

BUDGET COMMITTEE

MEETING AGENDA

November 19, 2014

3:00 p.m.



Location: Building 4, Conference Rm. #2460

Time: 3:00 p.m. – 4:30 p.m.

Committee Members:

Mike Gregoryk, Chair
Richard McGowan,
Co-Chair
Irene Malmgren
Audrey Yamagata-Noji
Mark Fernandez

Gary Nellesen
Martin Ramey
Rosa Royce
Lisa Romo
Johnny Jauregui
Lance Heard

Michael Sanetrick
Fernando Aguayo (Student)
Gisela Carrillo-Lopez (Student)

Bill Scroggins (Guest)
Kerry Martinez (Notes)

AGENDA ITEMS:

- 1. Agenda Check**

- 2. Review Budget Committee Meeting Summary of October 15, 2014, and Joint Committees Meeting – Budget and Institutional Effectiveness Summary of November 5, 2014**

- 3. Review Revised Budget Calendar and Budget Development Guidelines**

- 4. Statement from the Budget Committee to President's Cabinet – Ongoing Structural Deficit**

**Mt. San Antonio College
Budget Committee
Summary of November 19, 2014**

Committee Members:

- Mike Gregoryk, Chair
- Richard McGowan, Co-Chair
- Irene Malmgren
- Audrey Yamagata-Noji

- Martin Ramey
- Mark Fernandez
- Rosa Royce
- Lance Heard

- Gisela Carrillo Lopez (Student)
- Fernando Aguayo (Student)
- Johnny Jauregui
- Gary Nellesen

- Lisa Romo
- Michael Sanetrick
- Bill Scroggins (Guest)
- Kerry Martinez (Notes)

ITEM	DISCUSSION/COMMENTS	ACTION/OUTCOME
1. Agenda Check	Mark Fernandez requested that Item No. 3. on the Agenda be revised to Review Revised Budget Calendar and make Budget Development Guidelines a separate item No. 4. He also asked that the following item be added as No. 6: Budget Committee's Role and Procedures for Reviewing the New Resource Allocations.	Approved, with one change and one addition.
2. Review Budget Committee Meeting Summary of October 15, 2014	The Budget Committee Meeting Summary of October 15, 2014, was approved, with one correction in Item No. 5 to read: Richard charted the actual deficit in comparison to the Adopted Budget deficits for the years 2011-12, 2012-13, and 2013-14. The actual deficit has been declining while the budgeted deficits have been increasing.	Approved, with one correction.
Review Joint Committees Meeting Budget and Institutional Effectiveness Summary of November 5, 2014	The Joint Committees Meeting – Budget and Institutional Effectiveness Summary of November 5, 2014, was approved; as presented.	Approved, as presented.
Review Budget and Institutional Effectiveness Summary of November 5, 2014	Budget committee members discussed the PIE document and how they appreciate the work put in to it. The need to add measurable outcomes in PIE that will include all areas was discussed. Irene stated that the Institutional Effectiveness Committee (IEC) understands the needs and are working on changing the format and language to include measurable outcomes for all areas of the College.	
3. Review Revised Budget Calendar	Rosa Royce reviewed with the Budget Committee members the revised Budget Calendar. Rosa explained that she and Richard met and built the Budget Calendar for the 2015-16 fiscal year. Rosa identified three new tasks that were added at the bottom of the calendar, per Dr. Scroggins request.	

	<p>Gary Nellesen made comments regarding the calendar and stated he likes the idea of President's Cabinet making decisions about activities that were funded on a one-time basis in time for them to be continued in the expense budget for the next fiscal year but he feels that the College should try to get out of the business of funding positions on a one-time basis. He thinks the Budget Committee can make a strong statement in that direction. June is too late to have President's Cabinet make their final decision regarding positions that were previously funded as one-time on New Resources Allocation Requests, if funding is not granted. Rosa said this issue needs to be discussed when reviewing the Budget Development Guidelines because there is currently a process for this which the College is not following.</p> <p>Mark Fernandez stated there needs to be a clear definition of what a New Resource Allocation is and what the requirements are to define whether or not they should be ongoing or one-time. It was also suggested the parameters of Immediate Needs requests be discussed also. The committee also had a discussion on how the College funds growth.</p> <p>Rosa stated she will send out the current New Resource Allocation Process and the Immediate Needs Process guidelines to the Budget Committee members for review prior to the next meeting. Richard suggested extending Budget Committee meetings through the Winter Session.</p> <p>Audrey Yamagata-Noji suggested the committee's first priority should be to discuss at the next meeting three tasks as listed on the calendar; the March 18th - Budget Committee Determines and Communicates New Resources Available, March 25th - Budget Committee sends Communication Campus-wide Regarding New Resources Allocation Process, and September 16th Budget Committee Finalizes Review of New Resource Allocation Requests and Forwards to President's Advisory Council.</p>
<p>4. Budget Development Guidelines</p>	<p>Mark will send to the Budget Committee members the link on the Budget Committee webpage for the current Budget Development Process to review prior to the next meeting.</p>

<p>5. Statement from the Budget Committee to President's Cabinet – Ongoing Structural Deficit</p>	<p>Tabled to future meeting.</p>	<p>Tabled.</p>
<p>6. Budget Committee's Role and Procedures for Reviewing New Resource Allocations.</p>	<p>Tabled to future meeting.</p>	<p>Tabled.</p>

FUTURE AGENDA ITEMS:

- Statement from the Budget Committee to President's Cabinet – Ongoing Structural Deficit
- Review Budget Development Guidelines and Immediate Needs Process
- Budget Committee's Role and Procedures for Reviewing New Resource Allocations

FUTURE MEETING DATES:

- December 3, 2014
- December 17, 2014

Mt. San Antonio College
Joint Committees Meeting - Budget and Institutional Effectiveness
Summary of November 5, 2014

ITEM	DISCUSSION/COMMENTS	ACTION/OUTCOME
<p>Budget Committee Members:</p> <p><input type="checkbox"/> Mike Gregoryk, Chair <input checked="" type="checkbox"/> Richard McGowan, Co-Chair <input checked="" type="checkbox"/> Irene Malmgren <input checked="" type="checkbox"/> Audrey Yamagata-Noji</p> <p><input checked="" type="checkbox"/> Martin Ramey <input checked="" type="checkbox"/> Mark Fernandez <input checked="" type="checkbox"/> Rosa Royce <input checked="" type="checkbox"/> Lance Heard</p> <p>Institutional Effectiveness Committee Members:</p> <p><input checked="" type="checkbox"/> Irene Malmgren <input checked="" type="checkbox"/> Barbara McNeice-Stallard <input checked="" type="checkbox"/> Meghan Chen <input type="checkbox"/> Annel Medina</p>	<p><input checked="" type="checkbox"/> Gisela Carrillo Lopez (Student) <input checked="" type="checkbox"/> Fernando Aguayo (Student) <input checked="" type="checkbox"/> Johnny Jauregui <input checked="" type="checkbox"/> Gary Nellesen</p> <p><input checked="" type="checkbox"/> Dan Smith <input type="checkbox"/> Kate Morales <input checked="" type="checkbox"/> Paul Kittle <input type="checkbox"/> Don Sciore (Guest)</p> <p><input checked="" type="checkbox"/> Grace Hanson <input checked="" type="checkbox"/> Kristina Allende <input type="checkbox"/> Stacy Bacigalupi <input type="checkbox"/> Emily Woolery</p>	<p><input checked="" type="checkbox"/> Lisa Romo <input checked="" type="checkbox"/> Michael Sanetrick <input checked="" type="checkbox"/> Bill Scroggins (Guest) <input checked="" type="checkbox"/> Kerry Martinez (Notes)</p> <p><input type="checkbox"/> Cesar Castaneda <input type="checkbox"/> Cassandra Marcelo (Student) <input type="checkbox"/> Sally Fenton(Notes)</p>
<p>1. Discuss the Proposed 2014-2016 Mt. SAC Strategic Plan Process and Timeline</p>	<p>Committee members introduced themselves. Irene Malmgren stated the process to integrate budget and planning is very important. The committee members reviewed the 2014-16 Mt. SAC Strategic Plan; Appendix A – Model of Integrated Planning, and Appendix B – Integrated Planning and Budgeting Process Calendar. Irene pointed out the areas in the Integrated Planning and Budgeting Process Calendar where the three processes; The Strategic Plan, Planning for Institutional Effectiveness (PIE), and Budget are integrated and linked. Irene asked that the committee members refer to this document as timelines are discussed.</p> <p>Dr. Scroggins noted a couple of changes from past practices; (1) the New Resources Allocation process which will now allow usage of the most recent requests, and (2) planning to include campus committee's input, and will be included in the President's PIE Summary. Dr. Scroggins stated the Budget Committee gives their recommendations on the New Resource Allocation Requests. The committees agreed that there should be a way to "close the loop" and report back to the units to inform them about what was funded. The communication should go to IEC and Budget Committee in a report. Irene stated</p>	

	<p>that IEC would like to request a revision to the current template for New Resource Allocation requests, starting with the PIE process.</p> <p>Richard McGowan asked if there is another way to track whether or not the allocated funds were used for what they said they would be used for. He understands this is not the Budget Committee's role. Dr. Scroggins suggested that the revised template include Key Performance Indicators (KPIs) in PIE. Richard asked if all requestors should be told why they were denied. Dr. Scroggins stated the requests are prioritized and set in President's Advisory Council (PAC), and the PIE Summary is discussed. The College will follow those priorities for that year when funding New Resource Allocation requests.</p>	
<p>2. Overview of PIE Process and Timeline - Institutional Effectiveness Committee (IEC)</p>	<p>The committee members reviewed and discussed the Draft Pie Summary 2013-14. Irene asked members to refer to the PIE column in yellow on the Integrated Planning and Budgeting Process Calendar.</p> <p>Meghan Chen reviewed the Planning Context and Data Trends section of the summary and noted that themes were used in coordinating information. Grace Hanson reviewed the Summary of Trends and Impacts section and stated she was happy to report that the dominant trend was Student Success. Dan Smith reviewed the Alignment and Progress on College Goals section. Grace reviewed the Planning for the Future section and again student success was the number one goal. Don Sciore and Stacy Bacigalupi completed the section titled Summary of Progress on Student Learning Outcomes, Irene reviewed this section with the committee members in their absence.</p> <p>Dr. Scroggins noted four things to consider: (1) The integration of the Strategic Plan, PIE, and budget. The Strategic Plan added KPIs, and in the future the PIE summary should have that data. In addition to the narrative, there is a need to align the PIE Summary outcomes to instructional outcomes in KPIs, more data needs to be used in the final report where KPIs align with strategic objectives. (2) There is a need to be able to report at campus level in a Super Executive Summary, written for a different audience, an annual report to the Board of Trustees and the public that can be understood by everyone. (3) When PAC</p>	

receives this document (Pie Summary) in the spring, there should be a place where they can give their input; internal/external conditions that will influence the next cycle. (4) Accreditation standards say budget allocations are informed by student learning outcomes. How are we going to make a connection with the budget process and the data in program outcomes? He suggests when a resource is requested, a program learning outcome should be included in the request. Irene stated she hopes to include links in the template that will resolve this.

Audrey Yamagata-Noji stated that we do a good job at program review which has gotten a lot better. She noted that instructional student learning outcomes are reported but non-instructional processes are not reported. She suggests the PIE document include outcomes for all areas, not just Instruction/Student Learning. There is a need in PIE for non-instructional areas to be able to measure their accomplishments and goals; a Program Learning Outcome (PLO) not connected to courses. Irene stated they will find a way to include PLOs.

Kristina Allende reviewed the section titled Team Goals. She noted that progress is being made but the theme is lack of resources. Paul Kittle reviewed the section titled Resources Identified in Relation to Planning and Evaluation. He explained a pie chart that categorized resource requests in the following groups: rate-driven, instructional equipment, staffing, facilities, IT/technology, training, research support, marketing, and other. The top three new resource requests were staffing, IT/technology, and facilities. Barbara McNeice-Stallard reviewed the section titled IEC Recommendations for Improving the PIE Process. She noted that they will use a back-mapping process to evaluate the PIE process. She noted three important areas in IEC's plan to improve the PIE process. No. 16 under the Process section; to inform faculty and managers beforehand when changes are made to the unit and management PIE templates, No. 22 under the Evaluation section; provide suggestions to Managers and VPs as to how to provide feedback to their areas about the quality of their PIEs. Ask for a narrative in the Manager and VPs PIEs explaining how the process was accomplished and how it added to the success of the PIE. Provide direction on how to address issues that remain on PIE documents year after year without a resolution. No. 23 under the Training

	<p>section; provide several opportunities a year for Units/Departments, Managers, and VPs to be trained on PIE.</p> <p>Dr. Scroggins noted the prioritization of non-fiscal resources needs to be revisited when circumstances change; work at making these transparent, and develop an ongoing prioritization process.</p> <p>Richard asked Grace about the Planning for the Future section of the PIE Summary. He stated there is a lot of good information in this section and would like to know what happens with this information, and will it be used in the next planning process. Irene stated the PIE Summary goes to Extended PAC for review. Dr. Scroggins suggested that PAC engage in a discussion to identify internal and external conditions for a future environmental scan which will be shared with the Board of Trustees. Mark Fernandez stated that planning for the future should include fiscal analysis. Richard stated the PIE Summary document is wonderful. He stated that he has been told that there is a disconnect with some smaller units on campus in the PIE process. He suggested better communication.</p>
<p>3. Overview of Budget Review and Development Process and Timeline - Budget Committee</p>	<p>Richard reviewed with the committee members the 2015-16 Budget Development Calendar DRAFT. This will be submitted for approval at the next Budget Committee meeting. Rosa and Richard worked on this and attempted to coincide integrated planning and the budget process. Dr. Scroggins suggested the Budget Committee review the narrative of the Budget Process and update it to match the Budget Development Calendar. He also suggested looking at a process that decides which one-time new resource allocations become ongoing when we enter the next fiscal year. Audrey noted that new resource allocations for staffing are assumed to be ongoing and sometimes end up being one-time. This should be discussed at the next Budget Committee meeting also. Richard suggested holding a debriefing meeting with department budget managers after a budget cycle has been completed to ask if the budget process worked for them.</p>
<p>4. Discussion</p>	<p>Irene asked for everyone's input in helping build a template.</p> <p>The meeting was adjourned at 5:25 pm.</p>

**Mt. San Antonio College
Budget Committee
Summary of October 15, 2014**

Committee Members:

- Mike Gregoryk, Chair
- Richard McGowan, Co-Chair
- Irene Malmgren
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- Martin Ramey
- Mark Fernandez
- Rosa Royce
- Lance Heard

- Gisela Carrillo Lopez (Student)
- Fernando Aguayo (Student)
- Johnny Jauregui
- Gary Nellesen

- Lisa Romo
 - Michael Sanetrick
 - Bill Scroggins (Guest)
 - Jill Miller (Notes)
- For Kerry Martinez

ITEM	DISCUSSION/COMMENTS	ACTION/OUTCOME
1. Agenda Check	Richard McGowan reviewed the Agenda with the committee members and added an information chart on the whiteboard, as an addition to Item 5. Kerry shared that there will be a Joint Committees meeting with IEC on November 5, 2014, at 3:30 p.m. Richard noted that the final Gap Analysis document was submitted and we received positive comments. Irene stated she appreciated the effort put into the document. Richard will share our Gap Analysis document with President's Advisory Council (PAC). There was a discussion regarding Martin Ramey's survey submission for the Gap Analysis document. The Budget Committee agreed that the results of Martin's survey should move on to the Institutional Effectiveness Committee (IEC). Martin's results were limited to one division and IEC may want to expand this valuable survey to other divisions.	Approved, as presented.
2. Review Budget Committee Meeting Summary of October 1, 2014	The Budget Committee Meeting Summary of October 1, 2014, was approved, as presented.	Approved, as presented.
3. Review Revised Budget Calendar and Budget Development Guidelines	The Budget Committee members reviewed the Budget Calendar and Budget Development Guidelines. Irene suggested bringing the Proposed Strategic Plan to the Joint Committee meeting where they tried to blend all three of the processes together; IEC, Budget, and PIE. Rosa Royce explained two handouts and stated this is the clean Budget Calendar and the Budget Development Guidelines after they were reviewed and matched to	Budget Committee Members will provide comments at the Budget Committee meeting on November 19, 2014.

	<p>IEC's calendar last year. Rosa stated she will update these documents and they can be sent to PAC on October 21, 2014, and then they will go to President's Cabinet on October 28, 2014. The committee discussed the need to make a recommendation to change the one-time funding of New Resources expenditures to ongoing after they been funded with one-time money for two years and should move to the ongoing budget in the third year. The committee members were asked to review both documents and bring their comments to the next Budget Committee meeting on November 19, 2014.</p>	
<p>4. Review New Resource Allocation Requests - Prioritized Lists</p>	<p>There was a discussion regarding the template and format used to submit the New Resource Allocation Requests and how important it is to use a standardized form. It was noted that the current template is very work intensive and many of the requests will not be approved at the end of the process. Richard suggested a process improvement team be assigned to develop improvements to this process and the form. Irene Malmgren reviewed the process that Instruction used to rank their New Resource Allocation Requests. Richard suggested the process improvement team look at the criteria the Budget Committee should use in reviewing these requests. In the interest of time, the Budget Committee agreed to move forward all of the division spreadsheets to PAC.</p>	<p>Division spreadsheets will be forwarded to PAC.</p>
<p>5. Statement from the Budget Committee to President's Cabinet – Ongoing Structural Deficit</p>	<p>Richard charted the actual budget deficit in comparison to the "published" budget deficit. The actual deficit has been declining. The accreditation process will look at the percentage gap in comparison to our total budget. An earlier review of each budget should narrow the gap.</p>	

FUTURE AGENDA ITEMS:

- Statement from the Budget Committee to President's Cabinet – Ongoing Structural Deficit
- Discuss Funding of Ongoing Expenditures – Budgeted as One-time
- Continue Review of the Budget Review and Development Process

FUTURE MEETING DATES:

- **November 5, 2014**
- **November 19, 2014**

Appendix C
2015-16 BUDGET DEVELOPMENT CALENDAR
DRAFT
 (Proposed November 19, 2014)

DESCRIPTION OF TASK	DUE DATE
Fiscal Services Updates and Projects Personnel Budget (Changes through January 14, 2015 Board Agenda)	01/31/15
Fiscal Services Distributes Status Quo Budget Sheets to Departments for Tentative Budget Changes	03/02/15
Departments Complete Status Quo Budget Review; Then Sends to Deans/Directors	03/13/15
Fiscal Services Prepares Preliminary Tentative Budget	03/02/15
Budget Committee Reviews Preliminary Tentative Budget	03/04/15
Budget Committee Determines and Communicates New Resources Available	03/18/15
Budget Committee Reviews One-time New Resources Allocation Requests previously funded	03/18/15
Budget Committee sends Communication Campus wide Regarding New Resources Allocation Process	03/25/15
Deans/Directors Review and Approve Department's Status Quo Budgets; Then sends to VPs	03/27/15
Vice Presidents Review and Approve Department's Status Quo Budgets; Then sends to Fiscal	04/10/15
Departments Prioritize New Resources Requests for One-Time Funding in their PIE forms	05/15/15 to 06/30/15
Budget Committee Reviews the Completed Tentative Budget	06/03/15
Fiscal Services Completes the Tentative Budget and Prepares Board Agenda Item	06/05/15
President's Cabinet makes Final Decision on funding for One-time New Resources Allocation Requests previously funded (The review is for New Resources Allocation that have been funded in the previous year (s) that need funding on July 1 of the following fiscal year)	06/23/15
Tentative Budget Submitted for Board Approval	06/24/15
Fiscal Services' Deadline for 2013-14 Year End Closing	07/23/15
Deans/Directors Prioritize Department's New Resource Allocation Requests	07/01/15
Vice Presidents Prioritize Team's New Resource Allocation Requests and submits to Fiscal Services	08/14/15
Budget Committee Reviews the Completed Adopted Budget	09/02/15
Board of Trustees Approves Adopted Budget	09/09/15
Budget Committee Finalizes Reviews New Resource Allocation Requests and forwards to President's Advisory Council	09/16/15
President's Advisory Council Reviews New Resources Allocation Requests and forwards to President's Cabinet	09/23/15
President Makes Final Decision on New Resources Requests Based on President's Cabinet Recommendations; and Budget Committee and President's Advisory Council reviews	10/06/15
Vice Presidents submit New Resources Allocation Forms for funded New Resource Allocation Requests to Fiscal Services	TBD
Fiscal Services reports New Resources Allocation funded to Budget Committee and President Advisory Committee	TBD
Fiscal Services notifies departments New Resources Allocation Requests that have approved funding	TBD

- Budget Committee
- Department level
- Administrative Level
- Other Groups
- Fiscal Services

