

Columbia College Budget Discussion Group
“The Big Picture” – Finding a Sustainable Balance to Meet Future Needs

AGENDA

Friday, October 12, 2012

Time: 11:00 a.m. to 12:00 pm

Location: Manzanita Conference Room

1. Sub-Committee Reports
 - a. Web Focus, Kathy Sullivan
 - b. Myth Busters, Raelene Juarez
 - c. Rainy Day Presentations, Dennis Gervin
2. On Going Reports and Information, Dennis Gervin
3. Current Budget Update, Gary Whitfield
4. Other Item(s)

BIG PICTURE BUDGET DISCUSSION WORKGROUP RECORD OF MEETING

October 12, 2012, Manzanita Conference Room

Workgroup Members Present: Nancy Bull, Doralyn Foletti, Karin Rodts, Dennis Gervin, Marnie Shively, Karin Rodts, Kathy Sullivan, Gary Whitfield

Workgroup Members Not Present: Leslie Buckalew, Elissa Creighton, Wendy Hesse, Raelene Juarez, Gene Womble

Guest(s): Coni Chavez (recorder)

1. Sub-Committee Reports

- a. Web Focus – Web focus group members reported they had met and sketched out a web page, linked directly to the college’s home page, which includes a pie chart with each funding source to the college. Click on a “piece of the pie” and additional information on that funding source is available. The web page will also incorporate sections for myths and additional resources, such as the CCLC site. Lastly, the group discussed adding a place where questions can be asked—this would be in email form addressed to the Big Picture Budget Committee, with a separate email address set-up.
- b. Myth Busters – Individuals participating on the Myth Busters sub-committee reported that the group had met and prioritized the 16 myths in terms of most common/most impactful. The group recommended emailing one myth per week from the Vice President of College and Administrative Services to the College. Representatives shared the group had prioritized myth #3 and #14 as the top myths to address first, in priority order: #3 Our budget is ‘OK’ and everything will work out right if we are patient; and, #14 The District has a balanced budget. Finally, members reported that myth #7 was removed from the list.
- c. Rainy Day Forums – It was stated that the goal of the rainy day forums will be to get honest discussions started regarding programs, areas, etc. as it relates to budget restrictions. Additionally, it was stated that discussing a restoral plan is important so that those items deemed as secondary priorities can be thought of in terms of coming back—not gone forever. A rainy day forum will be planned for prior to the November election and one for after the election. Raelene Juarez and Kathy Sullivan will present their areas’ rainy day plans.

2. On-Going Reports and Information

Reports were provided via sub-committee as described above.

3. Current Budget Update

It was reported that, should the November tax initiative not pass, the college would have a \$1M hole. Should the tax initiative be successful, the college will have a \$600k hole

4. Other Item(s)

None

BIG PICTURE BUDGET DISCUSSION WORKGROUP RECORD OF MEETING

October 24, 2012, Manzanita Conference Room

Workgroup Members Present: Nancy Bull, Leslie Buckalew, Elissa Creighton, Brian DeMoss, Karin Rodts, Dennis Gervin, Raelene Juarez, John Leamy, Marnie Shively, Kathy Sullivan, Gary Whitfield

Workgroup Members Not Present: Doralyn Foletti, Wendy Hesse, Gene Womble

Guest(s): Coni Chavez (recorder)

1. Timeline of Activities of the Sub-Committees (web focus, myth busters, & rainy day) in Relation to the November Proposition 30 Election

The Big Picture Budget Discussion Group (BPBDG) discussed the message that should be relayed during the upcoming college-wide forums.

- Even if proposition 30 passes, we are not OK. There is still an approximately \$650k gap in funding—if the proposition doesn't pass, there is an estimated \$1M gap in funding.
- Visually represent where the college budget is currently and where the college will be if the proposition does not pass.

Additionally, the BPBDG discussed a number of ways to continue to facilitate communication regarding the college's budget.

- College-wide forum would include panel of BPBDG members, students to be added, with an electronic presentation that connects to the "College Funding" webpage
- Show College Funding webpage, including myths section, at the forum
- Email links to College Funding webpage and myths section
- Add College Funding webpage button to college's web homepage
- Schedule weekly college-wide forums using myths as themes
- Have senates (academic, classified & student) endorse / sponsor weekly forums to increase attendance
- At the forum, the College President should provide information as to "where we are, and where we're going"
- Create BPBDG email to ask questions
- The College President could email weekly updates with forum recap and myths

2. Other Item(s)

None

BIG PICTURE BUDGET DISCUSSION WORKGROUP RECORD OF MEETING

November 26, 2012, Manzanita Conference Room

Workgroup Members Present: Leslie Buckalew, Elissa Creighton, Doralyn Foletti, Wendy Hesse, Karin Rodts, Dennis Gervin, Raelene Juarez, Marnie Shively, Kathy Sullivan, Gary Whitfield, Gene Womble

Workgroup Members Not Present: Nancy Bull, Brian DeMoss, John Leamy

Guest(s): Coni Chavez (recorder)

1. Taking the Idea of “Rainy Day Plans” to the Institutional Level

It was reported that two “Rainy Day” presentations had been made thus far in open, college-wide forums; one made by Raelene Juarez and one made by Kathy Sullivan. These presentations were well-received and the Big Picture Budget Discussion Group (BPBDG) agreed that a feeling of openness with regard to the college having a “rainy day” plan would be optimal. Further, they discussed how they may facilitate discussions to that end. Both PowerPoint presentations already made will be added to the College Funding webpage. The next rainy day presentation will be done by Marnie Shively and Karin Rodts on behalf of their areas within Student Services. Lastly, Dr. Gervin discussed the importance of connecting the rainy day plans to the college goals.

2. Virtual Walk-Through of the College Funding Webpage

Vice presidents Buckalew and Whitfield agreed to work together to further develop the resources available on the College Funding webpage, such as the pie chart, brief introduction, purpose, and links (rainy day, myth busters, etc.). A recommendation was made to include the “review, rethink, and renew” language in the text of the webpage. Lastly, the College President committed to working with the vice presidents and senates to develop a glossary of terms.

3. Myth Busters

It was reported that three myth buster emails had been sent out. The next is regarding the categorical funding process. Also, the group asked that the webpage be formatted so that one may click on the myth buster questions and be hyperlinked to the answer and other resource links. Similarly, the group requested that an email for the Big Picture Budget Discussion Group (BPBDG) be set up and that the myth buster’s page be the repository for questions and answers collected from the dedicated BPBDG email.

4. Other Item(s)

None

Columbia College Budget Discussion Group
“The Big Picture” – Finding a Sustainable Balance to Meet Future Needs

AGENDA
March 2nd, 2012

Time: 3:00 to 4:30pm

Location: Manzanita Conference Room

1. Discussion of the Purpose for the workgroup, as charged by the College Council

2. Sense of Urgency: (Sharing of Information)
 - a. Why do we need to do this now?
 - b. What do we need to do? (How much do we need to cut?)
 - c. When do we need to have this done? (timeline)

3. Steps for the workgroup:

Steps	Actions	Proposed Timeline
1) Assemble ‘Big Picture’ Budget Discussion Workgroup and discuss purpose, timeline, steps and membership.	Report out to the college	March 2, 2012
2) Collection and sharing of information relating to fiscal issues affecting State, district and college –focus will be on the college.	Report out to the college and promote college-wide discussions	Mar/Apr 2012
3) Share strategies for a balanced 2012-2013 college budget	Report out to the college	Apr 27, 2012
4) Recommend how we proceed with approaches for further reductions and plan for 2013-2014	Recommendation is shared with the college	May 2012 to April 2013

4. Next Steps:

BIG PICTURE BUDGET DISCUSSION WORKGROUP RECORD OF MEETING

March 2, 2012, Manzanita Conference Room

Workgroup Members Present: Leslie Buckalew, Nancy Bull, Elissa Creighton, Doralyn Foletti, Dennis Gervin, Wendy Hesse, Raelene Juarez, Gage Kerrigan (ASCC Representative), Joe McLeod (ASCC Representative), Karin Rodts, Marnie Shively, Kathy Sullivan, Gary Whitfield, Gene Womble

Workgroup Members Not Present:

Guest(s): Coni Chavez (recorder), Brian DeMoss, Michael Torok, Stephanie Romero (ASCC Representative), Kathy Schultz

1. Discussion of the Purpose for the workgroup, as charged by College Council

With no opposition or questions, regarding the purpose and guiding principles described below, the Big Picture Budget Discussion Group will use these statements as they move forward. Further, the College President will provide regular updates college-wide, through email, the group's webpage or other format, with the first being an email to inform interested parties that these meetings are occurring and that they are open to all.

Purpose:

In response to the current and ongoing fiscal crisis, the Columbia College Budget Discussion Group has been assembled to provide a format to facilitate the exchange of information. The core membership is intended to provide consistency and a broad spectrum of campus-wide connections. The recommendation for the formation of this workgroup came through action of the College Council, on January 26, 2012.

Meetings of the workgroup are intended to assist in the following:

- To provide education regarding current and ongoing fiscal crisis, and the ways in which the college will respond.
- To provide a mechanism for the college to share ideas and responses to various budget reduction strategies.
- To identify useful strategies, information and communication structures to be used in the development of longer term solutions to address continuing budget cuts.

Guiding Principles: Meetings of the workgroup will be 'open meetings' and a primary function of the core members will be to assist in sharing information with the rest of the college. All strategies will be guided by college integrated planning processes

2. Sense of Urgency: (Sharing Information)

Vice President Whitfield reviewed the three documents pictured below with the group. The first two documents, *2012-13 Budget Planning Timeline* and *State Budget for Community College 2011-2012* provided information as to the catalyst and timeline for needing to discuss budget reductions. Much discussion was centered on the third document, *Columbia College Fund 11 2012-13 Budget Planning*.

The commitment to consider budget reduction solutions, aside from all permanent personnel costs, was restated by President Gervin. It was reported that the *Columbia College Fund 11 2012-13 Budget Planning* document lists those costs (highlighted in green), for the most part. And, therefore, the approximately \$2.9M (highlighted in blue) is the amount that is available to cover the line items within the “Part Time Salary and Benefits” and “Other” sections. The group requested that they be provided with detail as to what is encompassed in the “Part Time Salary and Benefits” and “Other” sections, as it was noted that some salary dollars (from security and categorically augmented programs) may be indirectly included in one of the “Other” line items. The group also requested that, going forward, this type of information be provided prior to any meetings, rather than presented at the meetings—which would allow time to process the information and ask well-informed questions.

2012-13 Budget Planning Timeline December 2011

- **January 1 *** – Controller works with IT to create new FileSuite in Datatel
- **February 1 *** – Budget Analyst sends salary and fringe benefit data to Budget Managers via Excel spreadsheet
- **March 1 *** – VP’s of Administrative Services & Central Services Budget Managers return final changes to salary and fringe benefit data to Budget Analyst
- **March 5**– Executive Vice Chancellor distributes budget targets
- **April 2** –Senior Accountant imports salary and fringe benefit data into Datatel
- **April 16** –VP’s of Administrative Services & Central Services Budget Managers submit budgets for operational/discretionary expenses (e.g., supplies, services, equipment) to Senior Accountant
- **April 23** – Senior Accountant imports operational/discretionary expenses into Datatel
- **May 21** – Deadline for Board Agenda items
- **June 13** – June Board Meeting

** Dates do not change from year to year*

State Budget for Community Colleges 2011-2012

Start of the 2011-2012 Budget Year

Community College's apportionment cut \$313 million equals a \$4.9 million cut for YCCD

Trigger cuts hit community colleges in January 2012

(Revenue estimates \$3.7 billion below July Adopted Budget)

Tier 1 and 2 triggers invoked - \$102 million equals a \$1.6 million cut for YCCD

Worse than Worst Case Scenario – Additional Cuts

Enrollment fee shortfall - \$106 million equals a \$1.6 million cut for YCCD

Property tax shortfall and other - \$43 million equals a \$700,000 cut for YCCD

Summary of 2011-2012 Cuts for YCCD

\$8,800,000 cut and a workload reduction of 1,322 FTE's

January Proposed Budget for 2012-2013

Tax Proposition goes to voters November 2012

If tax package passes, revenue neutral budget

If tax package does not pass: California community college apportionment cut \$264 million equals an approximate \$4 million cut for YCCD's apportionment

YCCD's workload reduced an additional 890 FTES

Total FTES lost over 2 years - 2,210 (if the proposition fails, a 5.56% additional Workload of 890 FTES)

Current Proposed Deficit Reduction Plan for 2012-2013

(Note not approved by the Board of Trustee's)

\$2,800,000	Columbia College	15%	\$ 420,000
	MJC	58%	\$1,625,000
	CS	27%	\$ 755,000

Based on YCCD Allocation Model

**Columbia College
Fund 11
2012-13 Budget Planning**

	Budget 11-12	Budget 12-13	Variances
Full Time Salary and Benefits			
Full Time Salaries	6,513,054	6,756,629	243,575
Full Time Benefits	2,608,185	2,793,861	185,676
Total Full Time Salary and Benefits	9,121,239	9,550,490	429,251
		Areas left to be budgeted	
Part Time Salary and Benefits			
PTOL	1,849,219	-	(1,849,219)
Honorariums	184,729	-	(184,729)
Short Term and Students	195,329	-	(195,329)
PT Benefits	299,196	-	(299,196)
Total Part Time Salary and Benefits	2,528,473	-	(2,528,473)
		Areas left to be budgeted	
Other			
Supplies	176,876	-	(176,876)
Travel, Fees, Services & Rentals	682,395	-	(682,395)
Equipment	302,158	-	(302,158)
Augmentations - Parking and Categorical	401,511	-	(401,511)
Total Other	1,562,940	-	(1,562,940)
Total PT Salary, PT Benefits and Other	4,091,413	-	(4,091,413)
Amount Left to Balance Budget	-	2,982,162	2,982,162
Net Reduction for Discretionary Exp.**	4,091,413	2,982,162	(1,109,251)
Total Budget	13,212,652	12,532,652	(680,000)

How the 2012-2013 Budget is Calculated	
2011-12 Budget	13,212,652
Less:	
One Time Funds (2011-2012)	(260,000)
Cut for 2012-13 (15% of \$2,800,000)	(420,000)
Total Reduction from 2011-12 Budget	(680,000)
2012-2013 Budget	12,532,652

Notes: Full Time Salary and Benefits increased by \$429,251 due to step and column, state employment insurance, addition of a counselor, physics instructor, 12 month math instructor and incorporating Title III positions into the Fund 11 Budget. This increase and the additional cuts result in a discretionary expenditure reduction of \$1,109,251.

3. Steps for the workgroup

The group was presented with the following general steps and proposed approximate timeline. Essentially, there are two initial phases for the group to consider: steps 1, 2, and 3 all address the fiscal year in the current planning stages to understand any, more immediate, shortfalls; and, step 4 will begin to address potential long-term, structural changes to the budget in the 2013-14 year and beyond.

In light of the immediacy conveyed, the group agreed to meet weekly on Wednesday mornings throughout the end of the spring 2012 semester.

Steps	Actions	Proposed Timeline
1) Assemble 'Big Picture' Budget Discussion Workgroup and discuss purpose, timeline, steps and membership.	Report out to the college	March 2, 2012
2) Collection and sharing of information relating to fiscal issues affecting State, district and college –focus will be on the college.	Report out to the college and promote college-wide discussions	Mar/Apr 2012
3) Share strategies for a balanced 2012-2013 college budget	Report out to the college	Apr 27, 2012
4) Recommend how we proceed with approaches for further reductions and plan for 2013-2014	Recommendation is shared with the college	May 2012 to April 2013

Columbia College Budget Discussion Group
“The Big Picture” – Finding a Sustainable Balance to Meet Future Needs

AGENDA
March 7th, 2012

Time: 9:00 to 10:30am

Location: Manzanita Conference Room

1. Sense of Urgency: (Continued Sharing of Information)
 - a. Recap of 2012-2013 Budget Planning Sheet
 - b. Review detailed budget lines for 2012-2013

2. Information flow and Connections
 - a. How can the group facilitate the sharing of information with the college
 - b. What is our message?

3. Approach to strategies and solutions

Steps	Actions
1) Assemble ‘Big Picture’ Budget Discussion Workgroup and discuss purpose, timeline, steps and membership.	Report out to the college
2) Collection and sharing of information relating to fiscal issues affecting State, district and college –focus will be on the college.	Report out to the college and promote college-wide discussions
3) Share strategies for a balanced 2012-2013 college budget	Report out to the college
4) Recommend how we proceed with approaches for further reductions and plan for 2013-2014	Recommendation is shared with the college

4. Next Steps:

BIG PICTURE BUDGET DISCUSSION WORKGROUP RECORD OF MEETING

March 7, 2012, Manzanita Conference Room

Workgroup Members Present: Leslie Buckalew, Nancy Bull, Elissa Creighton, Doralyn Foletti, Dennis Gervin, Wendy Hesse, Raelene Juarez, Karin Rodts, Kathy Sullivan, Gary Whitfield,

Workgroup Members Not Present: Gage Kerrigan (ASCC Representative), Joe McLeod (ASCC Representative), Marnie Shively, Gene Womble

Guest(s): Coni Chavez (recorder), Brian DeMoss, Melissa Raby

1. Sense of Urgency: (Continued Sharing of Information)

Vice President Whitfield informed the group about a number of tools that are available online to be more informed about the district and college budgets. He reviewed in greater detail the Columbia College fund 11 budget report for 2012, as of March 6, 2012, and the Columbia College fund 11 budget report for 2012, by responsibility code, as of March 6, 2012 (it was noted that both documents are available on the Big Picture Budget Discussion Group website). Additionally, Vice President Whitfield reviewed the Columbia College fund 11 financial report through February 2012 (which is available on the College and Administrative Services Accounting and Budget Information webpage).

In addition to the information provided and discussed above, the workgroup requested a list of items that would assist in their education and their ability to educate their constituents.

- A resource document that describes each component of the account numbers listed in the budget reports
- A three-year fund 11 budget history to show trends
- A resource document (pie chart or other depiction) that lists the totals and guidelines/restrictions for spending on fund 11, and other large categories of funding to the college, such as major grants, basic skills initiative, Measure E, Perkins (VTEA) funding, and categorical funding.
- A medium-level look at categories of fund 11 dollars, as noted on the Columbia College Fund 11 2012-13 Budget Planning document in the sections “Part Time Salary and Benefits” and “Other”; specifically, PTOL, honorariums, travel, fees, services and rentals.

2. Information Flow and Connections

Workgroup members reported hearing similar general sentiments from their constituent groups. Some comments were that areas and individuals are having discussions about the budget crisis and potential solutions, concern being expressed about how the college will meet target reductions without personnel reductions, and that all entities within the district are a fair and equitable part of the solution. President Gervin responded that this budget crisis is urgent, but we are not at the “panic” level—he restated the commitment to look at budget reductions, after personnel costs.

In terms of the message the workgroup felt it is important to convey, they cited:

- A. **Transparency** – Be open about the current budget situation and provide as much information as needed to allow for an understanding of the current fiscal situation and possible solutions. Be sure that the information, tools, and resources are open and accessible to all.
- B. **Listen** – With the limited amount of time available to finalize the 2012-2013 budget (by April 16, 2012), it will be important that all groups are informed and would have had the opportunity for input. It will be the job of all involved to listen for understanding of the current budget situation and listen for input on solutions.
- C. **Communicate** – The workgroup identified communication as critical in working through the current fiscal crisis. A number of ideas came forward as to how this may be done in an effective manner.
- Place a suggestion box in the Hall of Fame in the Manzanita Building and potentially use suggestionbox.com, an online mode of making/receiving anonymous suggestions.
 - Approximately one week following the Chancellor’s Budget Forum on March 13, 2012, hold a Big Picture – Budget Discussion Workgroup college-wide open forum in which the entire workgroup will lead an open discussion with the college. The workgroup requested that visual aids be available along the same lines as the resources requested in agenda item 1.
 - Begin/Continue to have discussions within departments, areas, units, and divisions.
 - Continue to add information and resources to the Big Picture Workgroup website.
 - Workgroup members will continue to be available to inform and receive feedback from their constituent groups.
 - Continue to hold Big Picture – Budget Discussion Workgroup meetings that are open to anyone who wants to attend and have the College President send an information update via email to the college each week following those meetings.

3. Approach to Strategies and Solutions

This agenda item was addressed indirectly through discussions for agenda items 1, 2, and 4.

4. Next Steps

The workgroup agreed to move the meeting time to each Wednesday at 8:30 a.m. to 10:00 a.m.

Columbia College Budget Discussion Group
 “The Big Picture” – Finding a Sustainable Balance to Meet Future Needs

AGENDA
 March 14, 2012

Time: 8:30 to 10:00am

Location: Manzanita Conference Room

1. Questions re: Chancellor/Vice Chancellor Budget Information Forum on 3/13
2. Review Budget Information Requested (on resources webpage)
3. Discuss Possible One-time Solutions for FY 2012-13
4. Review Budget Development Timeline (on resources webpage)
5. Discuss Big Picture Open Forum Format
6. Feedback from the Group
7. Next Steps:

Steps	Actions	Proposed Timeline
1) Assemble ‘Big Picture’ Budget Discussion Workgroup and discuss purpose, timeline, steps and membership.	Report out to the college	March 2, 2012 DONE
2) Collection and sharing of information relating to fiscal issues affecting State, district and college –focus will be on the college.	Report out to the college and promote college-wide discussions	Mar/Apr 2012
3) Share strategies for a balanced 2012-2013 college budget	Report out to the college	Apr 27, 2012
4) Recommend how we proceed with approaches for further reductions and plan for 2013-2014	Recommendation is shared with the college	May 2012 to April 2013

BIG PICTURE BUDGET DISCUSSION WORKGROUP RECORD OF MEETING

March 14, 2012, Manzanita Conference Room

Workgroup Members Present: Leslie Buckalew, Nancy Bull, Doralyn Foletti, Dennis Gervin, Wendy Hesse, Raelene Juarez, Karin Rodts, Marnie Shively, Gary Whitfield,

Workgroup Members Not Present: Elissa Creighton, Gage Kerrigan (ASCC Representative), Joe McLeod (ASCC Representative), Kathy Sullivan, Gene Womble

Guest(s): Coni Chavez (recorder), Brian DeMoss, Joe Doherty, Greg Elam, Tammie Miles, Mike Torok

1. Questions re: Chancellor/Vice Chancellor Budget Information Forum on 3/13

Vice President Whitfield reported that the slide presentation given by Vice Chancellor Scott was available on the YCCD Fiscal Services website. General questions were answered, such as clarification on apportionment deferral.

2. Review Budget Information Requested (on resources webpage)

At the March 7 meeting, the Big Picture Workgroup requested resource documentation to assist in understanding the college budget. Vice President Whitfield supplied a number of resources which were posted on the college's Big Picture Budget Workgroup website. All of the resources posted were reviewed or revisited with a great deal of discussion and clarification. Of significant note, was the fact that as a balanced budget for 2012-2013 is being developed, we find the proportion of Fund 11 (General Fund) dollars committed to full-time and part-time personnel costs would stretch to an uncomfortable 96.36%, if left unstructured. That percentage includes 17.15% that would be committed to part-time salaries and benefits and 3.0% that would be committed to other part-time payroll costs. President Gervin, remaining dedicated to keep all permanent employees in place, stressed the need re-structure the college's operational budget.

The committee's general response to the documentation and resources provided was one of understanding. Further, the workgroup requested the following additional information.

- 2012-13 Budget Planning: medium-level detail on honorariums, short-term contract and student worker payments, and fund 12/categorical revenue.

3. Discuss Possible On-time Solutions for FY 2012-13

President Gervin shared an excel spreadsheet which listed possible one-time solutions for the 2012-13 fiscal year. He stated that the YCCD will allow a one-time carry-over of fiscal year 2011-12 savings to the 2012-13 budget. Along with possible savings, workgroup members were reminded of expected increases. One additional expected increase, it was reported, comes from changes to Title IV regulations—specifically, student financial aid. The change to the regulations has facilitated a sizeable increase to the amount the college must repay to the Federal government (last year approx. \$3k, this year \$100k approx. is anticipated). The change states that the college must verify last “contact” for the student. Therefore, the financial aid department must track down a great deal of information to verify last “contact” so that the repayment does not climb even higher. It was noted that observing some operational tasks could greatly reduce this repayment

and staff resources needed for verification—faculty taking roll in their classes, dropping a student within certain guidelines already established, etc. Additional areas where operational changes could result in cost savings were discussed. Dr. Gervin stated that the workgroup will continue to discuss possible one-time solutions for FY 2012-13, but that budget must be finalized and to the district no later than April 16, 2012.

4. Review Budget Development Timeline (on resources webpage)

This agenda item was addressed indirectly through discussions for agenda item 3.

5. Discuss Big Picture Open Forum Format

The workgroup, at their March 7 meeting, agreed that a college-wide forum should take place approximately one week following the Chancellor/Vice Chancellor forum (on March 13). The Chancellor's forum would focus primarily on the state and district and the college-wide forum would focus specifically on impacts to Columbia College. President Gervin asked the workgroup what they believed to be important to share at that forum. It was suggested that key information from the Vice Chancellor's presentation be shared, along with 2-pages on possible solutions/options/savings (i.e., retirements) and challenges (i.e., Title IV changes, vacation payouts), areas where additional revenue may be brought in (i.e., grants), and operationally doing "less with less"—a more focused approach to the college's mission, as has been discussed since the beginning of the semester.

6. Feedback from the Group

This agenda item was addressed indirectly through discussions for agenda items 1, 2, 3, and 5. Additionally, an open question and answer time was facilitated by workgroup chair, Dr. Gervin

7. Next Steps

The next workgroup meeting will be held on Wednesday, March 21, 2012 at 8:30 a.m.

Columbia College Budget Discussion Group
 “The Big Picture” – Finding a Sustainable Balance to Meet Future Needs

AGENDA
 March 21, 2012

Time: 8:30 to 10:00am

Location: Manzanita Conference Room

1. Revisit Budget Information Requested To Date (on resources webpage) 15 minutes
2. Discuss Possible One-time Solutions for FY 2012-13 45 minutes
3. Review Budget Development Timeline (on resources webpage) 5 minutes
4. Discuss Big Picture Open Forum Format 15 minutes
5. Feedback from the Group 10 minutes
6. Next Steps:

Steps	Actions	Proposed Timeline
1) Assemble ‘Big Picture’ Budget Discussion Workgroup and discuss purpose, timeline, steps and membership.	Report out to the college	March 2, 2012 DONE
2) Collection and sharing of information relating to fiscal issues affecting State, district and college –focus will be on the college.	Report out to the college and promote college-wide discussions	Mar/Apr 2012
3) Share strategies for a balanced 2012-2013 college budget	Report out to the college	Apr 27, 2012
4) Recommend how we proceed with approaches for further reductions and plan for 2013-2014	Recommendation is shared with the college	May 2012 to April 2013

BIG PICTURE BUDGET DISCUSSION WORKGROUP RECORD OF MEETING

March 21, 2012, Manzanita Conference Room

Workgroup Members Present: Nancy Bull, Elissa Creighton, Doralyn Foletti, Dennis Gervin, Raelene Juarez, Joe McLeod (ASCC Representative), Kathy Sullivan, Gary Whitfield

Workgroup Members Not Present: Leslie Buckalew, Wendy Hesse, Gage Kerrigan (ASCC Representative), Karin Rodts, Marnie Shively, Gene Womble

Guest(s): Coni Chavez (recorder), Brian DeMoss, Melissa Raby, Kathy Schultz

1. Revisit Budget Information Requested To Date

President Gervin confirmed that workgroup members were aware of the additional resource documents added to the Big Picture Budget Discussion Workgroup website. Vice President Whitfield reported that due to the minimal restructuring done thus far to the projected FY 2012-13 budget, personnel costs were down 2%, to a total of 94% of the budget, as opposed to the 96% that was previously reported.

2. Discuss Possible One-time Solutions for FY 2012-13

President Gervin re-introduced a spreadsheet which listed many possible reductions. He stressed that the line items cited were “possible” reductions, but that no decisions have yet been made. The group reviewed each line of possible reductions. It was reported that, even with these tentative reductions, the college would still have a remaining gap of approximately \$236,382 to meet its target budget. Dr. Gervin stated that this information would be reviewed at the college-wide forum scheduled on Thursday, March 22. Additionally, the workgroup requested the following information for clarification:

- Rental cost vs. personnel cost for the ESL program and Twain Harte Fitness classes
- Add a column to describe the line item reduction in terms of it being a one-time carry-over, ongoing, etc.
- Add additional notes to line items that may be unclear, such as fire agency courses, offsite offerings, etc.

In addition to the information requested specifically on the possible reductions sheet, the workgroup requested a list of suggestions, ideas, and comments received thus far.

3. Review Budget Development Timeline (on resources webpage)

President Gervin restated the budget development timeline is very short, in that the budget must be finalized and sent to the district by April 16, 2012.

4. Discuss Big Picture Open Forum Format

The workgroup offered the following suggestions, recommendations, and ideas to facilitate the college-wide forum scheduled on Thursday, March 22 at 11:30 a.m. in Maple 102.

- Overview by the college president *with timeline and purpose); then, workgroup members could split into groups with audience members identifying a specific area of interest
- Show the resource documents available on the Big Picture Budget Discussion Workgroup website.
- Describe how administration has increased reserves, held back carry-over funds, and planned for a 2-3 year buffer in many areas, such as basic skills funding.
- Avoid discussing state level reductions. If this must be restated, use 1-2 slides (similar to Teresa Scott's) only listing the very basic of information, i.e., triggers and February surprise.
- Two questions the workgroup should be prepared to answer for the audience:
 - o Salary reduction and step/column freezes – prepare a slide with a list of union representative contacts as the workgroup cannot answer this questions
 - o Are Central Services and MJC meeting their targets—confidence that, at least, the three units are talking.
- Post some suggestions, comments, ideas received thus far
- Provide time for the workgroup to interact with the audience
- Describe how final budget reduction decisions will be made
- Bring comment cards for audience members
- Send a college-wide survey monkey after the forum to collect general narrative comments, suggestions, and ideas. The goal is to give individuals greater access to be heard about possible reduction “TLC.” The survey should include at least four general areas:
 - o Reducing expenses
 - o Increasing revenue
 - o Questions
 - o Concerns

5. Feedback from the Group

The workgroup discussed the pace at which they are moving and feedback they are getting from their constituency groups. While a great deal of information and resources are being reviewed, the workgroup felt the pace must be kept so that a budget can be given to the district in mid-April. Members reported hearing two general themes from their constituent groups: 1. A 96% total personnel cost is not sustainable; and, 2. Interest in temporary salary adjustments and step/column freezes.

6. Next Steps

The committee will participate in the college-wide forum on Thursday, March 22 at 11:30 a.m. in Maple 102. The next meeting is scheduled for Wednesday, March 28 at 8:30 a.m. in the MCR.

Columbia College Budget Discussion Group
 “The Big Picture” – Finding a Sustainable Balance to Meet Future Needs

AGENDA
 March 28, 2012

Time: 8:30 to 10:00am

Location: Manzanita Conference Room

1. Revisit Fund 12 Budget Information Requested (on resources webpage) 20 minutes
2. Comments Received 5 minutes
3. Finalize One-time Solutions for FY 2012-13 45 minutes
4. Discuss Summer Meetings (is there a need w/May revise, etc.) 5 minutes
5. How to Proceed with FY 2013-14 Discussions 15 minutes
6. Next Steps:

Steps	Actions	Proposed Timeline
1) Assemble ‘Big Picture’ Budget Discussion Workgroup and discuss purpose, timeline, steps and membership.	Report out to the college	March 2, 2012 DONE
2) Collection and sharing of information relating to fiscal issues affecting State, district and college –focus will be on the college.	Report out to the college and promote college-wide discussions	Mar/Apr 2012
3) Share strategies for a balanced 2012-2013 college budget	Report out to the college	Apr 16, 2012 <i>Revised date</i>
4) Recommend how we proceed with approaches for further reductions and plan for 2013-2014	Recommendation is shared with the college	May 2012 to April 2013

BIG PICTURE BUDGET DISCUSSION WORKGROUP RECORD OF MEETING

March 28, 2012, Manzanita Conference Room

Workgroup Members Present: Nancy Bull, Elissa Creighton, Doralyn Foletti, Dennis Gervin, Wendy Hesse, Raelene Juarez, Karin Rodts, Gary Whitfield

Workgroup Members Not Present: Leslie Buckalew, Gage Kerrigan (ASCC Representative), Joe McLeod (ASCC Representative), Marnie Shively, Kathy Sullivan, Gene Womble

Guest(s): Coni Chavez (recorder), Brian DeMoss, Melissa Raby

1. Revisit Fund 12 Budget Information Requested

Vice President Gary Whitfield reviewed fund 12 budgets with the group, including salaries/benefits. In explaining the document resource provided (also found on the Big Picture website), he noted that “3000” accounts are those that generate revenue, “5000” accounts are categoricals, and “8000” accounts are Federally funded grants and generally have two line items because the Federal Government closes their fiscal year on September 30 and the YCCD closes its fiscal year on June 30.

Additionally, Vice President Whitfield reported that the college also operates funds “14, “51”, “52”, scholarship, ASCC, and student center fees.

2. Comments Received

President Gervin reported that a number of comments/suggestions had been received via email, through conversations, and at the March 22 college-wide forum. It was reported that approximately 10 responses were received via the survey monkey email. Dr. Gervin shared a sampling of the suggestions/comments, including ways to utilize contract and community education, publish lists on how students and/or staff can help, and reducing waste. Another suggestion that was highlighted was from a community member who recommended using the energy created from the HHP exercise cycles and converting it provide electricity to the campus. Committee members requested the survey monkey email be resent campus-wide for additional visibility.

3. Discuss Possible One-time Solutions for FY 2012-13

Vice President Gary Whitfield reviewed the 2012-2013 reduction plan as presented at the March 22 college-wide forum. At the time of this report, a gap of approximately \$250k still remained to meet the college’s reduction target. President Gervin stated that he believed the college could likely find one-half to two-thirds of the gap through end of year savings, but that the remaining one-half to one-third would be more difficult. It was reported that conversations are taking place within divisions, facilitated by the deans, to identify resources to close the gap. Workgroup members asked that the all divisions be asked to hold these conversations to allow for greater visibility. Further, workgroup members generally agreed that they did not need to see any additional data until a final solution had been determined on the remaining gap. The group agreed to go on “hiatus” until April 18 to allow time for conversations and possible solutions to be determined. It was understood that a final budget must be submitted to the YCCD no later than April 16, 2012.

4. Discuss Summer Meetings

It was generally agreed that summer meetings would allow the workgroup time to plan for the 2013-2014, which is expected to be a great deal more difficult in terms of budget reductions. A decision on holding summer meetings was not reached but will be revisited at the April 18 meeting of the Big Picture Budget Discussion workgroup.

5. How to Proceed with FY 2013-14 Discussions

President Gervin stated that, as the college president, he will need to make some very difficult decisions in terms of the budget for the 2013-2014 fiscal year and that it will be to the benefit of all that constituents remain engaged and discussions continue so that his decisions are well-informed. The workgroup confirmed their understanding that the 2013-2014 fiscal year budget will be more difficult to develop. The FY 2013-14 will not have the same “buffers” and one-time funds that were utilized in the FY 2012-13 and therefore cannot be dealt with in the same way. Dr. Gervin reminded the group of the “less with less” concept he has been presenting since the January 2012 in-service all college meeting—we cannot continue to do all of the things we are doing, while everything is important some things must be identified as mission critical and some things must be put on hiatus. Committee members recommended that the August 2012 flex day be solely dedicated to the topic of curriculum which will have an impact on the FY 2013-14 budget development. Further, the group recommended inviting in different disciplines into the meetings throughout the next several meetings as a means of information sharing.

6. Next Steps

The next meeting of the Big Picture Budget Discussion workgroup will take place on Wednesday, April 18 at 8:30 a.m. in the Manzanita Conference Room. The group will discuss the state of the reduction plan at that time, what the continuing role of the workgroup will be as the FY 2013-14 budget is developed, and how to get/maintain the college’s engagement in these discussions.

Columbia College Budget Discussion Group
 “The Big Picture” – Finding a Sustainable Balance to Meet Future Needs

AGENDA
 April 18, 2012

Time: 8:30 to 10:00am

Location: Manzanita Conference Room

1. Review One-time Solutions for FY 2012-13 submitted to the District on April 16
2. How to Proceed with FY 2013-14 Discussions
 - a. Budget Discussion Group’s Role
 - b. How to Engage the College
3. Discuss Summer Meetings (is there a need w/May revise, etc.)
4. Next Steps:

Steps	Actions	Proposed Timeline
1) Assemble ‘Big Picture’ Budget Discussion Workgroup and discuss purpose, timeline, steps and membership.	Report out to the college	March 2, 2012 DONE
2) Collection and sharing of information relating to fiscal issues affecting State, district and college –focus will be on the college.	Report out to the college and promote college-wide discussions	Mar/Apr 2012 DONE
3) Share strategies for a balanced 2012-2013 college budget	Report out to the college	Apr 16, 2012 <i>Revised date</i> DONE
4) Recommend how we proceed with approaches for further reductions and plan for 2013-2014	Recommendation is shared with the college	May 2012 to April 2013

BIG PICTURE BUDGET DISCUSSION WORKGROUP RECORD OF MEETING

April 18, 2012, Manzanita Conference Room

Workgroup Members Present: Nancy Bull, Elissa Creighton, Doralyn Foletti, Dennis Gervin, Wendy Hesse, Joe McLeod (ASCC Representative), Karin Rodts, Marnie Shively, Kathy Sullivan

Workgroup Members Not Present: Leslie Buckalew, Gage Kerrigan (ASCC Representative), Raelene Juarez, Gary Whitfield, Gene Womble

Guest(s): Coni Chavez (recorder)

1. Review One-time Solutions for FY 2012-13 Submitted to District on April 16

President Gervin briefly reviewed documents used as tools throughout the fiscal year 2012-13 budget development process. The first document, the *Columbia College Fund 11 2012-13 Budget Planning* color chart <http://gocolumbia.edu/documents/budget/2012-2013%20Projected%20Budget.pdf>, Dr. Gervin explained, was the group's starting point. Through discussion and review of other resources (all available online), the group came to use two tools that were now complete and final: 1. The *Fund 11 2012-2013 Budget Planning* color chart <http://gocolumbia.edu/documents/budget/FY12-13BudgetComparison.pdf>; and, 2. The *Columbia College Possible Solutions for 2012-2013* reduction planning tool <http://gocolumbia.edu/documents/budget/ReductionPlanTool.pdf>. Finally, Dr. Gervin reviewed the *Columbia College 2012-2013 Budget Detail by Area* <http://gocolumbia.edu/documents/budget/BudgetDetail-Area.pdf> that was forwarded to the District Office on April 16, 2012. The group stepped through each "total" line of the budget and cross-walked the "total" numbers to the complete and final *2012-13 Budget Planning* document. Among the areas that were specifically discussed by the group, it was noted that the November tax initiative is not reflected in the budget forwarded to the district and that the way the college was able to develop a balanced budget for 2012-13 was to use one-time/carry-over funds (approx.. \$659k), which is of great concern. The group acknowledged their understanding and acceptance of the final 2012-2013 college budget.

2. How to Proceed with FY 2013-14 Discussions

Discussion was held as to the group's role and how to continue to engage the college in budget discussions. Group members echoed commendations for the openness of the process. Specifically, the combinations of venues used to solicit and collect input from the college (constituent representatives, forums, suggestion box, survey monkey, etc.), the resources and documents provided to educate the group and college on funding, expenses, and other factors that impact the budget.

Group members offered a number of suggestions on how to engage the college and the message that should be disseminated.

- During In-Service presentation
 - Review the process by which the 2012-13 budget was developed.
 - Provide suggestions regarding "small" things that each person may do to help, e.g. take roll in class.

- Highlight areas/departments that have scaled back
 - Note positions that will not be filled
 - Provide a list of the suggestions made throughout the 2012-13 budget development process.
 - Be clear regarding the difference between budget reductions versus Measure E dollars and the like. Tie the information back to College Goals to note facilities changes are student focused.
- Inform students
 - Publish a series of newspaper articles
 - Use social media sites and the web
 - Talk with the ASCC leadership about reaching students
- Message
 - Avoid “fear-based” culture by using research to discuss where limited resources will be directed.
 - The fiscal year 2013-2014 is of great concern especially considering the same measures used to balance previous years’ budgets will not be available. We should not carry a false sense of security. We should begin to plan.
 - All ideas are welcome. Be prepared for varied opinions and ideas, the “price of transparency” is that opinions and ideas may differ significantly...don’t grab on to the pieces that don’t feel good.

3. Discuss Summer Meetings

The group agreed to hold one meeting over the summer, just prior to the beginning of the fall semester. They acknowledged that they would like to meet over the summer, but with many college faculty members off campus during those months, the group could not be as inclusive as they would like.

4. Next Steps

The next meeting of the Big Picture Budget Discussion group will take place on Wednesday, August 15 from 8:30 a.m. to 11:30 a.m. The group will preview the budget section of the president’s in-service day presentation and discuss how to proceed with fiscal year 2013-14 budget development, in terms of engaging the college in the process.

Columbia College Budget Discussion Group
“The Big Picture” – Finding a Sustainable Balance to Meet Future Needs
AGENDA
Wednesday, August 15, 2012

Time: 8:30 to 11:30am
Location: Sugar Pine 115

1. 8:30-8:45 **Check-in**

2. 8:45-9:15: **Review of 2011-12 Accomplishments for FY 2012-13 Budget**
 - i. [2012 to 2013 Budget Comparison](#)
 - ii. [2012-2013 Reduction Plan](#)

3. 9:15-9:45: **Process for FY 2013-14 Budget Planning**
 - i. [CCLC Budget Summary](#)
 - ii. Columbia College Budget Update
 - iii. What lies ahead for 2013-2014?
 1. \$450k S/B + \$680k C/O = \$1.13M / Variables? November Election / Future Cuts?
 - iv. How will we fill the \$ 1million+ hole this time?

(Break: 9:45-10:00)

4. 10:00-11:00: **Prioritization of Needs**
 - i. Choices: All Colleges will be challenged! ([CCSF](#), [Cuesta](#), [COR](#))
 - ii. Need to know our priorities: (we have suggestions – which do we choose?)
 - iii. We need to know what’s working

5. 11:00-11:15: **In-Service Day Message**

6. 11:15-11:30: **Next Steps**

**BIG PICTURE BUDGET DISCUSSION WORKGROUP
RECORD OF MEETING
August 15, 2012, Sugar Pine 115**

Workgroup Members Present: Leslie Buckalew, Nancy Bull, Elissa Creighton, Doralyn Foletti, Dennis Gervin, Raelene Juarez, Marnie Shively, Kathy Sullivan, Gary Whitfield

Workgroup Members Not Present: Wendy Hesse, Karin Rodts, Gene Womble

Guest(s): Coni Chavez (recorder), Brian DeMoss

1. Check-In

Discussion was held with regard to general comments, concerns, and feelings as to the current fiscal outlook for the college and district. Members reported that comments and questions have been posed by students, staff, and community members. Committee members agreed that questions and comments could be addressed through education and by dissemination of a clear and concise message. First, it should be acknowledged and appreciated that each program, service, department, etc. have participated in budget savings efforts for the good of the whole. Further, it should be acknowledged that, in the context of the current state, federal, and global economic crisis, funding at the YCCD has been relatively steady due to the conservative budget approach by district and college officials. And, while that is appreciated, at some point, programs, services, events, etc. may not be funded to the level they have been in the past—individuals should be encouraged to stay involved through these lean times. In terms of education, the group discussed the potential impact to the college and district of the November ballot initiative and further asked that it be made clear when and how categorical funds are being used. For example, students would like to know how painting and other Measure E funded efforts continue while classes are being cancelled. Staff members would like to know how Basic Skills Initiative funds are spent. Closing the discussion, it was noted that the President will review many of these points during his In-Service Day presentation.

2. Review of 2011-12 Accomplishments for FY 2012-13 Budget

The group reviewed two documents publicly available on the college's Big Picture Budget Discussion Group resources webpage: *2012-13 Budget Comparison* and *2012-13 Reduction Plan Tool for 4-18-12 Mtg.*

3. Process for FY 2013-14 Budget Planning

The group reviewed the document pictured below, *2011-2012 Actual vs. 2012-2013 Budget Comparison*. Vice President Whitfield reported that if the November ballot initiative does not pass, the YCCD will be subject to a budget cut currently estimated at \$5,277,938 (approximately \$1.5M for Columbia College). Further, while the YCCD has a plan to address the additional cut, the YCCD does not have funding to cover 100% of the deficit. Therefore, the district is working with constituent groups to plan for the gap and cover the shortfall. Members were invited to review a presentation made by Executive Vice Chancellor, Teresa Scott, housed the Fiscal

Services webpage, titled “Yosemite Community College District Tentative Budget Review 2012-2013”
http://www.yosemite.edu/fiscalservices/budget_files/YCCD%20Budget%20Review%202012-13%20Tentative.pdf.

Columbia College				
2011-2012 Actual vs. 2012-2013 Budget Comparison				
	2011-2012 Actual	2012-2013 Budget	Difference	Category
OBJECT: 51110 - Instruc-Regular	2,934,336.28	3,074,091.65	139,755.37	
OBJECT: 51170 - Instruc-Sabb Lv	110,177.60	77,713.00	(32,464.60)	
OBJECT: 51210 - NonInstruc-Reg	441,768.38	515,860.60	74,092.22	
OBJECT: 513xx - Instruc-Hourly/Daily	1,749,783.01	1,689,919.00	(59,864.01)	
OBJECT: 51340 - Instruc-Subs	9,858.67	4,626.00	(5,232.67)	
OBJECT: 51420 - NonInstruc-Mgmt	724,065.25	745,858.96	21,793.71	
OBJECT: 51430 - NonInstruc-Hourly/Dail	78,154.96	62,900.00	(15,254.96)	
OBJECT: 51440 - NonInstruc-Subs	25,000.00	25,000.00	-	
OBJECT: 51450 - NonInstruc-Vac PO	2,999.16	-	(2,999.16)	
OBJECT: 52110 - NonInstruc-Reg	1,103,109.92	1,204,000.45	100,890.53	
OBJECT: 52120 - NonInstruc-Mgmt	837,965.08	872,734.76	34,769.68	
OBJECT: 52150 - NonInstruc-Vac PO	19,159.17	952.00	(18,207.17)	
OBJECT: 52210 - Instruc Aides-Reg	261,329.20	262,678.31	1,349.11	
OBJECT: 52250 - Instruc Aides-Vac PO	7,296.65	-	(7,296.65)	
OBJECT: 52330 - NonInstruc-Hourly	60,354.11	23,000.00	(37,354.11)	
OBJECT: 52331 - Stu-NonInstruc-Hourly	27,213.08	33,350.00	6,136.92	
OBJECT: 52333 - Stu-NonInstruc-Fire/Se	55,228.00	58,344.00	3,116.00	
OBJECT: 52360 - NonInstruc-OT	354.86	550.00	195.14	
OBJECT: 52431 - Stu-Instruc Aides-Hour	19,197.57	6,141.00	(13,056.57)	190,368.78
OBJECT: 53000 - Benefit Budget Pool	2,782,694.31	3,031,499.27	248,804.96	248,804.96
OBJECT: 54102 - Books-Library	15,305.94	15,000.00	(305.94)	
OBJECT: 54209 - Library-Reg Subscripti	7,991.01	7,000.00	(991.01)	
OBJECT: 54301 - Instruc-Supplies	29,900.88	1,650.00	(28,250.88)	
OBJECT: 54307 - Instruc-Films	-	1,500.00	1,500.00	
OBJECT: 54311 - Instruc-Copier Use	1,095.60	850.00	(245.60)	
OBJECT: 54431 - NonInstruc-Supplies	48,399.71	63,593.00	15,193.29	
OBJECT: 54463 - NonInstruc-Subscriptio	1,657.45	1,647.00	(10.45)	
OBJECT: 54464 - NonInstruc-Food/Hospit	15,072.88	17,591.46	2,518.58	
OBJECT: 54467 - NonInstruc-Printing/Du	51.80	100.00	48.20	
OBJECT: 54500 - NonInstruc-Copier Use	0.96	400.00	399.04	
OBJECT: 54501 - NonInstruc-Dup Use	142.39	200.00	57.61	(10,087.16)
OBJECT: 55101 - Travel-In District	3,654.54	2,760.00	(894.54)	
OBJECT: 55102 - Travel-Out of District	24,162.22	25,560.00	1,397.78	
OBJECT: 55103 - Travel-Vehicle Operati	7,896.50	10,350.00	2,453.50	
OBJECT: 55104 - Travel-Field Trips	91.25	650.00	558.75	
OBJECT: 55211 - Fees-General	3,110.04	4,006.00	895.96	
OBJECT: 55212 - Fees-Discount	17,018.42	20,000.00	2,981.58	
OBJECT: 55214 - Fees-Dues/Memberships	15,261.10	17,535.00	2,273.90	
OBJECT: 55324 - Ins-Athletic	14,529.30	15,000.00	470.70	
OBJECT: 55431 - Services-Accreditation	29,479.71	20,000.00	(9,479.71)	
OBJECT: 55436 - Services-Consultant	13,666.35	16,000.00	2,333.65	
OBJECT: 55440 - Services-Advertising	1,490.53	1,800.00	309.47	
OBJECT: 55443 - Services-Other Contrac	227,882.77	213,874.00	(14,008.77)	
OBJECT: 55446 - Services-Repair/Mainte	32,724.12	34,576.54	1,852.42	
OBJECT: 55450 - Services-Postage	9,435.20	14,460.00	5,024.80	

OBJECT: 55467 - Services-Printing/Dupl	283.28	1,000.00	716.72	
OBJECT: 55552 - Util-Elec	1,213.09	-	(1,213.09)	
OBJECT: 55556 - Util-Phone	5,001.51	6,060.00	1,058.49	
OBJECT: 55661 - Activities-Commencemen	3,060.91	4,500.00	1,439.09	
OBJECT: 55667 - Activities-Bulletins/P	21,978.62	28,000.00	6,021.38	
OBJECT: 55668 - Activities-Professiona	3,600.00	3,600.00	-	
OBJECT: 55669 - Activ,Events	791.82	-	(791.82)	
OBJECT: 55771 - Rentals-Equipment	18,284.42	21,080.00	2,795.58	
OBJECT: 55772 - Rentals-Facilities	16,233.79	22,300.00	6,066.21	
OBJECT: 55885 - Other-Bad Debts	24,647.51	20,000.00	(4,647.51)	7,614.54
OBJECT: 56400 - Equipment<\$5K	234,824.20	42,525.00	(192,299.20)	
OBJECT: 56450 - Equipment>=\$5K	22,707.78	7,500.00	(15,207.78)	(207,506.98)
OBJECT: 57200 - Intrafund Transfers-Ou	413,613.85	406,000.00	(7,613.85)	
OBJECT: 57299 - Intrafund Transfers-C/	(14,702.37)	(8,450.00)	6,252.37	
OBJECT: 57519 - Grants/Tax Clearing	18,476.06	80,000.00	61,523.94	
OBJECT: 57930 - Special Program	-	353,174.00	353,174.00	413,336.46
Totals	12,540,080.40	13,182,611.00	642,530.60	642,530.60
2011-2012 Budget	13,212,651.99			
2012-2013 \$650,000 to carryover	672,571.59			

4. **Prioritization of Needs**

Group members agreed that whatever decisions are made, they must be made using reliable and accurate data and evidence, including trend analysis. Rules will be the same for all and, foremost, decisions will be made in terms of how the college is meeting student needs. President Gervin reported that the Columbia College Council is working to re-draft the college's ten goals to include measurable objectives—this will allow the college to prioritize needs based on its stated goals and objectives. The Big Picture Group asked that Dr. Gervin please relay their encouragement to the College Council to complete the goals and measurable objectives. Dr. Gervin commented that the BPBDG will be a great partner to the College Council to understand the importance and provide context to the rest of the college that prioritization must be done. Additionally, the BPBDG recommended that mandated funding requirements be made clear to further inform the resource allocation process.

5. **In-Service Day Message**

Group members agreed that they would like Dr. Gervin to relay the message at In-Service Day to “be proactive and personally involved; set the course for your program.” Faculty representatives reported that the Academic Senate will be hosting an activity at their Instructional Skills Workshop wherein they will use a “tree” as an analogy for their programs. They will look at what is critical to maintain the health and potential growth of their “tree.” Group members asked that this activity, and the results thereof, be shared at In-Service Day. Further, they expressed their support for the activity and encouraged all to continue to develop their trees—to think about it now, thereby giving one time to digest and process what may need to be put on hold or “pruned.” Lastly, individuals among the BPBDG commented that this call to action is not a threat, it is a financial reality that must be considered.

6. **Next Steps**

It was agreed that the purpose of the group is still valid; however, this year the group will be focused on communication and education of the college regarding the budget. Group members asked that Dr. Gervin provide a report at the next College Council meeting on the group's encouragement to complete the measurable goals task and ask the College Council its expectations of the BPBDG. Lastly, the group agreed to meet on September 12 and September 19, both meetings were scheduled for 1:00-3:00 p.m.

Columbia College Budget Discussion Group
“The Big Picture” – Finding a Sustainable Balance to Meet Future Needs

AGENDA

Wednesday, September 19, 2012

Time: 1:00 to 3:00 pm

Location: Manzanita Conference Room

1. College Council Response
2. Main Information Sources and Communication
3. Action Plan
4. Other Item(s)

BIG PICTURE BUDGET DISCUSSION WORKGROUP RECORD OF MEETING

September 19, 2012, Manzanita Conference Room

Workgroup Members Present: Leslie Buckalew, Nancy Bull, Elissa Creighton, Doralyn Foletti, Wendy Hesse, Karin Rodts, Dennis Gervin, Raelene Juarez, Marnie Shively, Kathy Sullivan, Gary Whitfield

Workgroup Members Not Present: Gene Womble

Guest(s): None

1. Minutes

Dr. Gervin reviewed the minutes from the August 15, 2012 meeting. These minutes were posted on the web and a link was sent to committee members prior to the meeting. There were no changes brought forward regarding the previous meeting record. Dr. Gervin used the August 15 minutes to briefly review some key focal points from the meeting, and reminded the group that they had forwarded information to the College Council. The group was informed that the College Council had responded, and that they had posed some questions to the BPBDW.

2. College Council Response

Part of the August 16, 2012 College Council (CC) meeting included 3 messages from the BPBDW to CC: 1. "Move forward on completion of the college goals review, it will be vital to prioritization of funding as the college maneuvers the current fiscal crisis"; 2. "Please ask the faculty to share the "tree" activity (identifying program essentials) process and results from their retreat"; and, 3. "What can the BPBDW do, what is the CC's expectation of the group?" In response to the last question, the College Council noted that while the CC is the "budget review committee," and would likely be the body to discuss budget scenarios, individual Council members felt it would be helpful if the BPBDG could provide three visionary scenarios—"optimistic, maintenance or best we can do, and worst case or draconian". After some discussion, it was agreed that determining scenarios was outside of the stated purpose of the group, but general feeling of the group was that the communication between the two bodies was important.

Toward the end of the discussion, Dr. Gervin stressed that he was concerned that the sense of urgency that the BPBDG shared in its last meeting did not seem to be taking hold throughout the campus, and that there still seemed to be significant resistance to open discussion relating to the potential impact of budget cuts. He added that he was looking for a plan of action (from this group) to move the college forward with discussions on how to further cut back on expenses.

3. **Main Information Sources and Communication**

Dr. Gervin asked the group to brainstorm how to better share the information and knowledge that the BPBDW had acquired, and informed them that the intent was to come away from this meeting with an action plan to 1) Streamline and simplify information resources relating to budget, and 2) a mechanism to stimulate programmatic and college-wide discussion. Lively discussion relating to the above stated purposes led to a suggestion, from Doralyn Foletti, that the BPBDW might start off with a “Myth busting” role by addressing common myths or misperceptions regarding the college budget. The group felt that this approach would work well to combine information sharing and to stimulate conversations.

The group began building a list of myths, which were then to be worked on by a smaller group over the next few days. During this discussion, Karin Rodts shared some questions that had been forwarded to her for the group. The focus of some questions was somewhat specific, but in each case, the group worked to frame the question into something that was applicable to the institution. This activity fit in very well with the current activity and resulted in a much deeper discussion regarding common questions, myths and the fact that ‘fear of the unknown’ can generate myths and eventually lead to infighting and damage to the culture. It also brought forward that some myths or questions are generated because we may not know what ‘other’ programs or department do, and that such uncertainty can lead to questions relating to effectiveness that might seem critical or judgmental. During the discussion, a number of other strands arose that were discussed as potential action plans.

4. **Action Plan**

A lengthy and engaging brainstorming session resulted in two primary strands that everyone agreed would be viable as Action Plans. It was decided that subgroups of the committee would work on these prior to the next scheduled meeting. Those subgroups would refine the draft concepts and present them to the group via email after further development. Initial groups formed (shown below), but it was recognized that members would likely be involved in both and that there should not be any boundaries.

Strand 1) “Web-group”

Kathy Sullivan agreed to take a lead role in this group and a number of others agreed to participate. Some of the brainstorming ideas included: 1) Including the names of BPBDW committee members and the BPBDW purpose on the website 2) Creating a ‘dashboard’ of budget vital signs that could easily be accessed 3) prioritizing and grouping current budget resources on the web 4) creating a budget glossary 5) creating a Myth buster or FAQ section 6) Identifying ‘savings celebrations’ to highlight creative ideas for savings 7) a visual time-line that shows decision and action times relating to budgeting

Team:

Kathy Sullivan

Leslie Buckalew
Karin Rodts
Nancy Bull

Strand 2) “Myth busters”

Raelene Juarez agreed to take the lead on the Myth buster plan. This group will work on the best wording to capture perceived “budget myths”, and then work on responses that will link to existing budget information resources. Other creative ideas were put forward regarding how the group might share the Myth busting with the college.

Team:

Raelene Juarez
Marnie Shively
Doralyn Foletti
Elissa Creighton

Strand 3) “Rainy Day Plans”

Toward the end of the discussion, the idea of focus groups came forward and had considerable support. There were a number of ideas regarding possible topics, but the one that gained the most support was having different programs or areas share “Rainy Day Plans”, for how they would want to manage budget cutbacks in their program if it was required

Dennis will lead this strand

Raelene Juarez offered to give an initial presentation in about 2 weeks (first week of October)

Strand 3) “Guided Tours”

The concept of taking our peers and others on ‘5 minute budget tours’ to familiarize them with the tools and resources available to better understand the college budgeting process and issues. The thought was that this could build on the Web-group Strand after the website is further developed

5. Budget Update

Vice President Whitfield gave a quick update on the current year’s budget, and also that for 2013-2014. He summarized that in 2013-2014 we have the huge challenge of dealing with the fact that we have \$650,000 of one-time funding in this year’s budget, and if the November Tax Initiative does not pass, we will have an additional \$350,000 hit. This means we would have to carve out about \$1,000,000 to make a balanced budget for 2013-2014 if we are not allowed to carryover any funds to next year. This is most certainly a reason for concern, and is a driving force behind the urgency of our action plans.