

# Budget Development

## FY10 Principles and Criteria

8 January 2009

The allocation of resources will balance the overall offerings of the college in accordance with the prioritized mission of the college. Allocation will be guided by the college strategic plan, other planning efforts – unit plans and council plans – that align with the strategic directions, and our focus on learning. It must also meet the legal, contractual - including collective bargaining agreements, accreditation obligations, and board policies of the college. It is recognized that implementation of these obligations may involve other groups and processes.

### PRINCIPLES

The allocation of resources and budget reductions will:

- Maximize revenue generation balanced with accessibility and affordability
- Invest in new activities that maximize future revenue
- Support student enrollment, retention, success, and learning, while minimizing negative impact of budget constraints on quality of student services, instruction and college infrastructure
- Maximize investments in systems development that will save resources and streamline work processes that result in savings in the long run
- Maintain ability to respond to community needs

CRITERIA AND DATA ELEMENTS  
(For Unit planning and budgeting purposes)

**Instructional Programs**

CRITERIA	DATA ELEMENT
Enrollment – demand	5-year Enrollment History; future trends
Program – Discipline cost	Cost per FTE; revenue; comparisons with selected Oregon colleges
Retention	Student Persistence at the institutional level; course completion
Capacity – Utilization	Capacity Analysis – class fill rate; student:faculty FTE
Essential courses required for degree/certificate	Student enrollment in required courses
Availability of jobs (for CT programs)	Employment Department data
Wages (for CT programs)	Employment Department data
Job Placement (for CT programs)	Employment Department data

**Student Services**

CRITERIA	DATA ELEMENT
Enhances Student Engagement	Number of service contacts Number of unduplicated participants Demographics of individuals served Other evidence of enhancing engagement
Enhances Student Learning	Enhanced student persistence Enhances one of five benchmarks from the Community College Survey of Student Engagement (Active & Collaborative Learning, Student Effort, Faculty/Staff and student interactions, Academic Challenge, Support for Learners) Other evidence of enhancing learning
Enhances Student Satisfaction	ACT Satisfaction data CCSSE satisfaction data Other evidence of enhancing satisfaction
Requirement for Service	Essential to completing a business process with students Essential to an effective educational experience Legally mandated
Uses resources efficiently	Comparison of faculty/Staff to student ratios to national association standards and best practices. Develop appropriate institutional benchmarks, Demand/capacity analysis (i.e., waitlists, complaints about access, etc.) Total general fund budget Budget from other sources (i.e., student fees, grants, etc.) Other evidence of efficient use of resources
Note: Because Student Services are so diverse, it is difficult or impossible to use a standard set of data elements for every service.	

**College Services**

CRITERIA	DATA ELEMENT
Service is essential to operation of the institution	Consequences of not having service Citation(s) for legal requirements (e.g. governing ORS, federal code, IRS, and audit requirements)
Cost of service	Total General Fund support for service (offset by service charges) Service charges and other revenue that offset GF support Revenue directly provided to GF by service
Service is cost effective	Comparison to industry standards (e.g. housekeeping sq. ft./staff FTE, # desktops/IT technician). Develop appropriate institutional benchmarks, Cost comparisons with similar outside services Cost savings for college compared to cost of service
Service is utilized	Customer counts Service logs Number of transactions
Note: Because college services are so diverse, it is difficult or impossible to use a standard set of data elements for every service.	