



**DRAFT**  
**Modesto Junior College**  
**Resource Allocation Committee**  
**Meeting Minutes**  
**October 5, 2012**

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

**SUBSTITUTE**

<b>Name</b>	<b>Member Substituting for</b>
Kevin Sabo	Mike Sharif

**Vacant position**

YCCD Internal Auditor and Budget Analyst (ex-officio)
Faculty Career Technical Education Liaison, Academic Senate appointee
Technology/Distance Education Liaison, Academic Senate appointee
Instructional Dean

**Business**

**1. Review of Minutes**

Paul Cripe requested that his sentence regarding his personal focus pertaining to faculty hiring be stricken from the minutes. Jenni Abbott had several verbiage clarifications to her

comments regarding a college wide survey, grant funding of personnel, resources available through attrition, and scholarship of teaching in regards to the mission statement.

Iris Carroll moved to accept the minutes of September 21, 2012 as amended. Jenni Abbott seconded.

[The minutes of September 21, 2012 were approved as amended by aye vote with 2 abstentions.](#)

## **2. Review of Agenda**

Michael Guerra discussed rearranging the order of the agenda with members. There were no objections to changing the order of agenda items.

## **3. Enrollment Update (standing item)**

Michael Guerra informed members that the college is on target and continues to grow. The last time he checked the college was at 6,094.56 FTES and positive attendance was not factored in. He cautioned that with adds and drops, it is a moving target right now. A lot of effort has been done regarding the schedule and enrollment. Degree audit is going to be expanded as well as moving into online counseling.

## **4. Budget Reduction Suggestions 2009**

Michael Guerra referenced the list generated in June 2009 of suggestions for reducing the budget previously provided to the committee. He pointed out that most of the suggestions are negotiated items and are not possible for this committee to make a reduction recommendation on. Another suggestion was eliminating mailings or sending bulk. Some mailings have to be done hard copy and sent first class. Michael pointed out that there has been a concerted effort to correspond online whenever possible. There has also been an effort to print black and white instead of color to save money. The use of comp time for classified instead of pay is encouraged whenever possible to reduce payroll costs. Michael estimated that we might be able to squeeze out \$80-100,000 with items other than salary.

Nancy Sill commented that we don't look at other districts and compare ourselves with other colleges to see what they do. She asked how do we get more efficient, if we have no idea? How do we begin to look at and decide if we are not using our resources efficiently?

Michael Guerra distributed a budget document as of October 1. He informed members that we are told if the tax initiative doesn't pass, we will be affected by 1,011 FTEs and that would be MJC's share. If MJC has to reduce by 1,011 FTE it would equate to 2.4 FTE per section at an instructional cost of \$2,500 (average cost). The money would come out of PT/OL. Michael cautioned members that these are rough numbers.

Michael Guerra asked what is being done to identify which section would be reduced. He suggested this information be brought forward so we can mull the information over and make a recommendation. He informed members that when Measure E goes away, the college is going to be absorbing items like Blackboard which is currently being paid through Measure E. Michael stated that the college is all right this year and we are looking at 13-14. The district has a \$5.3 million reserve to cover if the tax initiative does not pass. He cautioned that we still need to watch funding if the tax initiative does pass.

Kevin Alavezos responded that we should be looking at creating scheduling efficiencies that maximize student access allowing more students to be served at or below the current cost. He referred to his motion in the summer to establish an enrollment management committee that would explore scheduling and efficiency options, but the motion was voted down by the Planning & Budget Committee.

## 5. Guiding Principles

Michael Guerra distributed a document he created using several sources including the Resource Allocation Committee discussion. He reminded members that this body takes information back to their constituents and the representatives on any council have to be empowered to speak for their constituents. John Zamora responded that that is still up in the air for how that is going to be flushed out. Iris Carroll responded that this has been a sticky situation here when we make a decision, then it has to be sent to the Academic Senate for approval. Iris added that has been frustrating for this committee. Nancy Sill stressed that this committee should be thinking institutionally.

The following is the document Michael Guerra created. Verbiage shown in color are changes the committee made resulting from a thorough discussion.

### Guiding Principles REVISED 10/05/12

- Resource allocation recommendations will be based on the following:
  - Scholarship of teaching and learning
  - Value to the community
  - Alignment to the college mission
- We will ask the questions:
  - “Is it reasonable?”
  - “Is it allowable?”
  - “Is it essential?”
  - “Is it sustainable?”
- We will take an institutional approach to decision-making
- We will focus on students and access to learning and services
- We will be responsive to articulated college needs
- We will use consistent, agreed upon data for decision-making
- We value stewardship and recognize our fiduciary responsibilities
- We will be proactive in leveraging current resources
- We will operate under the established timelines
- ~~We value saving~~

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Comment [SC1]: Workgroup for fleshing out guiding principles:

-Jenni Abbott  
-Iris Carroll  
-Kevin Sabo  
-Paul Cripe  
-Kevin Alavezos  
-Nancy Sill

- Analyze the cost effectiveness of non-instruction related release time to determine if duties performed are essential or could be done by others. Eliminate this release time when possible and negotiate reductions if required.
- Decrease the amount of full-time release time from the current level.
- 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.
- Become aggressive in reducing expenditures
- Design and implement practices to identify options to reduce various expenses and/or increase revenue to balance the budget.
- Evaluate bond program costs that may be making future general fund obligations.
- 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.

- **A priority is to increase the margin of the operational budget**

- In an environment of growth, we will ask: "Is it valued by the community, and based on the scholarship of teaching and learning".
- Provide findings and recommendations for meeting college goals.
- Review FTEs/FTEFs and determine if the college is maximizing its opportunities to generate additional funding.
- Identify institutional restrictions such as past practices or services that have been identified as "MJC Culture" of the college.
- 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.

- **When resources are available in an environment of reduction, we will ask: "Is it necessary, and valued by the community?"**

- Work with college to develop a (two year) multi-year financial projection.
- Determine if administration is organized effectively and if staffing levels are appropriate
- Review administrative structure and history.
- Review and understand budget assumptions for 2013-14 and current 2012-13 fiscal year.
- Clearly communicate enrollment strategies.

- Recommend an in depth enrollment management program focusing on the fundamentals of enrollment management

- **When resources are available in an environment of growth, we will ask: “Is it valued by the community and based on the scholarship of teaching and learning?”**

### **Develop timeline**

- Adhere to budget schedule adopted by the Board of Trustees
- Submission of balanced budget April 15<sup>th</sup>.
- 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

### **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.

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A workgroup will flesh out how the committee is going to accomplish these guiding principles.  
*Workgroup: Jenni Abbott, Iris Carroll, Kevin Sabo, Kevin Alavezos, Paul Cripe and Nancy Sill.*

Paul Cripe requested a rough estimate of budget issues for not just next year but the year after.

Rose LaMont moved that RAC recommend that College Council begin discussion on creating an enrollment management committee. Iris Carroll seconded. Michael Guerra advised that it needs to be known exactly what RAC would want that committee to address. There was not a quorum in attendance in order to vote.

### **Future Agenda**

1. Rewrite charge for RAC
2. Principles to Guide Resources for Financial Stewardship for the College - Revisit

### **ANNOUNCEMENTS**

### **ADJOURNMENT**