** The graduation and licensure pass rates for the Bakersfield program are declining.
  - ii. Dental Assisting:** There are some variations in licensure and graduation rates.
- F. Discuss results of annual BoG Self Evaluation:** The results of the 2015-2016 board self-evaluation were discussed. Based upon the overall results, members are in agreement that the board is satisfactorily fulfilling its duties and responsibilities. Discussion took place concerning the longevity of a few members and whether there is need for a larger or smaller board; especially, in light of SJVC's pursuit of accreditation by WASC Senior.
- G. Academic Honesty and Freedom policies:** Board reviewed the faculty recommendations to these policies.

**Voting Item: Mike moved to approve the minutes the policies as revised. Jill seconded the motion. All in favor.**

- H. 2017 BoG Meeting Dates and Campus Visits:** Board members reviewed dates for 2017 meetings and decided upon the following: February 9<sup>th</sup>, May 4<sup>th</sup>, August 3<sup>rd</sup> (campus visit), and November 21<sup>st</sup>.

There being no further business, the meeting adjourned at 8:20 p.m.