Executive Summary – Budget Review Process

Background

During Winter Semester 2011, in response to foreboding economic trends, President Ender requested that a subcommittee of the Strategic Leadership Team be convened to create a new, proactive process to review the budgets of all programs and services at GRCC, both academic and non-academic. That subcommittee consisted of Aleta Anderson, Cindy Martin, Fatima Nieves, Fiona Hert, Jim Peterson, Laurie Chesley (co-facilitator), Lisa Freiburger (co-facilitator), Marty DeVries, MaryBeth Beighley, Mike Light, Pam DeGryse, and Wanda Acevedo-Ferrer. Since late summer, the subcommittee has met for over 28 hours total, and during the Fall Semester, it presented its work to SLT on three different occasions. During this timeframe, the subcommittee defined the characteristics that it believed GRCC’s budget review process should possess, examined numerous budget review models from other institutions, determined what data would be needed for budget decision-making, created a model for budget review and evaluation, and solicited and considered the feedback of the College community on that model.

The Model

The subcommittee created a model that combines both quantitative and qualitative elements, taking into consideration both the measurable and less tangible values of programs and services. The model also combines input from both the programs and services being reviewed and the College, requiring transparency and sharing of all data generated at each stage of the review process. Finally, the model complements the College’s current budget process and, as much as possible, is coordinated with other College processes in order to streamline work.

The Process

The budget review process will take place on a multi-year cycle, not annually. This cycle, as well as the programs and services (units of analysis) to be reviewed, will be determined by executive leadership. As much as is feasible, all templates will be made electronic for ease-of-use. Programs and services to be reviewed will undertake the following process:

1. The program/service will complete Template A – Questions to Be Addressed by All Programs and Services.
2. IRP and Financial Services will provide the quantitative data required for completion of either Template B1 – Review of Academic Programs and Services or Template B2 – Review of Non-Academic Programs and Services (whichever is appropriate for the program/service).

3. The program/service will review this data for accuracy and complete the additional qualitative portions of the template.

4. The program/service will, then, submit two documents, to the College Budget Review Committee: Template A and Template B1 or B2, whichever is appropriate.

5. The College Budget Review Committee (to be appointed by executive leadership) will review the templates provided and evaluate them using the rubrics formulated for each one. (Note: If an item on the rubric is NA – not applicable – it will be eliminated from the scoring, and other items on the rubric will be recalculated proportionally.) The score from Template A will be worth 40% of the final score, and the score from Template B will be worth 60% of the final score.

6. Based on these final scores, the College Budget Review Committee will make one of the following recommendations: a) enhance the funding level of the program/service; b) maintain the program/service at the current funding level; c) reduce the funding level of the program/service; or d) eliminate the program/service. Recommendations will be based upon the quartile of the scoring system into which the program/service’s final score falls.

7. After the College Budget Review Committee makes its recommendation, it will be shared with the program/service, which will have an opportunity to offer additional input for consideration.

8. The College Budget Review Committee, having reviewed any additional input, will forward its final recommendation to the President and executive leadership, who will utilize it as part of GRCC’s regular budget process.

9. After the Committee completes a cycle of the review process, it will re-evaluate the process and suggest changes as necessary.

*If, as you are considering this material, you have any questions, please contact any member of the subcommittee or email the entire group at SLT_BudgetReductionProcessSubcommittee_t. Please also review any of our subcommittee materials on the SLT website at http://cms.grcc.edu/strategic-leadership-team/sub-committees.

You also are welcome to attend open forums on Wednesday, December 14 at 11:00 and Thursday, December 15 at 2:00 (both to be held in 125/27 CSC).