Budget Task Force Meeting – Thursday, January 22, 2015
Balanced Budget 15-16

Attendees
Mark Thomas – co-chair
Laura Osinski – co-chair
Tim Casper
Mike Kent
Bonnie Laufenberg
Sylvia Ramirez
Emily Sanders
Bryan Woodhouse

Our Charge
How can the College present a balanced operating budget for 2015-16 to the District Board that supports the College mission, open access to higher education, strategic priorities, and the continued need for College financial stability?

Our timeline April 1 done so our recommendation(s) can go to Board meeting in April. Must also seek consensus of full Fiscal Management & Organizational Effectiveness Council and College Assembly prior to April 1.

Check-in

Today’s agenda – approved

Meeting notes from January 15, 2015 – approved

Report out on data requests – FY11-12 through FY14-15 budgeted salary and fringe by classification, FY2015-16 eligible retirees by employee classification, FY11-12 through FY13-14 travel history.

Data Requests Process – Data requests for areas we are considering as a priority – request as group rather than individuals.

How do we frame our recommendations?
1. Lower expenses
2. Product line modification
3. Geographically based
(These are typical in private sector)

Include in our report
1. Account for decisions that are already made (full disclosure) (i.e. early retirement) for this upcoming budget.
2. Disaggregate expenses by _____ not only at highest levels
3. Identify efficiency measure we can take – cut out ‘fat’ (anything that does not affect the student experience). – this is criteria
4. Geographic or product – strategies
a. What is our cost per FTC?
b. What is our cost for regionals?
c. What is our cost by department
d. Overhead

5. Contingent budgeting (some items contingent on enrollment, budget) Shift costs into next year? From operations to capital?

6. Thumbing stakeholders need to have input (college assembly)
   a. Have report to College Assembly

7. Recruitment, retention, persistence (long term)
   a. Why do students leave?
   b. What are the individual barriers

8. Competition – where are their strengths, limitations? Why are some students going to Globe, etc. (long term)

Criteria
A. Legal / Regulatory
B. Logistically / Operationally Feasible
C. Consistent with Board Policy
D. Promote Our Mission / Values / Ethics
   1. Minimize, avoid lay-offs
   2. Shared sacrifice – not one employee group to make all the sacrifices
   3. Value employees
E. Financially Responsible
F. Long-term Perspective
G. Promotes access to higher education and student success*
H. Budget must balance*
I. Supports our strategic priorities*

*from Cabinet charge to us

Questions
1. How do we compare with other colleges in percentage of salary for faculty vs. staff?
   a. Could calculate this
2. How much is proportion explained by lower FTEs.

Interests (hopes, worries, concerns, needs)
1. Goal is future of the college as a destination – where people want to go for technical & liberal arts. Attract & retain high quality faculty and staff.
2. No sacred cows – be willing to look at everything.
3. No death spirals – no eating “seed corn”.
4. Short time to do this – be strategic and thoughtful (leverage with other teams).
5. Consider how much staff has already given up (no raise, higher health insurance, etc.)
6. May spend too much time on areas where there is not much possibility.
7. Hope we will pave the way for the future task forces – we will function well and be seen as a positive force.
8. Recruit & retain students, especially retention.
9. Hope we use data driven decision-making.
10. Balance knowledge that employees have given up things vs. realizing what other colleges have had to do to balance budget – to feel they’ve been considered.
11. Not to overburden one employee group with having to cut.
12. Short time to do this!

**Options**

1. Do early retirement differently.
2. Hold back on refilling open positions.
3. Look at program mix – can we repackage/consolidate.
4. Operating budget – what can we do without?
5. Next gen programming – what’s ahead for us?
6. For staff replacements, how can we do things differently so we don’t have to refill.
7. Textbooks – develop our own materials using service time to develop our own materials and sell.
8. Hire group that did PSRP study to do market study of faculty salaries.
9. Free text books identified in Minnesota – saves money for students = retention.
10. Review programs to determine if healthy – how to reinvest from non-healthy to healthy.
11. Demand for post-bacc students who need to be employable – accelerate one your business programs.
12. Partnership with State Bar to offer CLE via 38.14 contracts.
13. How can CE or contracting be expanded? How can we cover full cost of providing services.
15. Increase class sizes.
16. Enhance liberal arts with technical skills
17. Avoid not refilling open faculty positions (64%) & using part-time faculty instead of replacing faculty.
18. Wait lists – how to alleviate?
19. Shift costs into next year? From operations to capital?
20. Any reduction should be progressive based on earnings.

**What data do we need?**

1. What percentage of salary is for faculty? (Bonny & Sylvia)
2. Special Bulletin for cost savings ideas (Mark & Jill)
3. Cluster into themes – go back out with themes
   - Interests
   - Criteria
   - Options

**Check out**

<table>
<thead>
<tr>
<th>Worked Well</th>
<th>Change for Next Time</th>
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<tbody>
<tr>
<td>Glad we got through agenda</td>
<td>Close the blinds</td>
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<tr>
<td>Data sharing (Q&amp;A)</td>
<td>Need info ahead of time – anything earlier will be appreciated</td>
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<tr>
<td>Go through items together</td>
<td>Worry for budget staff</td>
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<td>Done on time</td>
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