

College Adopted Principles for Budget Reductions

Revised December 21, 2009

Budget cuts combined with the college's structural deficit (dependence on one-time funds to support on-going expenditures) will necessitate reductions in staffing and elimination of some programs and services. As we prepare for these potential cuts, the College will continue to focus on student learning and student success as our top priority, excellence in teaching and learning, strategic investment in the future, evidence-based decision making and collaboration across departments and programs. Therefore, the following principles shall guide College decision-makers in addressing reductions to the operating budget:

- In addition to identifying cuts, the college needs to focus on efficient optimum enrollment and enhanced student success/persistence
- The college will focus on the requirements of the institution as a whole in prioritizing cuts;
- All units must identify and implement program efficiencies and savings; optional delivery modalities, organizational structures and service levels may be proposed.
- Cuts shall not jeopardize the college's fiscal integrity nor its fiduciary or legal responsibilities;
- Whenever possible, cuts shall be made to non-core services and programs before they are made to core services and programs;
 - "Core" functions include those that provide direct instruction, are required for students to participate in college learning programs or are necessary to maintain a healthy, safe and secure campus;
 - Reductions and eliminations should be:
 - To programs, particularly high cost ones, with low enrollments or participation rates;
 - To programs and services that no longer effectively serve students;
 - To programs and services in facilities that can garner higher revenue through other uses;
 - To programs and services that can be provided elsewhere, by other individuals/organizations or in other ways;
- When possible, consideration shall be given to filling mission-critical vacancies in core units with appropriate existing staff whose current positions may be eliminated or reduced;
- Units with revenue capability must reduce reliance on college subsidy;
- While the degree of financial impact is not predictable, all college employees must seek to reduce utility costs through responsible practices of turning off lights, computers, etc. and adjusting thermostats;
- When positions are reduced, the college shall assess the direct and indirect impact and realign staffing and/or units, if necessary;
- The college shall avoid across the board generalized cuts that erode all units and make everyone less effective;

All college faculty and staff are encouraged to continue to be engaged in the meetings and conversations about budget reductions and their impact, and to be sensitive to and supportive of those impacted.