

BDST Adopted Strategies for Budget Reductions

December 12, 2008

Budget cuts in excess of 2% cumulatively for FY10 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, BDST urges continued focus on the students 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 PVCC Budget Development Steering Team (BDST) recommends the following principles to guide College decision-makers in addressing reductions to the operating budget:

- In addition to identifying cuts, the college needs to focus on efficient enrollment growth and enhanced student success/persistence
- Whenever possible, cuts shall be made to non-core services and programs before they are made to core services and programs;
 - "Core" units 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;
 - 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 or in other ways;
- Cuts shall not jeopardize the college's fiscal integrity nor its fiduciary or legal responsibilities;
- 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 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;
- The college will focus on the requirements of the institution as a whole in prioritizing cuts;
- When positions are reduced, the college shall assess the direct and indirect impact and realign staffing and/or units, if necessary;
- Avoid across the board generalized cuts that erode all units and make everyone less effective;
- Core and non-core units must identify and implement program efficiencies and savings; optional delivery modalities, organizational structures and service levels may be proposed.

BDST encourages all college faculty and staff 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.