This year, the Comprehensive Budget Review and Recommendation Process (BRRP) was launched in order to address both short-term and long-term issues in the financial structure of the college and to produce a plan for ensuring a positive fiscal outlook for the future. An “Overview” paper was prepared and adopted to provide a guide for the process. 1 Subsequently, there have been meetings of the Planning and Budgeting Council, and a fact finding process has taken place. This report is the first of several to be issued at different stages of the review and recommendation process. This report contains a summary of the fact finding phase and the initial recommendations produced.

Status of Fact Finding Phase

The BRRP is well underway. In addition to the short-term reduction measures that were identified and incorporated into the FY06 budget, 2 the process has been focused on the longer term review of FY07 and beyond. The first three steps of the process have been taken: (1) budget goal setting, (2) fact finding, and (3) review of budget options.

1) Budget Goals. The three-year projected budget was completed based upon trend lines of current and historic budgets; the projections were included in the BRRP Overview. The projections revealed the need to close gaps of three, four, and six million dollars in the next three years as well as the need to restore the level of the ending balance and the replacement of reserves. The projections also demonstrated the need to improve the ratio of personnel and non-personnel expenditures. While these remain the goals of the BRRP initiative, there may need to be a modification of the budget goals once the revenue projections for FY07 are finalized and updated.

2) Fact Finding. Over the past few months, the Planning and Budgeting Council has met approximately twice each month to provide coordination and review of the progress of the BRRP. The Office of Institutional Advancement has provided support along with the Finance Office in gathering institutional data based on previously identified data elements, while each major unit of the college has gathered its own data for review. In separate meetings, the following major divisions have held meetings to review the data and make recommendations: the Office of the Vice Chancellor of Academic Affairs, the Office of the Vice Chancellor of Academic Affairs, the Office of the Vice Chancellor of Student Development, the Office of the Vice Chancellor of Finance and Administration, and the Office of the Chancellor. The recommendations in the next section of this report are the results of those meetings.

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2 E.g. elimination of pay stubs for employees, reduction of legal fees/consultant costs, and reductions in non-instructional reassigned time.
3) Review of Budget Options. The review of budget options is just beginning. The initial recommendations provide a good foundation of potential options, however the list of options needs to be expanded. This work will continue in the months ahead.

Initial Recommendations

The following recommendations have emerged from the initial hearings conducted by the three organizational divisions of Academic Affairs, Student Development, and Administration and Finance. Other recommendations are expected as a result of further analysis from data gathering, which will supplement the initial recommendations.

Academic Affairs

1. Develop a plan for alternative strategies for revenue generation and deficit elimination for the college’s child care centers significantly reducing reliance on college resources;
2. Develop a plan for balancing the cafeteria’s income/expenses to eliminate the need for investing college resources, including the exploration of outsourcing options;
3. Conduct a review of the future status (including strengthening, consolidation, reduction, or elimination) of selected academic programs where data gathered in the fact finding process suggest that a review is warranted, including the following programs:
   a. Aviation Technology,
   b. Non-Credit Business Department Office Technology,
   c. Transitional Studies, and
   d. Other programs to be investigated during the next phase of fact finding; and
4. Conduct a long-term review of the configuration of remote campuses for potential consolidations.

Student Development

1. Review and identify cost savings in Retention Programs through geographical consolidation of services while retaining the essential differentiation of APAS, LSN, and AASP;
2. Review Matriculation Program financial resources in order to fund selected personnel positions currently supported by the General Fund;
3. Explore and determine the optimal level of fees for the GED program;
4. Phase out the Office of Outreach and Recruitment, transferring key functions to other offices;
5. Phase out the use of grade mailers and replace them with email distribution; and
6. Implement technology enhancements including document imaging to reduce paper work, streamline work processes, and achieve cost efficiencies in selected areas of Student Development.
Administration and Finance

1. Review and identify cost savings as a component of the re-engineering process to be implemented in functional areas of Administration and Finance;

2. Implement technology enhancements including document imaging to reduce paperwork, streamline work processes, and achieve cost efficiencies in selected areas of Administration and Finance; and

3. Monitor open personnel positions and emerging vacancies to identify and assess opportunities for consolidation and cost effectiveness.

Next Steps

The next steps of the BRRP will take place over the next six months, consistent with the process described in the BRRP Overview. The specific steps and target dates for completion are as follows:

1. Continue steps two and three, fact finding, and development of budget options, in order to identify additional areas of opportunity for review and reallocation (June-August);

2. Prepare the analysis of options and estimates of fiscal impact for the recommendations and review the results with the Planning and Budgeting Council (September);

3. Review, rank, and propose budget recommendations to achieve budget goals over the next 3-5 years; and

4. Complete hearings, shared-governance reviews, board reviews, and finalization of recommendations (October-November).

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