



**Modesto Junior College
Resource Allocation Committee (RAC)
Meeting Minutes
October 19, 2012**

| Committee Member | Representing | Present | Absent |
|-------------------------|--|----------------|---------------|
| Michael Guerra | Chair, Vice President of College Administrative Services | X | |
| Jenni Abbott | Director Grants & Resource Development | X | |
| Kevin Alavezos | Academic Senate appointee | X | |
| Iris Carroll | Learning Resources Liaison, Academic Senate appointee | X | |
| Shayne Cooley | Student Senate Rep | | X |
| Paul Cripe | Academic Senate appointee | X | |
| Rosanne Faughn | CSEA appointee | | X |
| Susan Kincade | Vice President of Instruction | | X |
| Rose LaMont | YFA Budget Analyst | X | |
| Martha Robles | Student Services Administrator | | X |
| Mike Sharif | Student Senate Rep | | X |
| Nancy Sill | YFA appointee | X | |
| Jill Stearns | MJC President (non-voting) | | X |
| Brenda Thames | Vice President of Student Services | | X |
| Joan Van Kuren | CSEA appointee | | X |
| John Zamora | Academic Senate President (non-voting) | | X |

Vacant position

| |
|-----------------------------------|
| Classified Staff Advisory Council |
| Deans (2) |

Business

1. Review of Minutes

Nancy Sill, Kevin Alavezos and Rose LaMont had amendments to the minutes of October 5, 2012.

Serious concern was expressed that some members are not attending the meetings and it is affecting the ability to have a quorum to fully conduct business. It was recognized that there are certain circumstances that cannot be avoided, but members should be committed to attending meetings barring unavoidable circumstances.

2. Review of Agenda

Iris Carroll requested that discussion regarding rewriting the charge for the Resource Allocation Committee be on the agenda before Principles to Guide Resources for Financial Stewardship for the College.

3. Rewrite Charge for Resource Allocation Committee

Michael Guerra read the charter and responsibilities of the Resource Allocation Council (RAC) from the *Engaging All Voices Decision-Making Handbook* as follows:

A. Charter

The Resource Allocation Council makes recommendations to the College Council regarding the college's processes for institutional budget development including:

- The development and implementation of a process by which unit program reviews and the College's annual strategic goals are linked to resource allocations
- Prioritization of expenditures based on the process described above
- Participation in the review/revisions of the college's Master Plans
- Support the legal responsibilities of all constituent groups.

B. Responsibilities

- College Budget Development
- Budgetary Master Planning
- Student Learning Outcomes
- Technology planning

Michael Guerra requested that members keep in mind the four bullets under charter when developing the guiding principles. He advised the group to decide on guiding principles before attempting to rewrite the charge. Brief discussion ensued and members moved on to discuss guiding principles.

4. Principles to Guide Resources for Financial Stewardship for the College - Revisit

Michael Guerra has observed that the college's past keeps coming up in every meeting he attends. He stated that the principles have to come into place adding that RAC makes recommendations to College Council.

Michael referred to the work group's comments on the guiding principles. He stated that we are charged to begin developing student success assurance without funding and this is a mandate. The college has to address student success and the mandate that is coming forward. He applauded the work group for their dedication.

Nancy Sill stated that the focus is shifting from access to success.

Kevin Alavezos recommended aligning accreditation standards with program review, adding they should all be tied together.

Nancy Sill recommended discussing the district allocation model.

Michael Guerra distributed a draft document from another college that listed criteria for budget allocations. Categories of the one-page document followed by a short description were in the areas of populations served, program achievements, basic skills, transfer and workforce development missions, future need, productivity and enrollment trends, program mix, mandates and organizational efficiency.

Nancy Sill stated that an *evaluation* mechanism is needed. Michael Guerra responded that it should be called *assessment*.

The following document is a result of discussion regarding guiding principles:

Resource Allocation Committee - Guiding Principles

In the resource allocation process, we will ask the questions: 1) is it reasonable, 2) is it allowable, 3) is it essential, 4) is it sustainable? We will clearly communicate processes and recommendations.

1. We value stewardship and integrity in recognizing our fiduciary responsibilities to ensure financial stability

1.2. We take an institutional approach to decision-making. Resource allocation recommendations will be based on the following:

- a. Alignment to the college mission and goals
- b. Scholarship of teaching and learning
- c. Value to the community
- e-d. Budget assumptions and scenarios

2. We will ask the questions:

- a. "Is it reasonable?"
- b. "Is it allowable?"
- c. "Is it essential?"
- d. "Is it sustainable?"

3. We will take an institutional approach to decision-making

- Provide findings and recommendations for meeting college goals based on college mission.

Comment [IC1]: Of course we can change to Council when the committee in fact makes that change

Comment [IC2]: Iris's Comments – 10/16/12

Formatted: Normal, No bullets or numbering

Formatted: Font: 14 pt, Bold

Formatted: Indent: Left: 0.5", No bullets or numbering

Comment [a3]: These are all good points, however, we may be more effective if we have only a few under each principle. Fewer may be easier to implement.

Formatted: Indent: Left: 0.5", No bullets or numbering

Comment [IC4]: Changed to numbers for ease of working with document. Once changes have been made we can revert back to dots if we like.

- ~~Work with college to develop a (two year) multi-year financial projection.~~
- ~~Clearly communicate enrollment strategies.~~

• **We will focus on strategically allocate resources to strengthen learning and support services that improve student success and access to learning and services**

1. We will ask the question, "How will this allocation help students?"
- We will ask the question, "Will this decision hinder access to learning and services?"

Formatted: Don't add space between paragraphs of the same style, Line spacing: Multiple 1.15 li, Bulleted + Level: 1 + Aligned at: 0.75" + Indent at: 1"

4. We will be responsive to articulated college needs through a defined and documented process

- ~~Review and refine ranking process of college needs articulated in Program Review and grant requests.~~
- ~~Identify institutional restrictions such as past practices or services that have been identified as "MJC Culture" of the college.~~
- ~~Identify a form and/or forms. Develop process to request respond to resource requests made resources outside of Program Review to develop institutional initiatives or meet program needs.~~

5. We will use relevant, consistent, agree-d upon data consistently for decision-making

- ~~Determine data to use for decision-making.~~
- ~~Design and recommend rubrics for decision-making.~~
- ~~Review and understand budget assumptions for 2013-14 and current 2012-13 fiscal year.~~

6. We value stewardship and recognize our fiduciary responsibilities

- ~~Recommend ways to increase the margin of the operational budget~~
- ~~Review the categorical (unrestricted) fund to determine program encroachment on the general fund.~~
- ~~Identify recommendations that enable the college to sustain financial solvency and maintain recommended revenue levels.~~
- ~~Design and implement practices to identify options to reduce various expenses and/or increase revenue to balance the budget.~~
- ~~Become aggressive in reducing expenditures.~~
- ~~Evaluate bond program costs that may be making future general fund obligations.~~

Comment [a5]: These are all good points, however, we may be more effective if we have only a few under each principle. Fewer may be easier to implement.

Comment [a6]: This could be folded into the bullet above.

- Assure that any (material) additional revenue or savings that materializes are used **first** to improve MJC's fund balance.
- ~~Prior to adding any discretionary costs to the budget, identify reasonable levels of resources to commit to capital outlay from the operating budget.~~

Comment [IC7]: Do we really mean this? Improving fund balance would outweigh every other consideration?

Comment [a8]: How about "assure that additional revenue or savings that materialize are prioritized for most appropriate allocation?"

Comment [a9]: Again, maybe fewer points. If it is more general, we can boil down to the detail level as we make recommendations.

7.6. We will be proactive in leveraging current **resources regardless of the fiscal climate**

- ~~Analyze the cost effectiveness of non-instruction related release time to determine if duties performed are essential or could be done by others.~~
- ~~Eliminate non-instruction related release time when possible and negotiate reductions if required.~~
- ~~Decrease the amount of full-time release time from the current level.~~
- ~~Review FTES/FTEF and determine if the college is maximizing its opportunities to generate additional funding.~~
- ~~Recommend an in-depth enrollment management program focusing on the fundamentals of enrollment management.~~
- ~~Evaluate the process for scheduling classes and determine what enrollment management strategies are used when making scheduling decisions.~~
- ~~Evaluate ways to increase the productivity and cost effectiveness of the credit program.~~
- ~~Evaluate load and class size.~~
- ~~Review administrative structure and history to determine if administration is organized effectively and if staffing levels are appropriate.~~
- Recommend discussing district allocation model

8.7. We will operate under the established timelines

- ~~Review timeline chart periodically to ensure its currency~~
- ~~Establish deadlines that are driven by the established timelines~~

8. We regularly assess resource allocation processes

Formatted: Font: Bold

Formatted: Indent: Left: 0.75", No bullets or numbering

Formatted: Font: 14 pt, Bold

Formatted: Font: 14 pt

Formatted: List Paragraph, Space After: 10 pt, Don't add space between paragraphs of the same style, Line spacing: Multiple 1.15 ll, Numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0.25" + Indent at: 0.5"

Develop timeline

- Adhere to budget schedule adopted by the Board of Trustees
- Submission of balanced budget April 15th.
- Develop staffing Work sheets and operational budget worksheets for distribution to responsible managers by February 22, 2013
- Receive worksheets in the office of Administrative Services on Thursday, March 15, 2013; this will allow time for tabulating budget submissions.
- Administrative Services will compile for Friday's March 29, 2013 RAC meeting.
- Final approval College Council April 8, 2013

Comment [1C10]: This seems like the work of Admin. Services office.

Implementation steps and for improvements

~~Identify a form and/or forms to request resources outside of Program Review to develop institutional initiatives or meet program needs.~~

• • •

Michael Guerra asked around the table for comments regarding today's meeting. Members expressed feeling very positive about today's discussion and are ready to move forward, continuing to talk about everything. It was stated that there have been roadblocks in the past but we took a good document and made it better. Members liked that some bullets in the document were moved to the implementing process. Members would like to see this document forwarded to College Council. Membership still needs to be addressed concerning including the grant person.

The document will be reviewed again at the next meeting, begin work on our charge and review membership. RAC will continue to refine the work it has done. Michael thanked everyone in attendance for their commitment to be here.

Paul Cripe pointed out that based on the decision-making document, this group is a council.

Rose LaMont moved to change the name to the Resource Allocation *Council*.

Due to lack of a quorum to vote, this will be on the next meeting agenda.

5. Enrollment Update (standing item)

Michael Guerra informed members that the college is on target with enrollment. The only thing that will change is census has not been done, positive attendance. The college is good. Michael added that we will know where we are on November 8.

Future Agenda

1. Rewrite charge for RAC
2. Principles to Guide Resources for Financial Stewardship for the College – Revisit
3. Name change to Resource Allocation *Council* instead of Committee
4. Grant person on RAC membership

ANNOUNCEMENTS

ADJOURNMENT