

Salt Lake Community College
Informed Budget Process
Final Report
FY 2014

Prepared by the Budget Office
July 2014

Introduction

The College continually considers the adequacy of financial resources in relation to its mission, strategic priorities and goals, and diversity of its programs and student body. In 2006, SLCC began a strategic and operational planning cycle referred to as the Informed Budget Process (IBP). This process was designed to more strategically align the use of institutions resources with the vision, mission, core themes, and strategic priorities and objectives development and fulfillment. Simultaneously, SLCC instituted the IBP to achieve increased accountability, transparency, and collegial dialog in strategically guided budget processes at the College.

The IBP requires that all members of the College community share the responsibility for creating informed budget requests. Requests are channeled upward from departments and divisions to Deans and Directors, who work with their respective VPs to coordinate and prioritize for final funding consideration. Standing Committees and Councils also submit budget requests for consideration through sponsoring VPs. Deans and Directors present budget requests to the College community in open meetings.

As part of the IBP, each area receiving funding is responsible for “closing the loop” in the budget process, by providing accountability reports documenting progress on intended project outcomes. These reports are shared with the President, Executive Cabinet, IBP standing committee, and college at-large on an annual basis.

SLCC Core Themes

(August 2012-15)

- ❖ Access and Success
- ❖ Transfer Education
- ❖ Workforce Education
- ❖ Community Engagement

SLCC Strategic Priorities

(2012-2015)

❖ Enhance Quality Higher Education

- Provide technology-enhanced, student-centered learning opportunities that improve efficiencies while maintaining instructional quality
- Define and implement a stackable credential model to allow students to advance career and academic goals
- Strengthen HS→College transition through curriculum alignment and improved communication
- Incorporate a global focus into curriculum and student experience

❖ Improve Student Access and Success

- Improve access & completion of students of color
- Reconsider college admissions, readiness criteria and remediation pathways
- Improve completion rates for remedial and gateway courses
- Empower students to be more intentional in planning and achieving academic and career goals
- Scale up high impact practices (Learning Enhancement courses and clear curriculum pathways)

❖ Advance Partnership/Relationships with the Community & Business

- Advance SLCC's community engagement in alignment with Carnegie Classification for Civic Engagement
- Improve intentional communication to engage internal and external stakeholders
- Build mutually beneficial relationships with community groups in service area
- Strategically focus educational programs with business and industry alliances to provide gainful employment opportunities for students

❖ Advance a Culture of Evidence & Accountability

- Improve access to institutional effectiveness metrics and student progress data
- Create integrated system to inform and support strategic quality improvement by all college departments
- Improve program review and new program implementation decision models
- Refine the Informed Budget Process to incorporate Strategic Council needs and program review requirements

❖ Strengthen Institutional Support

- Advance a culture of sustainability throughout the institution
- Strengthen internal remodel, renovation and capital projects budget and planning process
- Create and Implement an IT Strategic/Tactical Plan to support College strategic goals
- Fully implement employee career development & advancement pathways
- Provide professional development for faculty and staff on student-centered,

Informed Budget Process Time Line

September – October

Budget Committee

- Initial meeting to discuss process and expectations of budget process
- Review year-end accountability reports from departments that received base or one-time funds for prior fiscal year

Departments, Divisions, and Schools

- Identify base shortfalls/excess (using 5-year histories provided by the Budget Office in early October)
- Reallocate base funds to address shortfalls if feasible (within and across departments)
- Department, division, and school meetings (with respective staff and/or faculty) to identify base, one-time, and remodeling needs to support strategic priorities for next fiscal year
- Prepare Accountability Reports
 - How new year funds have been used since July 1 (or proposed spending plan)
 - New year base budget vs. last 3 years of actual expenditures by expense category
 - Budgetary accomplishments / challenges for current and next fiscal year
 - Key performance indicators

November

Provost & Vice President Areas

- Hold **OPEN FORUM** Provost and Vice President Area Meetings
 - Using PowerPoint presentation identify the following for all departments:
 - New year base budget vs. last 3 years of actual expenditures
 - Key performance indicators
 - How new year funds have been used (or spending plan)
 - Budgetary accomplishments / challenges for current and next fiscal year
 - Base, one-time, and remodeling budget priorities for next fiscal year
 - Forward final presentation to Institutional Research to be placed online accessible to all employees

December - March

Budget Committee

- Meet and review information presented in November open forum meetings

Departments, Divisions, and Schools

- Analyze mid-year budget and actual expenditures (adjust spending as necessary)
- First reports meet with directors and department/division chairs to prioritize base, one-time and remodeling budget initiatives.

Provost & Vice President Areas

- Provost and Vice presidents meet with appropriate first reports to finalize and prioritize base, one-time, and remodel priorities for next fiscal year

April

Provost & Vice President Areas

- All backup documentation for priorities prepared and submitted to the Provost or appropriate Vice President and Budget Office including the following:
 - Completed electronic on-line submission form
 - Job description and HR assigned salary range for new positions
 - Justification / demonstrated need (key measures and ratios, comparables)
 - Identification of how the project supports the College's strategic priorities

Budget Committee

- Joint meeting with Executive Cabinet for presentation of prioritized divisional base, one-time, and remodel needs for next fiscal year

Executive Cabinet

- Finalize all budget recommendations for next fiscal year

May - June

Budget Office

- Communicate to college community the projects that received funding for next fiscal year
- Review fiscal year-end expenditures and budgetary activities

FY 2014 IBP Committee Recommendation

The IBP Committee would like to express its appreciation to the President and Cabinet for the opportunity to participate in the annual budget process. The Committee takes its responsibility seriously and would like to forward its budget recommendation for the Executive Cabinet's consideration.

When developing the FY 2014 IBP Budget Committee recommendation, the Committee evaluated each project on its merits as presented by the Executive Cabinet members in relationship to the institutional 2012-2015 Strategic Planning document approved in August 2012. The Committee weighed each project against the strategic plan, how each project would contribute to the larger institutional imperatives of student goal attainment and inclusivity, the project's direct link to a core theme and/or strategic priority, and the overall impact of the project on the larger college community.

During the Committee's deliberation, there were a couple of policy/philosophy questions that were asked. The Committee asked if the Executive Cabinet might address these questions and provide guidance to Committee as similar types of requests come forward in the future.

1. What is the institutional position or obligation to provide funding for federal grants or other externally funded projects when the funding is reduced or ends? In other words, should these requests automatically be considered for funding?
2. If a position/project is currently funded using other institutional resources (i.e. student fees, auxiliary revenues) and is requested to be moved to appropriated resources, what happens to the resources that are now freed up? Does this create new revenue for the division or area to now fund other projects or items not addressed through the IBP, including the development of additional positions?

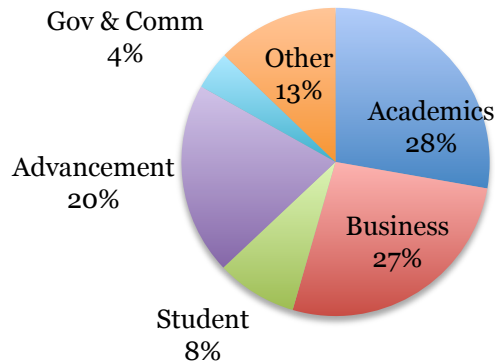
Base Projects

Estimated Available Dollars: \$645,000

The Committee reviewed a total of 11 base requests with a dollar ask of \$754,353 this year. The Committee has recommended that 9 of the requested base projects be supported for a total of \$562,255. The Committee recommended to not allocate \$82,745 of the base funds and return these funds to Cabinet for consideration in supporting other institutional priorities as deemed appropriate by Cabinet.

With limited funds available, the Committee also tried to ensure that each area receive a portion of the funds to support at least 1 of his/her top 3 requests. The Committee's Recommendation by Executive Cabinet member and respective percentage share of available funds is shown in the following chart.

IBP Base Budget Recommendation



Area	Amount	% of Total
Academics	\$179,025	28%
Business	\$172,450	27%
Student	\$54,750	8%
Advancement	\$130,000	20%
Gov & Comm	\$26,030	4%
Other	\$82,745	13%
Total	\$645,000	

	<u>VP Request</u>	<u>Recommended</u>
<i>Academic Services</i>		
<i>CFNM Network Admin III & Hourly Wages</i>	<i>\$108,000</i>	<i>\$108,000</i>
<i>Engineering Faculty Position</i>	<i>\$71,025</i>	<i>\$71,025</i>
<i>Business Services</i>		
<i>Energy Manager</i>	<i>\$70,950</i>	<i>\$70,950</i>
<i>Budget Office Benefits Package</i>	<i>\$25,000</i>	<i>\$25,000</i>
<i>Wellness Program Coordinator</i>	<i>\$76,500</i>	<i>\$76,500</i>
<i>Student Services</i>		
<i>International Student Services Advisor 2</i>	<i>\$61,988</i>	<i>Not Recommended</i>
<i>Community Outreach Coordinator</i>	<i>\$54,750</i>	<i>\$54,750</i>
<i>Trio/Talent Search Budget Replacement</i>	<i>\$30,110</i>	<i>Not Recommended</i>
<i>Institutional Advancement</i>		
<i>Marketing Budget Increase</i>	<i>\$180,000</i>	<i>\$80,000</i>
<i>Digital Signage Network</i>	<i>\$50,000</i>	<i>\$50,000</i>
<i>Government & Community Relations</i>		
<i>Admin III Benefits Package</i>	<i>\$26,030</i>	<i>\$26,030</i>
<i>Other – Cabinet & Institutional Priorities</i>		
	<i>\$82,745</i>	<i>\$82,745</i>
Total:	\$745,353	\$645,000

The Committee did not recommend funding the International Student Services Advisor 2 position using E&G resources this year. The position is currently funded using student fees and the Committee asked if this funding relationship might continue for FY 2014.

The Committee did not recommend funding for the Trio/Talent Search request. The Committee felt that the program is beneficial and definitely supports the College’s strategic plan, core theme, strategic priorities and imperatives, however were concerned about the policy/philosophy surrounding the replacement of federal budget reductions with appropriated funds. The Committee asked if Cabinet might consider recommending an alternative one-time funding source for FY 2014 in hopes that sequestration impacts will be addressed by the Feds in FY 2015.

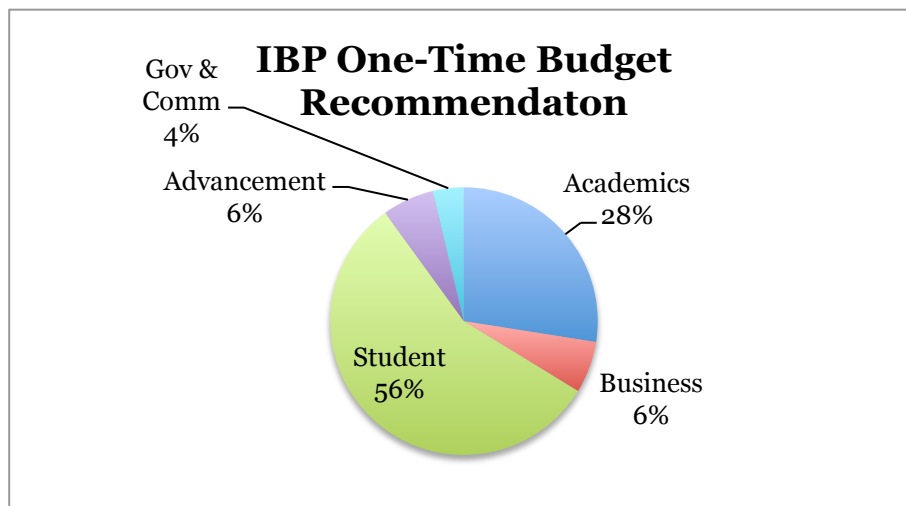
The Committee only recommended \$80,000 of the \$180,000 for the Marketing request. Last year the committee recommended a \$100,000 base increase for marketing bringing the total base current expense budget for marketing to \$250,000. Marketing will also be receiving a one-time budget allocation of \$140,000 from the cabinet to support a recruiting/enrollment campaign.

One-time & Remodel Projects

Available Dollars: \$400,000

The Committed reviewed a total of 9 one-time requests with a dollar ask of \$661,100 this year. The Committee has recommended that 5 of the requested base projects be supported for a total of \$400,000.

With limited funds available, the Committee also tried to ensure that each area receive a portion of the funds to support at least 1 of his/her top 3 requests. The Committee’s Recommendation by Executive Cabinet member and respective percentage share of available funds is shown in the following chart.



Area	Amount	% of Total
Academics	\$110,000	28%
Business	\$25,000	6%
Student	\$225,000	56%
Advancement	\$25,000	6%
Gov & Comm	\$15,000	4%
Total	\$400,000	

	<u>VP Request</u>	<u>Recommended</u>
<i>Academic Services</i>		
Adjunct Training	\$99,000	\$110,000
Adjunct Academy	\$60,000	<i>Not Recommended</i>
<i>Business Services</i>		
Facilities Current Expense	\$25,000	\$25,000
<i>Student Services</i>		
On Campus Student Employment	\$250,100	<i>\$225,000</i>
South City Remodel DRC/SAT	\$65,000	<i>Not Recommended</i>
South City Remodel Student Express Phase II	\$102,000	<i>Not Recommended</i>
<i>Institutional Advancement</i>		
Video Editing Equipment & Storage	\$25,000	\$25,000
Digital Signage Network	\$20,000	<i>Not Recommended</i>
<i>Government & Community Relations</i>		
Community Engagement/Carnegie	\$15,000	15,000
	Total: \$661,000	\$400,000

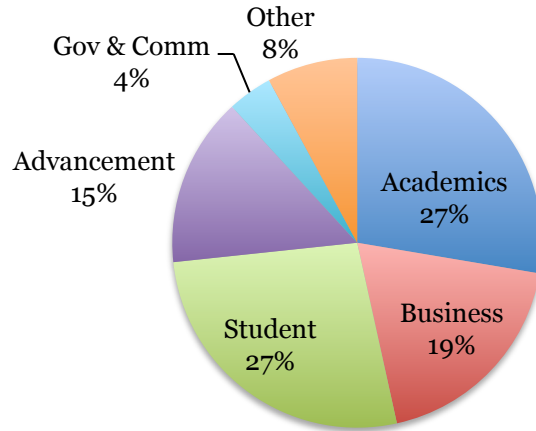
The Budget Committee did not recommend the funding for the adjunct academy for FY 2014. The Committee felt that there was a larger impact, which supports more adjuncts in the department specific request item. The Committee did recommend an increase in adjunct training not specifically earmarked for the Adjunct Academy (which serves only 22-25 adjuncts per year) to provide training that is strategically focused and scaled to impact more adjunct instructors.

The Committee did not recommend funding for either South City remodel project. The Committee was advised that it may be possible to accommodate the DRC/SAT moves within existing budgets and resources. The South City project for the student express space was discussed in detail, but it came down to either supporting the remodel or student employment at a higher level. The Committee felt that the student employment initiative more closely aligned with the strategic priorities of the institution in supporting access, retention and completion goals for students.

The Committee did not recommend funding for the additional digital signs for the CFNM and IAB building at this time. With limited resources, the committee felt that the use of funds to support adjunct training, and student employment were more important than additional Digital Screens.

When looking at the IBP Committee's budget recommendation in total (base and one-time) by Executive Cabinet member and amounts, the final distribution of new funds is outlined in the chart on the following page.

Total IBP Budget Recommendation



Area	Base	One-Time	Total	% of Total
Academics	\$179,025	\$110,000	\$289,025	27%
Business	\$172,450	\$25,000	\$197,450	19%
Student	\$54,750	\$225,000	\$279,750	27%
Advancement	\$130,000	\$25,000	\$155,000	15%
Gov & Comm	\$26,030	\$15,000	\$41,030	4%
Other	\$82,745	\$0	\$82,745	8%
Total	\$645,000	\$400,000	\$1,045,000	

In summary, the IBP Committee has thoughtfully and intentionally reviewed each project and respectfully submits its recommendation to the Executive Cabinet for consideration in its final budget deliberations.

FY 2014 Informed Budget Process Base Funded Outcomes
(E & G Line Item)

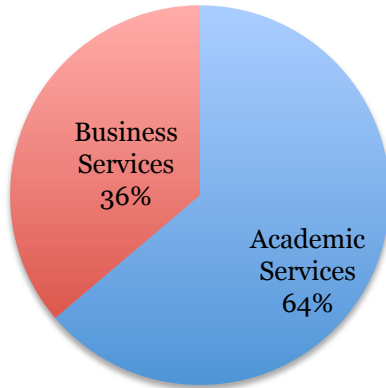
Ongoing E&G Revenue Changes

Total New State Tax Funds:	\$4,323,400
6.0% Tuition Increase:	\$3,180,000
Concurrent Enrollment Tuition:	\$280,000
Enrollment Tuition Shortfall:	<u>(\$2,830,400)</u>
FY 2014 New Base Revenue:	\$4,953,000

FY 14 Funded Projects

Compensation Considerations	\$2,500,900
➤ 1% Salary Increase	
➤ Performance Based Pay Increases	
➤ Health Insurance Cost Increases	
➤ State Retirement Increases	
Legislative Funded Projects	\$1,091,000
➤ Student Analytics	
➤ Engineering Initiative	
Institutional & Academic Infrastructure Support	\$1,165,150
➤ Hourly-teaching base funding +benefits	
➤ Summer Contracts Structural Deficit	
➤ Lease Escalation Costs	
➤ IT Infrastructure Support	
➤ IT Programmer for Student Services	
Informed Budget Process Projects	\$195,950
Academic Services	
➤ CFNM Network Administrator & Lab Aides	
Business Services	
➤ Energy Manager	

FY14 IBP Projects by Division



Academic Services	\$125,000	64%
Business Services	\$70,950	36%

Informed Budget Projects by Core Theme & Strategic Priority

Institutional Infrastructure	\$195,950	100%
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Institution Infrastructure & Accountability

- CFNM Network Administrator & Lab Aides
- Energy Manager

Salt Lake Community College
Informed Budget Process Project Request Form
 Fiscal Year 2014 – Year 1 Accountability Report

Institution Division: Academic Affairs

School/Department: Institutional Request: School of Arts and Communication

Project Title: Network System Administrator for the Center for New Media & Hourly wages for a part-time equipment lab aid

Project Description: This request is to support the hiring of a Network System Administrator and part-time equipment lab aid to oversee and monitor all of the new high-tech equipment being purchased for the Center for New Media. This position will report to IT, and will work closely with the Dean of the School of Arts, Communication, and New Media to help ensure programmatic needs are addressed.

Select the Core Theme, Strategic Priority, and/or College Imperative that your project supports.

Core Theme

- Transfer Education
- Workforce Education
- Student Access & Success
- Community Engagement

Strategic Priority

- Improve Student Access & Success
- Enhance Quality Higher Education
- Advance Partnerships with Business & Community
- Advance a Culture of Evidence & Accountability
- Strengthen Institutional Support

Imperative

- Student Goal Attainment
- Inclusive Communities

	Base	One-Time	Remodel	Total
Project Budget Request:	\$125,000			\$125,000
Salaries	\$64,900			\$64,900
Hourly Teaching				
Hourly Non-teaching	\$16,360			\$16,360
Salaried Benefits	\$49,600			\$49,600
Hourly Benefits (10%)	\$1,640			\$1,640
Current Expense	\$1,500			\$1,500
Travel				
Equipment				
Total Request	\$125,000			\$125,000

Salt Lake Community College
Informed Budget Process Project Request Form (Continued)
Fiscal Year 2014 – Year 1 Accountability Report

Project Title: Network System Administrator for the Center for New Media & Hourly wages for a part-time equipment lab aid

What are your expected outcomes and how will you measure success in achieving your outcomes?: 1. The New Media Center equipment and labs will function appropriately and provide the required industry standard technological support for faculty, staff and students. 2. Provide information and technical support for faculty, staff and students. 3. Provide leadership and industry trend information to part time computer lab support staff
Resolution of software and hardware problems can be quantified and measured.

How will your project improve quality and efficiency? The full-time position will provide leadership and support for the general operation of the “Data Center” at the Center for New Media. This position will also be responsible for ensuring appropriate maintenance of the equipment associated with the Center for New Media and will be required to make annual recommendations for equipment replacement and appropriate new purchases.

How will your project focus on learning & outcomes? This position directly supports student learning, since the New Media Center will be an active learning space for a variety of highly technical digital media arts disciplines. The maintenance and updating of the NMC is of primary importance if we want our students to leave with industry standard equipment knowledge.

How does your project support the College’s core themes, strategic priorities, and college imperatives identified above? The project first and foremost will help strengthen the institutional IT infrastructure by providing dedicated IT support for the Center for New Media. The project will also help support the college’s overall objective of quality higher education through the expanded use of technology. The project will support the maintenance and general access to equipment associated with the Center for New Media.

Salt Lake Community College
Informed Budget Process Project Request Form
Fiscal Year 2014 – Year 1 Accountability Report

Year 1 Accountability Report

What efforts have been made to implement your project? The two individuals were hired (John Madsen – Systems Administrator III, and Robert Devins – IT Lab Aide I) and have been supporting the Center for Arts and Media for the past year. Both have been instrumental in supporting the new campus, the technology and the needs of the Faculty, Staff and Students.

If your request was for a position(s), when did you hire the position(s)?
John Madsen started in August 2013, and Robert Devins started in September 2013

Please provide specific examples for FY14 of how your project has:

1. Improved quality and efficiency at the institution.

Madsen is regularly monitoring the data center and equipment located at South and consults with Faculty to help provide storage or other server resources as needed. Devins provides lab support (computer imaging, maintenance, software installations, etc) for all the new labs in the CAM.

2. Improved student learning and goal attainment

As mentioned in the request, the work these two accomplish helps student and faculty success and provides a great educational experience.

3. Specifically supported the institutions mission, core themes, strategic priorities, and core imperatives.

As mentioned in the request, the dedicated support staff for the Center allows quick response to any issues and helps to ensure a quality technology infrastructure for the College at that location.

Year 2 Goals – Outcomes

What are your specific goals or expected outcomes for year 2 for this budget request? (Quantitative and/or Qualitative)

Both of these individuals will continue to support, maintain and consult with local faculty to support the technology needs of the CAM and South City Campus.

Salt Lake Community College
Informed Budget Process Project Request Form
 Fiscal Year 2014 – Year 1 Accountability Report

Institution Division: Business Services

School/Department: Facilities

Project Title: Energy Manager Position

Project Description: The request is for an energy manager position, which requires a very technical and sophisticated skill set. This position will work with the utility companies on ensuring the college receives the utility company incentives. It will oversee and manage all sub-metering of utilities, energy management, compiling reports for sustainability requirements for compliance with our LEED certification on the new buildings, analyzing utility use data, and overall energy compliance standards.

Select the Core Theme, Strategic Priority, and/or College Imperative that your project supports.

Core Theme

- Transfer Education
- Workforce Education
- Student Access & Success
- Community Engagement

Strategic Priority

- Improve Student Access & Success
- Enhance Quality Higher Education
- Advance Partnerships with Business & Community
- Advance a Culture of Evidence & Accountability
- Strengthen Institutional Support

Imperative

- Student Goal Attainment
- Inclusive Communities

	Base	One-Time	Remodel	Total
Project Budget Request:	\$70,950			\$70,950
Salaries	\$42,000			\$42,000
Hourly Teaching				
Hourly Non-teaching				
Salary Driven Benefits	\$27,450			\$27,450
Hourly Benefits (10%)				
Current Expense	\$1,500			\$1,500
Travel				
Equipment				
Total Request	\$70,950			\$70,950

Salt Lake Community College
Informed Budget Process Project Request Form (Continued)
Fiscal Year 2014 – Year 1 Accountability Report

Project Title: Energy Manager Position

What are your expected outcomes and how will you measure success in achieving your outcomes?: This position is expected to increase the overall energy usage efficiency and savings that the institution experiences annually. Success will be measured based on annual savings, rebates received, LEED certification status.

How will your project improve quality and efficiency? The Energy manager is capable of putting forth a program that will not only save millions of dollars in unnecessary energy costs, but will also help the community college become a leader in our community for energy efficiency. The position will be able to provide quick and accurate energy usage reports to requesting agencies and departments, as well as internal stakeholders. This position will be required to closely coordinate the energy usage and strategies with the available utility provider incentives and requirements.

How will your project focus on learning & outcomes? The institution could leverage this position with internships and coops surrounding the new Energy Management program, Architectural Program and/or pre engineering program by pairing students with a professional in the field with access to actual real world, real-time data to supplement the educational experience in the classroom.

How does your project support the College's core themes, strategic priorities, and college

imperatives identified above? The project aligns directly with the strategic priority of providing a culture of evidence and accountability. The energy manager will provide the college with the ability to implement very detailed tracking of energy usage and the budgets assigned to support that function at the college.

Salt Lake Community College
Informed Budget Process Project Request Form
Fiscal Year 2014 – Year 1 Accountability Report

Year 1 Accountability Report

What efforts have been made to implement your project? An Energy Manager was hired in November 2013.

If your request was for a position(s), when did you hire the position(s)? November 2013

Please provide specific examples for FY14 of how your project has:

1. Improved quality and efficiency at the institution.

The energy manager has begun designing a sustainability master plan to help guide institutional decisions. He has helped implement a \$700,000 lighting program upgrade (with a Return on Investment (ROI) of less than five years) that will save more than \$80,000 a year in electrical costs, in addition to the incentives. He has researched and helped implement solar panel projects on the LAC and Gundersen Building compound. He has researched retro-commissioning incentives that could save approximately 400,000 KW of electricity a year. He is training employees to be more efficient and energy conscious at work.

2. Improved student learning and goal attainment

The Energy Manager is involved with the energy program taught at SLCC. He is working on hiring an intern to assist with data gathering and collaborates with other Utah high education facilities to promote sharing knowledge and experiences. He is working on a project to help students become more aware of how their efforts impact energy costs and the environment.

3. Specifically supported the institutions mission, core themes, strategic priorities, and core imperatives.

The Energy Manager is very concerned about sharing knowledge with other SLCC departments. He is trying to revise the sustainability committee, which includes faculty, staff, students and the community. There are many departments that have grants or ideas on what could be done. He wants to foster these ideas and use the funds available for the greatest amount of good for the college and the community.

Year 2 Goals – Outcomes

What are your specific goals or expected outcomes for year 2 for this budget request? (Quantitative and/or Qualitative)

The Energy Manager will complete a sustainability outline for SLCC that will promote and support SLCC energy efficiency and sustainability efforts. Additional energy saving methods will be identified. Collected data will be used to increase SLCC employees' and students' awareness of energy costs and to change behavior (e.g., shutting off lights, turning off water).