Agenda

• Context, history, and membership of subcommittee

• Description of the subcommittee’s work

• Draft model for budget decision-making

• Your feedback and next steps
Context and History

• Last spring
  • State budget cuts
  • Changes in state law regarding health insurance
  • Declining property tax revenues

• SLT Meeting – April 8, 2011
  • President Ender asked for subcommittee to create a process for budget reductions
  • SLT reviewed models from various higher education institutions and identified strengths and weaknesses of those models
Committee Membership

Voluntary Committee Membership -

- Aleta Anderson
- Cindy Martin
- Fatima Nieves
- Fiona Hert
- Jim Peterson
- Laurie Chesley (co-facilitator)
- Lisa Freiburger (co-facilitator)
- Marty DeVries
- MaryBeth Beighley
- Mike Light
- Pam DeGryse
- Wanda Acevedo-Ferrer
Our Work

- Our charge: develop a PROCESS for budget reductions (implementation of process by another committee)
  - 6 meetings - @ 10 ½ hours of deliberations!
- What steps did we take?
  - Defined the characteristics that we believed GRCC’s budget process should possess
  - Reviewed the previous work of SLT
  - Further studied and reviewed budget reduction models
  - Drafted an overview of our model – its different elements, both qualitative and quantitative
  - Determined what data would be needed to make recommendations
Characteristics

GRCC’s Budget Process should:

• Be driven by the College’s Mission, Vision, Values, and Ends.

• Demonstrate a commitment to maintaining academic integrity (e.g. to maintaining sound academic practices for students).

• Demonstrate an awareness of the changing environment and an understanding of how work done on the budget impacts other commitments, such as contracts (labor and other).
Characteristics, cont.

• Assess the implications of budget on accreditation and other quality initiatives.

• Make budget recommendations to executive leadership after gathering input and relevant data from stakeholders – all employee groups, students, and the external community.

• Have a clear and proactive timeline and schedule that includes long-term (3-5 year) and short-term (less than 3-year) goals, as well as the programs to be reviewed.
Characteristics, cont.

• Examine multiple, flexible solutions to budget savings, including:
  – Elimination of some programs rather than the reduction of all programs.
  – Spending short-term in order to achieve long-term budget savings.
  – Avoiding one-time savings as a long-term solution to fund ongoing operating costs.

• Be transparent to internal and external constituents and have a clear communications strategy.
The Model

• Our Model Budget Review Process - Overview
  – Combines qualitative and quantitative elements
  – Includes input from programs and services being reviewed, in addition to data provided by the College
  – Complements our existing annual budget process
  – Is conducted by a representative committee that makes recommendations to executive leadership
  – Can result in various recommendations:
    • Maintain the program/service at the current level
    • Enhance the program/service
    • Reduce the program/service
    • Eliminate the program/service
The Model

The draft model has two main elements

- **Narrative Element** – to be completed by the program/service being reviewed

- **Quantitative Element** – template to be completed by IRP/Financial Services (one template for non-academic programs and services, another for academic programs and services)
  - Data: Revenue generated? Cost? Number of staff? Number of customers or students? Benchmark data on ratio of staff to customers?

*For Academic Programs/Services: Program Relevance and Quality – to be completed by appropriate department*
The Model

• What happens with information provided – narrative and quantitative?
  – The representative College Budget Review Committee reviews and evaluates the materials provided using a rubric (to be created).
  – The Committee recommends one of the following options: 1) maintain at current levels; 2) enhance; 3) reduce; or 4) eliminate.
  – The Committee gives its recommendation to executive leadership, who then utilize it as part of the College’s regular budget process.
Next Steps

Your feedback is needed!

– Please review all of our documents at http://cms.grcc.edu/strategic-leadership-team/sub-committees.
– Please share what you have learned today, as well as our website, with those you represent and encourage their feedback.
– Contact any member of the committee or email us as a group at SLT_BudgetReductionProcessSubcommittee_t
– Please provide your feedback by Friday, October 7.
– We will be back with the next iteration of this process at the next SLT meeting on Friday, October 21.
Next Steps

The subcommittee’s next steps:

– Define programs and services / units of analysis – to be done by EBCO’s
– Refine the data to be collected for analysis
– Develop evaluation rubrics
– Test the model
– Develop timelines and schedules for review
– Incorporate feedback from College community
– Come back to SLT on October 21!
Questions???