

Monterey Peninsula College

2017-18 BUDGET WORKSHOP

August 10, 2017

Dr. Walter Tribley, Superintendent/President
Dr. Steven Crow, Vice President Administrative Services
Rosemary Barrios, Controller

Final Budget will be considered at regular Governing Board meeting August 23, 2017

- Definitions
- Four-Year Budget Comparisons
- Three-Year Projection Models
- Example Reports – Summary of All Funds
- California State Budget Key Points
- MPC Assumptions 2017 – 2018
- Budget Development Calendar
- Ongoing MPC Budget Challenges
- Integrated Planning and Resource Allocation

Budget:

- ▶ A written statement translating the educational plan or programs into expenses and an estimate of supporting ongoing and one-time revenue.
- ▶ All anticipated costs associated with running the college or district from salaries to utilities to the associated student body.
- ▶ Based on the past costs of salaries, benefits, utilities, and more, plus projected increases or decreases to these costs.

Unrestricted General Fund Revenue

Apportionment: The largest source of unrestricted revenue is based upon an anticipated Full Time Equivalent Student (FTES) target of 6,700 that partially restores previously lost FTES through the use of summer borrowing. This projected apportionment revenue includes an increase to the base and a COLA of 1.58%.

First....

Four-Year Budget Comparisons

Fiscal Years:

2014-15 Actual

2015-16 Actual

2016-17 Revised Budget

2017-18 Tentative

4-Year Comparison (presented at Tentative Budget)

	2014-2015	2015-2016	2016-2017		2017-2018	% >
	<u>Actual</u>	<u>Actual</u>	<u>Act thru May*</u>	<u>Revised Budget</u>	<u>Budget</u>	<u>Budget to Final Budget</u>
Unrestricted General Fund:						
Income						
Federal	\$12,431	\$2,349	\$2,349	\$11,000	\$10,300	-6.4%
State	\$16,066,173	\$19,818,748	\$15,452,192	\$17,889,166	\$17,730,212	-0.9%
Local	\$21,907,198	\$23,053,270	\$23,284,226	\$22,337,223	\$22,305,444	-0.1%
Total Income	\$37,985,802	\$42,874,367	\$38,738,768	\$40,237,389	\$40,045,956	-0.5%
Expense						
Academic Salaries	\$14,344,525	\$15,122,308	\$13,817,634	\$15,625,022	\$14,779,101	-5.4%
Classified Salaries	\$7,080,888	\$7,103,255	\$6,567,008	\$7,474,383	\$6,919,074	-7.4%
Fringe Benefits	\$8,931,276	\$10,376,392	\$10,090,233	\$11,078,792	\$11,447,841	3.3%
Books and Supplies	\$38,670	\$684,246	\$550,456	\$471,573	\$450,567	-4.5%
Operating	\$5,317,293	\$5,618,294	\$5,646,476	\$6,270,354	\$6,114,034	-2.5%
Capital Outlay	\$269,634	\$502,044	\$138,990	\$178,079	\$165,756	-6.9%
Transfers	\$1,328,481	\$925,220	\$100,000	\$169,583	\$169,583	0.0%
Total Expenses	\$37,310,767	\$40,331,759	\$36,910,798	\$41,267,787	\$40,045,956	-3.0%



Summary of All Funds & Three-Year Projection Models

Fiscal Years:

2017-18

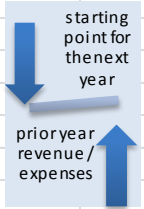
2018-19

2019-20

Example Report:

Summary of All Funds				
MPC 2017-2018 Tentative Budget				
	Beginning	Budgets		Ending
	Fund Balance	2017-2018		Fund Balance
<u>Funds</u>	<u>7/1/2017</u>	<u>Revenue</u>	<u>Expense</u>	<u>6/30/2018</u>
General				
Unrestricted	\$4,543,767	\$40,045,956	\$40,045,956	\$4,543,767
Restricted	\$0	\$8,998,493	\$8,998,493	\$0
Special Revenue				
Child Development - Unrestricted	\$0	\$204,600	\$204,600	\$0
Child Development - Restricted	\$0	\$429,737	\$429,737	\$0
Student Center	\$590,109	\$241,500	\$240,225	\$591,384
Parking	\$560,013	\$555,000	\$735,132	\$379,881
Debt Service				
Student Center	\$22,534	\$20,900	\$20,900	\$22,534
Debt Service	\$200,604	\$1,000	\$0	\$201,604
Capital Projects				
Building	\$9,537,578	\$120,000	\$115,110	\$9,542,468
Self Insurance	\$2,547,905	\$7,786,867	\$7,385,138	\$2,949,634
Other Post Employment Benefits (OPEB)	\$530,860	\$112,014	\$112,014	\$530,860
Worker Comp Insurance	\$148,111	\$22,100	\$92,000	\$78,211
Fiduciary				
Financial Aid	\$19,146	\$6,200,000	\$6,200,000	\$19,146
Associated Students	\$211,320	\$80,000	\$80,000	\$211,320
Scholarship and Loans	\$68,307	\$3,500,000	\$3,500,000	\$68,307
Trust Funds	\$348,636	\$2,135,000	\$1,930,000	\$553,636
Orr Scholarship	\$30,333	\$25,000	\$20,000	\$35,333
Total	\$19,949,550	\$70,531,869	\$70,581,119	\$19,900,300

Monterey Peninsula College		DRAFT	EXAMPLE		Steve Crow	3-Aug-17			
General Fund Unrestricted Three-Year Fiscal Planning Detail				Revised August 18, 2016		VP Administrative Services			
		Revised	Proposed						
		Budget	Budget	Projected	Projected	Goals/Multiple Factors Must be Planned/Adjusted			
		FY 16-17	FY 17-18	FY 18-19	FY 19-20				
Estimated FTES Target or Funding Level		6,700	6,700	6,800	6,800	Pulls all available FTES into 16-17 (Summer Borrowing)			
						Growth and Borrowing to achieve max Target			
Actual and Projected Inflationary COLA		0.00%	1.58%	1.00%	1.00%	No COLA for 16-17			
Revenues		40,237,389	40,045,956	40,045,956	40,845,956	Actual Revenue Changes with shortfall and other factors			
Restoration/Stabilization/Decline						Restoration 16-17 Stabilization 17-18 Growth and Center Status 18-19			
Inflationary COLA				400,000	400,000	No COLA for 16-17			
Base Allocation Increase				400,000	400,000	Assumes base allocation increases			
Apportionment Adjustment increase/decrease									
Prior year one-time funds revenue backed out									
Total Revenues		40,237,389	40,045,956	40,845,956	41,645,956				
Ongoing Expenditures		41,267,787	40,045,956	40,045,956	40,845,956				
Changes Increases/(Decreases)									
Health Benefits				300,000	300,000	5% per year average increase			
Step,Column, Longevity-Class/Comp				300,000	300,000	Estimate			
CalSTRS/CalPERS increases				350,000	350,000	Depends on number of employees			
Reorganization and Productivity Savings				(150,000)	(150,000)	Increased Productivity FTES/FTEF			
OPEB (Other Post Employment Benefits)						Adjustments after next Actuarial			
Staffing Restoration and Reorganization									
Tech & ERP Prep			0	0	500,000	Ongoing ERP Support			
Total Expenditures		41,267,787	40,045,956	40,845,956	42,145,956				
Operating Results (Rev - Exp)		(1,030,398)	0	0	(500,000)	Surplus or Deficit Funds needed to balance budget year			



2017-18 CALIFORNIA BUDGET

From Mario Rodriguez:

“As we move towards the next budget cycle, it is important to keep in mind our system has received \$552 million in base increases over the last three years to support increased operating expenses, primarily attributable to escalating employer pension rates.

While the employer pension rate increases have only totaled \$317 million between 2013–14 and 2017–18, the Legislative Analyst's Office expects this to reach \$902 million between through 2024–25.” *(This is nearly \$5M increase over this period of time at MPC)*

“It is important for colleges to properly plan for how they will absorb the remaining rate increases between now and 2024–25, and to use wisely their share of the \$552 million in base increase to mitigate its impacts on their students and employees.”

2017-18 CALIFORNIA BUDGET

\$183.6 million to support increased community college operating expenses in areas such as employee benefits, facilities, professional development, converting faculty from part-time to full-time, and other general expenses.

\$97.6 million for a 1.58 – percent cost-of-living adjustment.

\$57.8 million for enrollment growth of 1 –percent.

\$31.7 million one-time to be allocated on an FTES basis to backfill for lower than estimated RDA revenue.

\$9 million one-time to be allocated on an FTES basis due to 2015–16 Apportionment having revenue in excess of the entitlement.

Institutional Redesign:

\$150 million one-time for Guided Pathways grants to support colleges as they develop an integrated, institution-wide approach to student success based on the Guided Pathways framework.

\$20 million one-time for Innovation Awards to provide funding for the development and implementation of innovative practices.

Budget Development Process and Approximate Dates

DRAFT

(under consideration to be merged with Resource Allocation Process being developed in PRIE)



September 22	Budget Calendar review with Budget Committee
October 12	Budget Committee Budget Calendar review
November 18	Budget Committee 3-yr Projection Model
January 18	ACCCA/ACBO Governor's Proposed State Budget Workshop Budget Committee Membership reviewed
March 2	State Budget reviewed with Budget Advisory Committee. Budget Assumptions. Updated Budget Calendar reviewed. Budget packets sent out to Vice President's for review and distribution
March 3	Budget packets distributed to budget managers by area Vice President
March 6	
March 14	Budget Calendar presented to the President's Advisory Group
March 16	Budget Committee Update
March 22	Department budget packets due back to area VP for review
March 22	Budget Calendar Draft presented to the Governing Board
April 4	Budget packets due back to Fiscal Services
April 20	Budget Committee Update
May	Governor's May Revise due mid-May
May 20	Budget Advisory Committee update on May Revise
May 23	President's Advisory Group update on May Revise
June 6	Fiscal Services completes inputs for Tentative Budget draft
June 15	Budget Committee reviews the Tentative Budget
June 20	President's Advisory Group reviews the Tentative Budget
June 28	Governing Board reviews and approves the Tentative Budget
June 30	Governor signs 2017-18 State Budget
July 15	Annual 320 Report submitted to the Chancellor's Office
July 6-21	Revisions to Tentative Budget through Planning Process
August 8	Budget Committee update on Final Budget
August 15	PRIE Update on Final Budget
August 22	President's Advisory Group update on the Final Budget
August 23	Adopted Budget presented to Governing Board for approval
September 15	State deadline for Final Budget to be approved

* All dates approximate and are subject to change to better integrate planning

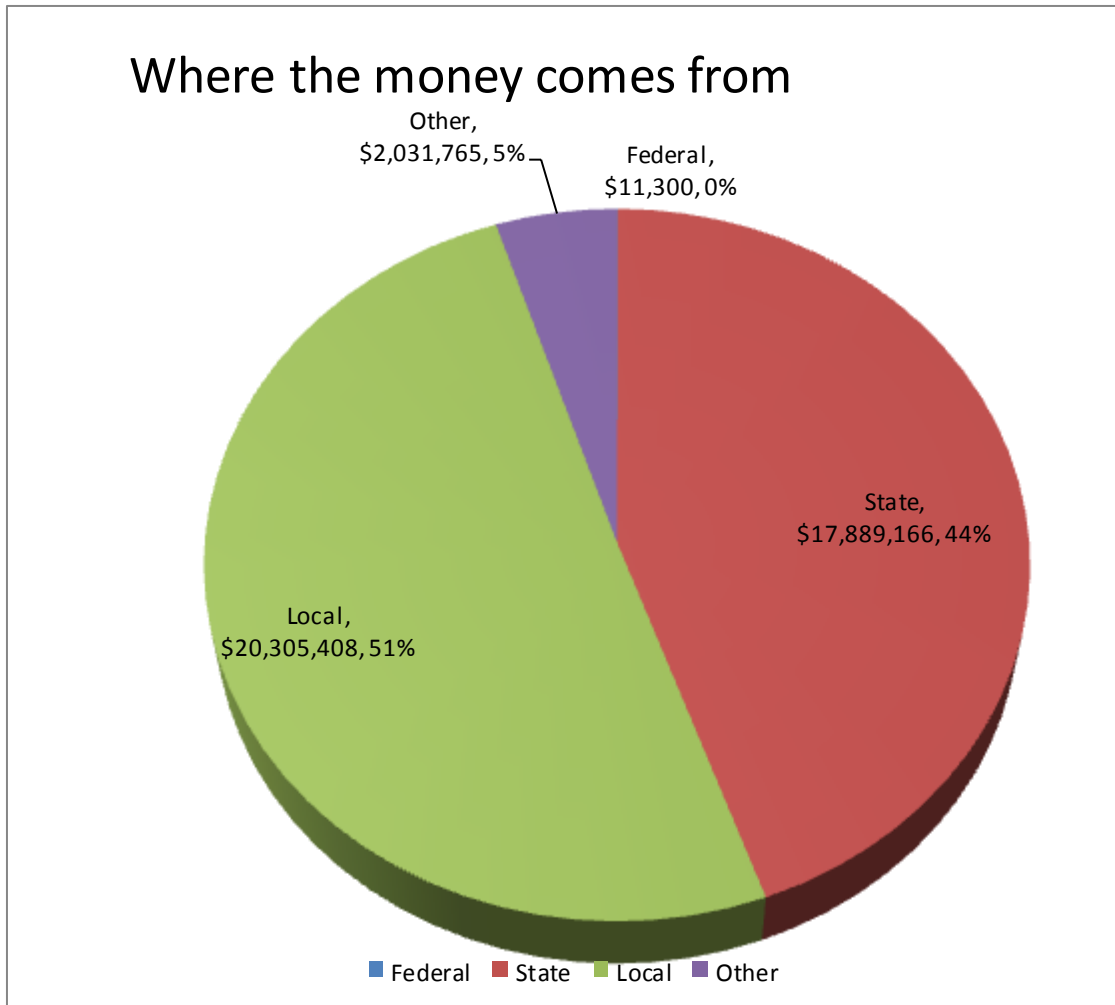
MPC 2017-18 BUDGET ASSUMPTIONS

(Tentative Budget)

- MPC apportionment at ~\$40M
- Assumes COLA 1.58%
- Assumes base increase of ~\$800,000
- Other Post Employment Benefits Annual Required Contribution
- Assumes an increase to both PERS/STRS rate increase
- Assumes status quo or reduced budgets with the exception of fixed cost increases, and salary raises due to advancement via the cost of step and column increases and 2% salary increases
- Assumes a 5% increase in self-insurance - compensation
- Unrestricted and Restricted budgets are balanced
- Minimum 10% Reserve General Fund Balance per Governing Board Policy 6210.

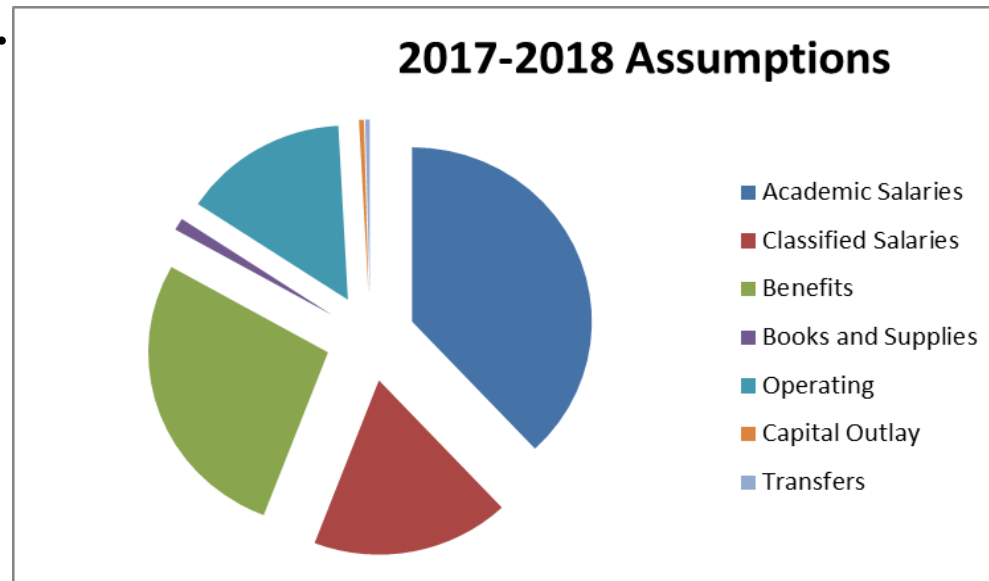
2017-2018 Unrestricted General Fund Budget - Revenue and Expense

-Example Only -



2017-18 BUDGET

- Proposed Budget is projected to be “Balanced” (without including needed expenses e.g. “ERP” Enterprise Resources and Planning software. staffing key positions).



- Minimum 10% General Reserve fund balance per policy

Debt Service

Long-term debt principal, interest, and related costs of the District are accounted for in the Debt Service Fund. There is a one obligation remaining that is accounted for in this fund, the annual long-term debt payment for the Student Center. Student Use Fees in the Student Center operating accounts pay the Student Center required payments that are soon to be paid off.

Capital Projects

Non-bond expenses for all major acquisition, construction and scheduled maintenance projects are accounted for in the Capital Projects Funds. Expenses include Scheduled Maintenance funds and Prop 30 funds.

Building

Expenses associated with Measure I, the \$145 million Proposition 39 bond, are accounted for in the Building Fund.

Currently budgeted projects address the District's immediate and long range planning.

The Governing Board approved recent reallocations to address needed repairs and upgrades to infrastructure and the furniture and equipment associated with MPC facilities.

The following chart shows the 18 largest categorical programs and their respective funding level for the 2017–18 Tentative Budget:

	2016-17	2017-18	Change
Access Resource Center (DSP&S)	\$669,929	\$569,389	-\$100,540
CalWorks/TANF	\$246,551	\$199,503	-\$47,048
Enrollment Growth Nursing	\$142,600	\$142,600	\$0
Extended Opportunities Programs and Services (EOP&S)	\$942,356	\$1,008,823	\$66,467
Federal Work Study	\$151,539	\$151,539	\$0
Fire Training (Fees Supported)	\$190,278	\$190,200	-\$78
First 5 Monterey County Workforce Devt.	\$109,723	\$99,999	-\$9,724
Health Services	\$305,226	\$305,226	\$0
ITEST (National Science Foundation)	\$402,699	\$384,518	-\$18,181
Lottery	\$239,394	\$239,394	\$0
Marine Tech Mentor/Intern	\$103,759	\$56,400	-\$47,359
MATE Support Center	\$402,699	\$408,979	\$6,280
Math Science (TRIO)	\$376,701	\$382,851	\$6,150
Upward Bound (TRIO)	\$388,453	\$400,107	\$11,654
Student Support Services (TRIO)	\$294,916	\$303,227	\$8,311
Student Success - CR/NCR	\$1,625,872	\$1,699,664	\$73,792
Student Equity	\$608,102	\$608,102	\$0
Student Financial Aid Administration	\$245,736	\$355,864	\$110,128



Categorical Program Plan and Budget Approval Process

Most Categorical Programs

1. Program/Department/Area Consultation
 - a. ARC, EOPS, CARE, CalWORKs, TRIO, etc...
2. Fiscal Services Review & Sign-off
3. Area Vice President & President Review and Sign-off
4. Chancellor's Office Review and Approval
5. Submit Year-End Expenditure Report to Chancellor's Office

Student Success & Support Program (3SP) and Student Equity*

1. Student Services Consultation
 - a. ARC, Counseling, EOPS, TRIO, Student Services Managers
2. Student Success Committee Review and Recommendation
 - a. Representation from English, Math, Basic Skills, ESL, Categorical Programs, Academic Affairs Deans, Institutional Research, Information Technology, Student Services Managers, ASMPC
3. Participatory Governance Review
 - a. SSAG, AAAG, ASAG, ASMPC, Senate, PAG
4. Senate Sign-off and President's Advisory Group (PAG) Recommendations
5. **Governing Board Review and Approval***
6. Chancellor's Office Review and Approval
7. Submit Year-End Expenditure Report to Chancellor's Office

Ongoing MPC Budget Challenges

- Improving Efficiency of Scheduling
- Maintaining partial restored FTES @ 6700+
 - If restoration is not sustained a potential loss of over \$1M in 18-19
 - MPC not eligible for growth funding until fully restored
 - Growth is capped at near 1% under new funding formula
 - State funding formula continues to change with greater restrictions
- Center Status for Fort Ord Educational Center
- Addressing rising costs of Healthcare and Retirement
 - Healthcare Benefits @ \$22,700 per active employee
 - STRS and PERS increases potentially \$5M from 13/14 to 24/25
- MPC needed expenditures not included in Tentative:
 - ERP Annual Licensing and Operational Support
 - Director Title IX & EEO
 - Director Facilities & Planning
 - Staffing in key areas of support



PERS/STRS Increases:

MPC retirement systems PERS and STRS have established rates that based on 2016-17 employee salaries will result in cumulative increased Unrestricted General Fund expenses of approximately \$2M by 2019-20.

		2016-17	2017-18	2018-19	2019-20
PERS Rate		20.888%	22.531%	25.100%	27.800%
STRS Rate		12.580%	14.430%	16.280%	18.130%
Cumulative \$ Increase		\$365,000	\$525,000	\$400,000	\$2,000,000

Healthcare Costs for Active Employees, Early Retirees and Retirees 65+ on Medicare



SECTION I: MPC – FUNDING vs CLAIMS

Actives, Early Retirees and Retirees 65+ on Medicare



		Funding / Premium					Paid Claims		Credits/Rebates		Fixed Costs			Loss Ratio		Surplus / Deficit	
A	B	C	D	E	F	G	H	I	J	K	L	M	O	P	Q	R	S
Month	Actives, COBRA, Retirees U65, Retirees 65+	Actives	Early Retiree	Retiree on Medicare ¹	COBRA ²	Total	DHS Medical Paid Claims	Gross Rx Claims	Stop Loss Credits ³	Rx Rebates ⁴	Net Total Claims	Stop Loss Fee ⁵	Medical Admin ⁶	Total Fixed Costs	Total Expenses	Income and Expense Ratio	Total Expenses
		\$1,517 (PY 15-16) \$1,661 (PY 16-17)	\$1,517 (PY 15-16) \$1,661 (PY 16-17)	See Note Below For Rates	EE: \$773.88 EE: \$1,447.77 EF: \$2,366.88	(C+D+E+F)					(H+I+J+K)			(M+O)	(L+P)	(Q/G)	(G-Q)
Jul-15	399	\$389,869	\$53,095	\$54,094	\$0	\$497,058	\$282,573	\$139,893	\$0	\$0	\$422,466	\$87,842	\$20,008	\$107,850	\$530,316	106.69%	-\$32,258
Aug-15	399	\$389,869	\$54,612	\$53,588	\$0	\$498,069	\$602,302	\$134,649	(\$222,058)	\$0	\$514,893	\$89,388	\$20,773	\$110,162	\$625,054	125.50%	-\$126,985
Sep-15	402	\$394,420	\$53,095	\$54,094	\$0	\$501,609	\$406,614	\$131,155	(\$76,553)	(\$10,549)	\$450,667	\$88,429	\$20,466	\$108,895	\$559,563	111.55%	-\$57,954
Oct-15	402	\$397,454	\$53,095	\$52,577	\$774	\$503,900	\$223,526	\$145,262	\$0	\$0	\$668,788	\$90,163	\$20,524	\$110,688	\$779,475	154.69%	-\$275,575
Nov-15	404	\$397,454	\$51,578	\$54,094	\$774	\$503,900	\$413,202	\$122,709	\$0	\$0	\$535,911	\$92,923	\$21,332	\$114,255	\$650,166	129.03%	-\$146,267
Dec-15	403	\$395,937	\$51,578	\$54,094	\$774	\$502,383	\$210,594	\$132,633	(\$333,137)	(\$12,023)	-\$1,933	\$88,167	\$19,762	\$107,929	\$105,996	21.10%	\$396,387
Jan-16	403	\$392,903	\$51,578	\$54,599	\$1,548	\$500,628	\$200,063	\$144,650	\$0	\$0	\$404,713	\$86,817	\$19,918	\$105,736	\$511,449	102.16%	-\$10,820
Feb-16	405	\$397,454	\$50,061	\$54,599	\$1,548	\$503,662	\$213,035	\$156,933	(\$94,495)	\$0	\$275,474	\$92,111	\$21,492	\$113,603	\$389,076	77.25%	\$114,586
Mar-16	405	\$397,454	\$50,061	\$54,599	\$1,548	\$503,662	\$185,084	\$130,072	\$0	(\$11,720)	\$303,425	\$90,292	\$20,696	\$110,987	\$414,423	82.28%	\$89,240
Apr-16	406	\$397,454	\$51,578	\$54,599	\$1,548	\$505,179	\$361,804	\$139,623	(\$21,072)	\$0	\$480,356	\$92,545	\$21,477	\$114,022	\$594,378	117.66%	-\$89,199
May-16	410	\$406,556	\$53,095	\$53,083	\$1,548	\$514,282	\$329,970	\$157,022	(\$110,329)	\$0	\$376,663	\$90,298	\$20,715	\$111,013	\$487,675	94.83%	\$26,606
Jun-16	401	\$403,522	\$50,061	\$50,555	\$1,548	\$505,686	\$376,494	\$123,249	\$0	(\$11,151)	\$488,592	\$89,913	\$20,735	\$110,648	\$599,240	118.50%	-\$93,554
Jul-16	405	\$442,206	\$53,398	\$53,588	\$1,548	\$550,740	\$289,974	\$146,334	\$0	\$0	\$436,308	\$100,459	\$21,850	\$122,309	\$558,617	101.43%	-\$7,877
Aug-16	407	\$445,543	\$53,398	\$53,588	\$1,548	\$554,077	\$367,362	\$136,024	(\$72,500)	\$0	\$420,887	\$97,710	\$20,649	\$118,359	\$539,245	97.32%	\$14,832
Sep-16	417	\$452,218	\$58,405	\$54,094	\$3,096	\$567,812	\$490,633	\$134,915	\$0	\$0	\$625,548	\$100,719	\$21,578	\$122,297	\$747,845	131.71%	-\$180,034
Oct-16	413	\$452,218	\$56,736	\$53,083	\$2,322	\$564,358	\$259,099	\$131,815	\$0	\$0	\$390,915	\$103,333	\$22,286	\$125,619	\$516,533	91.53%	\$47,824
Nov-16	408	\$447,212	\$55,067	\$52,577	\$2,322	\$557,178	\$289,428	\$127,328	(\$159,282)	\$0	\$257,474	\$100,210	\$21,504	\$121,714	\$379,188	68.06%	\$177,990
Dec-16	408	\$447,212	\$55,067	\$52,577	\$2,322	\$557,178	\$498,258	\$116,938	\$0	\$0	\$615,196	\$98,618	\$20,955	\$119,573	\$734,769	131.87%	-\$177,591
Jan-17	404	\$447,212	\$56,736	\$50,555	\$1,548	\$556,060	\$320,329	\$173,617	\$0	\$0	\$533,945	\$101,288	\$21,699	\$122,986	\$656,932	118.14%	-\$100,882
Feb-17	398	\$445,543	\$58,405	\$48,027	\$774	\$552,749	\$388,843	\$114,350	\$0	\$0	\$503,194	\$100,352	\$21,543	\$121,895	\$625,088	113.09%	-\$72,340
PY 2015-16	4,839	\$4,760,346	\$623,487	\$644,576	\$11,608	\$6,040,017	\$4,165,261	\$1,657,851	(\$857,644)	(\$45,443)	\$4,920,025	\$1,078,888	\$247,899	\$1,326,787	\$6,246,812	103.42%	-\$206,794
PY 2016-17	3,260	\$3,579,362	\$447,212	\$418,090	\$15,478	\$4,460,141	\$2,933,926	\$1,081,322	(\$231,782)	\$0	\$3,783,466	\$802,688	\$172,063	\$974,751	\$4,758,218	106.66%	-\$299,077
Rolling 12	4,882	\$5,184,348	\$652,007	\$630,926	\$21,669	\$6,488,949	\$4,187,277	\$1,631,289	(\$363,182)	(\$22,872)	\$5,432,512	\$1,165,735	\$255,687	\$1,421,422	\$6,853,933	105.62%	-\$364,984

¹ - Retiree Subsidy is not included. Funding amounts for July 2015 - Feb 2017 are estimated and actual amounts may vary.

Effective Date	1/1/15	12/31/15	1/1/16	12/31/16	1/1/17	12/31/17
Retiree (M)	\$349.49	\$349.49	\$419.39			
Retiree + Spouse(MXM)	\$698.97	\$698.97	\$838.76			
One on One OH	\$970.69	\$970.69	\$1,164.83			

² - COBRA reflect medical enrollments only, MPC does pay for dental members on COBRA which has incurred minimal admin costs not shown here

³ - Stop loss credits represent amounts paid to MPC as reported by DHS; actual reimbursements may differ.

⁴ - Rx Rebates are reported in the months they are received and not incurred.

⁵ - Stop Loss fees are as stated by DHS

⁶ - Medical Admin Fee Includes:

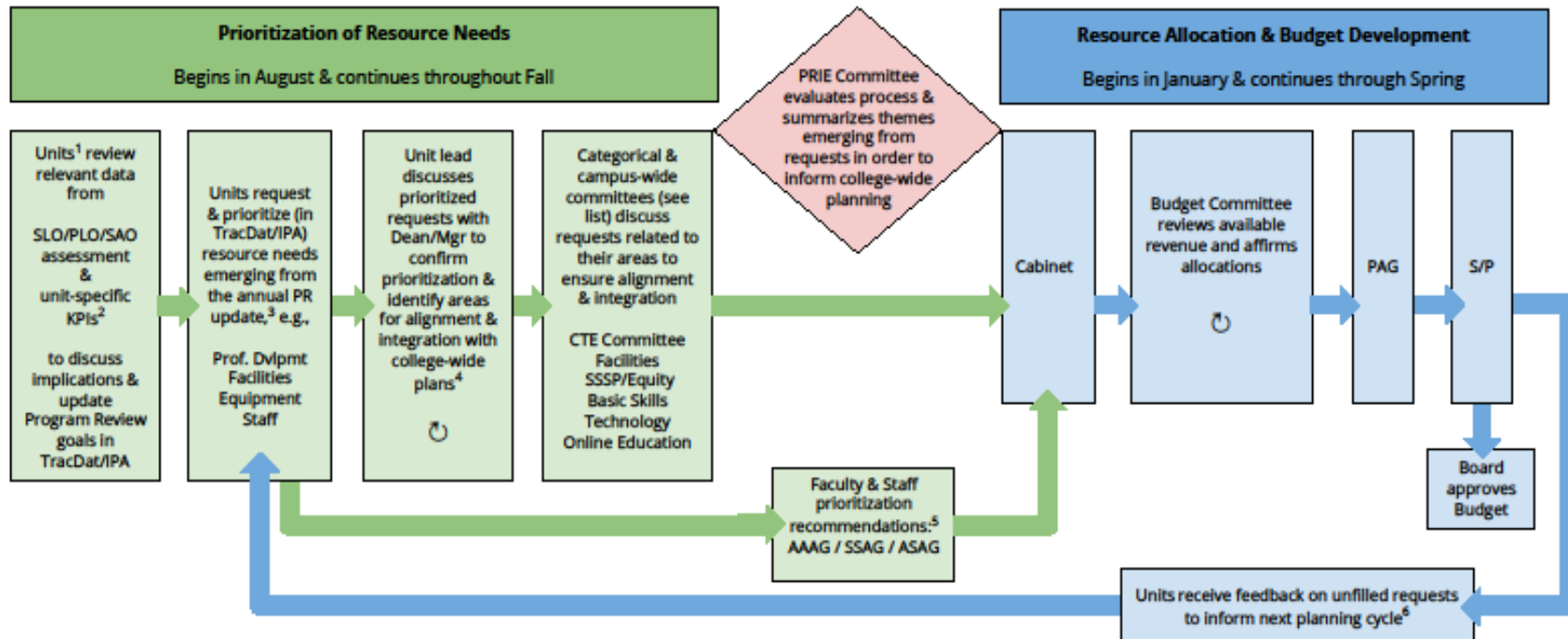
DHS TPA Fee (\$22 PEPM 14-15 PY / \$22 PEPM 15-16 PY / \$22 PEPM 16-17 PY)
Anthem JAA Network / Disease Management (\$23.96 PEPM 14-15 PY / \$24.76 PEPM 15-16 PY)
COBRA Admin Fee (\$1 PPPM & \$8 PPPM)

Other Post Employment Benefits (OPEB)

The District has an OPEB Unfunded Actuarial Accrued Liability of approximately \$10M that is reassessed every two years to allow for any adjustments to our liability. The District established two accounts in the 2015-16 Fiscal Year to offset the increasing liability. The two accounts were established with an outside banking institution as part of an approved JPA through the League of California Community Colleges. The District transferred \$3 million into a balanced investment account and \$1 million into an associated liquidity account. This will comply with GASB rules for funding the liability and provide greater interest income to “discount” the liability. MPC is budgeting for its Annual Required Contribution (ARC) to appropriately address this long-term liability.

Resource Prioritization & Allocation Processes – FALL 2017

Recommended by PRIE: 06/19/17



Suggested Prioritization Categories:

- 0 - Mandated (accreditation, licensing, regulation, safety, etc.)
- 1 - Essential to program operation
- 2 - Important, but not essential or required
- 3 - Wishlist (expansion or enhancement)

Suggested Feedback Categories for Unfilled Requests:

- A - Critical, in the queue as one-time money is found
- B - Important, but no funds available; continue to prioritize*
- C - Not in line with current institutional priorities

* feedback includes information about next steps when appropriate

Notes/Definitions:

- "Unit" is used here as a general term to describe a division, department, or service area – how the units are defined may vary in Academic Affairs, Administrative Services, and Student Services, but should generally follow the structure of Program Review. For example, a division or academic department could be a unit; HR or Information Services could be a unit; TRIO, 3SP, and A&R could all be units. The "unit lead" would be whoever has been designated to lead the discussion and complete Program Review for the unit.
- KPI = Key Performance Indicator, or a standard metric that can be used to show trends in performance over time. KPIs provide data that help evaluate progress towards a goal. KPIs will vary from unit to unit – e.g., successful course completion rate in instructional departments; loan default rate in Financial Aid; network uptime in IT, etc.
- Annual Program Review Update will serve as formative evaluation/progress monitoring, i.e., a forward-looking check-in on action plans emerging from program review.
- TracDat/IPA will allow unit leads to map resource requests to specific plans or campus-wide initiatives.
- Discussions of new personnel for the coming fiscal year would also be informed by the current HR Staffing Plan; conversations would then inform staffing plan updates for the next planning cycle.
- Feedback provided by the group that ultimately denies the request – e.g., Budget Committee, PAG, Cabinet, Categorical/campus-wide committee, etc. Feedback about unfunded requests will help to close the loop and inform the next request cycle.



Discussion