FY 2018 Administrative Budget Balancing Options Summary

Planning Projection, March 8, 2017	(\$ 9,957,800)
Updates to March Projection	(725,500)
Budget Gap	(\$ 10,683,300)
Balancing Items:	
Expense Reductions	
Materials & Services/Travel	\$ 585,200
Part-Time Classified	650,000
Part-Time Faculty	1,206,300
Capital Outlay	650,000
Vacancies	1,265,000
Reorganization	738,100
Transfers	597,000
Program & Service Reductions	<u>1,630,700</u>
	\$ 7,322,300
Revenue Additions	
Tuition	\$ 1,150,000
Student Fees	1,239,100
Program Growth	610,300
Additional Revenue Generation	<u>375,000</u>
	\$ 3,374,400

Budget Balance	\$ 1	13,400
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Personnel Impacts

Layoffs/Retrenchments

Balancing Total

8 faculty (7.51 FTE), 1 faculty (1.0 FTE) temporary contract non-renewal, 4 classified staff (4.0 FTE), 2 managers (1.5 FTE)

Vacancies

10 faculty positions (10.0 FTE), 7 classified positions (6.5 FTE)

\$ 10,696,700

FY 2018 Administrative Budget Balancing Options

Planning Projection from March 8, 2017

(\$9,957,800)

Updates Since March Projections

Prior to finalizing balancing options, Budget Office staff review all projection line items for substantive changes.

Projection Update	\$ 688,400
Budget Office review of contracted position list, new hires, placements, salary	
resets for early separation incentive participants	
Fund Closeouts (one-time)	600,000
Close out of one-time funds to the general fund as part of restructuring	,

State Funding 262,400 Update state funding assumption to co-chairs budget of \$556M

Bargaining Parameter (1,951,300)

Oregon Promise/First Year Scale Up

Scale Lane's successful Oregon Promise support model to all first time fall students.

Investment includes .5 faculty backfill, 1.0 career advisor, part-time success coaches, student peer leaders, and materials & services. Assumes no state support.

Total Updates & Additions (\$ 725,500)

Budget Gap (\$10,683,300)

BALANCING ITEMS

Expense Reductions

FY18 FY19
Balancing Balancing
Amount Amount

Materials & Services/Travel

During the current fiscal year, Budget Office staff worked with department managers and classified staff to review, analyze, and reset materials and services budgets to reflect current department activity and need. After establishing new recurring base budgets, an across the board reduction was applied to all non-mandatory items including travel to reflect current budgetary realities. This means that departments will be operating especially lean and will need to reduce travel and other discretionary expenditures.

Materials & services/travel reset and reduction

\$ 585,200 \$ 585,200

Part-Time Classified

As reflected in personnel trends analysis reports, part-time classified expenditures have continued to escalate even after the enrollment surge while contracted classified staffing levels have remained relatively constant. In order to align part-time classified budgets to resource availability and enrollment, a 20% across the board reduction was applied to all departments in funds I & IX. This reduction will impact current part-time staff and also may impact service hours and response time.

20% part-time classified reduction \$ 650,000 \$ 650,000

Expense Reductions (continued)

FY18	FY19
Balancing	Balancing
Amount	Amount

Part-Time Faculty

As part of annual budget development work, Budget Office staff reset departmental part-time faculty budgets to reflect current enrollment trends and contracted faculty levels. It is important to note that the college has an established part-time adjustment process where deans can efficiently request additional funds to add sections based on demand. Savings in this section come from the annual reset process plus additional reductions for specific activities due to continued declining enrollment and resource shortfalls.

Annual reset based on enrollment and contracted positions	\$	875,000	\$	875,000
Additional part-time faculty backfill reduction due to reassignments		190,700		190,700
Reduction in faculty release time by 2.5 FTE. This may have workload implications.	_	140,600	_	140,600
Part-Time Faculty Total	\$	1,206,300	\$	1,206,300

Capital Outlay

The college provides an annual \$700,000 capital outlay allocation for strategic investment in equipment and other capital items that cannot be supported through materials & services budgets or other funding sources. To support one-time balancing in FY18, we are proposing to fund only \$50,000 for planned flight technology fleet reinvestment.

Withhold \$650,000 of \$700,000 annual capital outlay allocation	\$	650,000	\$	0
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Vacancies

The Executive Team reviewed the current vacancy list and identified positions to hold open in FY18. The collegewide impact of holding positions open and reassigning work to existing staff will reduce capacity in some areas and continue to prompt departments to operate at maximum efficiency.

Faculty Vacancies

Funded faculty positions

Art History faculty Hold vacant art history position open with classes taught by full-time and part- time faculty	\$ 116,400	\$ 116,400
Human Services faculty Hold vacant human services faculty position open with part-time backfill	58,900	58,900
Media Arts faculty Hold vacant media arts faculty coordinator position open with part-time backfill	58,900	58,900
Music faculty Hold vacant jazz band music faculty position open with part-time backfill	58,900	58,900
	\$ 293,100	\$ 293,100

Expense Reductions (continued)				
	Bal	FY18 Balancing Amount		FY19 ancing nount
Early separations				
Adult Basic and Secondary Education faculty Hold vacant ABSE faculty position open with part-time backfill	\$	58,900	\$	58,900
History faculty Hold vacant history position open with part-time backfill		58,900		58,900
Health & Physical Education faculty Hold vacant HPE position open with part-time backfill		58,900		58,900
Health & Physical Education faculty Hold vacant HPE position open; backfill already in place		116,400		116,400
Science faculty Hold vacant biology position open; part-time backfill already in place		116,400		116,400
Other positions	\$	409,500	\$	409,500
Business faculty	\$	116,400	\$	116,400
Do not renew temporary faculty appointment; part-time backfill in place	\$	116,400	\$	116,400
Faculty Total 10 positions; 10.0 FTE	\$	819,000	\$	819,000
Classified Vacancies				
Funded classified positions				
Campus Advocate Project Coordinator Hold new campus advocate position open	\$	93,100	\$	93,100
Health Clinic Biller/Coder Hold new biller/coder position open; responsibilities absorbed by other clinic staff		60,200		60,200
Telecommunications Technician Hold vacant telecommunications classified position open; work has been		87,400		87,400
reassigned to other staff Early separations	\$	240,700	\$	240,700
Larry Separations				
Accountant Hold vacant accountant position open ½ year	\$	41,100	\$	0
Cooperative Education Administrative Specialist Hold vacant cooperative education position open		68,200		68,200

Expense Reductions (continued)	
	FY18 FY19 Balancing Balancing Amount Amount
Custodian Hold vacant custodian position open with part-time backfill	13,800 13,800
Financial Aid Advisor Hold vacant financial aid advisor position open	82,200 82,200
	\$ 205,300 \$ 164,200
Classified Total 7 positions; 6.5 FTE	\$ 446,000 \$ 404,900
Total All Vacancies 17 positions, 16.5 FTE	\$ 1,265,000 \$ 1,223,900

Reorganization

This broad category captures the ongoing college-wide work in reviewing departmental activity and operations and identifying opportunities for efficiency and improvement.

Cottage Grove Center Reassign advisor to main campus vacancy due to greatly reduced activity in Cottage Grove	\$ 61,200	\$ 61,200
Exercise and Movement Science and Fitness Education Restructure Exercise and Movement Science to one-year certificate; reassign faculty and classified staff to fitness education center	107,400	107,400
Foodservices Reorganize food services operations to support increased innovation and profitability	200,000	350,000
Multicultural Center, Women's Program, Office of Gender Equity Restructure support offices for efficiency and improved service to students	237,500	237,500
Student Success Reassign Student Success Director to current vacancy in student affairs redesign	 132,000	 132,000
Reorganization Total	\$ 738,100	\$ 888,100

Expense Reductions (continued)					
Transfers	Ва	FY18 lancing mount	FY19 Balancing Amount		
Distance Learning Eliminate general fund transfer due to functional reorganization	\$	37,000	\$	37,000	
KLCC Withhold general fund transfer to KLCC for one year		200,000		0	
Specialized Support Services Eliminate general fund transfer to S3 program; program is operating self-sufficiently		300,000		300,000	
Telecommunications Eliminate general fund transfer due to functional reorganization		60,000		60,000	
Transfers Total	Ś	597.000	Ś	397.000	

Program & Service Reductions

The administration has applied budget development principles, criteria and data elements as approved by the Board of Education to college programs and services. Academic programs were further reviewed from a lens of total student FTE and potential student impact upon closure. Based upon this analysis and review, the following program and service reductions are recommended. Balancing figures here reflect cost obligations, largely for contracted personnel. Part-time faculty expenditures are not reflected here as they will be redistributed to other academic programs for additional sections.

Counseling Reduce two faculty counselor positions due to decreasing enrollment. Will impact one 1.0 and one .8 faculty.	\$ 230,200	\$ 230,200
Early Childhood Education Eliminate program due to under enrollment, higher relative costs, and negative net per FTE. Will require teach out and will impact two 1.0 faculty and one .71 faculty.	148,900	381,100
Geographic Information Systems Eliminate one-year certificate program due to low enrollment relative to college, low student FTE. Impact to part-time faculty.	50,000	50,000
Grants Eliminate management position due to decreased grant opportunities and activity. Grants activity does not support the need for a 1.0 manager. Grants will continue to be	129,100	129,100

written by faculty, staff and managers with content expertise, with support from

Academic and Student Affairs. Will impact one 1.0 manager.

Expense Reductions (continued)		
	FY18 Balancing Amount	FY19 Balancing Amount
Honors Program Eliminate program due to low demand and enrollment. Reassign faculty to LLC courses.	100,000	100,000
Religion and Philosophy Eliminate disciplines due to large diversity of social science offerings for students to choose from for degree requirements. Lost student FTE will be made up in other social science offerings. Will impact one 1.0 faculty. A small number of philosophy courses (less than .5 FTE) will continue to be offered.	136,900	136,900
Respiratory Therapy Eliminate program due to low enrollment and change in hospital employment practices. Lost student FTE will be made up through additional nursing cohort, which is the goal for most RT students. Will require teach out and will impact two 1.0 faculty.	273,900	273,900
Successful Aging Institute Close program due to low enrollment and duplication of local services. Eliminate .5 manager position.	55,300	55,300
Watershed Science Technician Eliminate program due to continued low enrollment, low student FTE. Lost student FTE will be made up through other science offerings. Will impact one 1.0 faculty under temporary faculty appointment.	111,500	111,500
Workforce Eliminate workforce development program. Program services of career	394,900	394,900
planning, job search, and training options can be provided by coop internships, career and college successes, and are available through other state agencies. Will impact four 1.0 classified staff.		
Program and Service Reductions Total 9 faculty positions (8 retrenchments plus 1 non-renewal of a temporary contract); 8.5	\$ 1,630,700 51 FTE	\$ 1,862,900

Total All Expense Reductions \$ 7,322,300 \$ 6,813,400

4 classified positions; 4.0 FTE 2 manager positions; 1.5 FTE

Revenue Additions

FY18 FY19
Balancing Balancing
Amount Amount

Tuition

Based upon the co-chairs' budget of \$556 million for Oregon community colleges, the administration is recommending a \$5 per credit tuition increase to support budget balancing. At the Oregon Community College Association funding request of \$634 million there would be no tuition increase over the HEPI index, which has already been applied.

Tuition rate increase \$ 1,150,000 \$ 1,150,000

Tuition rate increase at \$556M community college support funding

Student Fees

As part of a review of all programs and services, staff analyzed student fees, comparator data and fee-based services and developed the following recommended fee increases.

Health Clinic fee \$ 600,000 \$ 600,000 Increase health clinic fee from \$12/term to \$45/term for main campus credit students.

The increased fee will support clinic operating costs and enable the college to maintain this service.

Online Course fee 325,000* 325,000* Implement \$25 online course fee, consistent with other Oregon community colleges. Revenue will be used for new investment in online course development, z-degree (zero cost degree) development, resources and

support.

General Fund savings (open educational resources support)

*New investments in online course and z-degree development

231,900*

231,900*

Technology Fee 920,000* 920,000*

Increase the technology fee from \$5/credit to \$9/credit.

As the use of technology expands and as we have increased support needs for student technology in learning, requests for funding to support academic technology (hardware, software and support) exceed available resources. This fee increase will generate approximately \$920,000 in revenue, \$546,000 of which will support existing student-related technology and the remainder will fund department technology requests, which in FY17 exceeded \$2.1 million.

General Fund savings (student software) 546,000 546,000 *Additional support for instructional technology at the department level 356,000*

Student Fees Total \$ 1,239,100 \$ 1,239,100

Revenue Additions (continued)		
	FY18 Balancing Amount	FY19 Balancing Amount
Program Growth The college is supporting growth in high demand programs with strong employment or	utlooks.	
Aviation Maintenance Technician Support continued enrollment growth in Aviation Maintenance program, increasing tuition revenue and FTE reimbursement. Enrollment is up 22% in FY17 and projected to continue growing in FY18.	\$ 78,200	\$ 78,200
Extended Learning Increase extended learning program revenue through customized training and open enrollment	165,000	165,000
Flight Technology Increased student flight time (enrollment) and student fee revenue due to fleet reinvestment	50,000	89,000
Medical Assistant Add addition medical assistant cohort to support increased demand and employment opportunities. FTE reimbursement impact will be realized in FY19.	43,900	73,400
Nursing Add addition nursing cohort to support increased demand and employment opportunities. FTE reimbursement impact will be realized in FY19.	171,800	222,400
Nursing Develop bridge student model to backfill any seats lost from first year students, approximately 5 per year.	85,000	85,000
Online Courses in Arts Increased enrollment in online arts courses currently in development.	16,400	16,400
Physical Therapy Assistant Add additional physical therapy assistant cohort to support increased demand and employment opportunities with an addition contracted faculty. FTE reimbursement impact will be realized in FY19.	0	60,000

Program Growth Total

\$ 610,300 \$ 789,400

Revenue Additions (continued)			
Additional Revenue Generation The college is looking to new and existing services and facilities to maximize revenue.	FY18 Balancing Amount		FY19 Balancing Amount
Dental Clinic Restructure dental clinic to improve scheduling efficiency, inventory control, patient services and billing/collections.	\$ 75,000	\$	75,000
Downtown Campus (new) Rental Discussions are under way to share space at the new Downtown Campus with a public partner to maximize use of the facility and generate revenue. This is a conservative projection based on leasing market estimates and a projected start date of January 1, 2018.	200,000		350,000
Master Art Work on Loan Implement master work on loan partnership program	100,000		200,000
Additional Revenue Total	\$ 375,000	\$	625,000

Total All Revenue Additions	\$ 3,374,400 \$ 3,803,500

	Recu	rring Items	Non-Recurring Items
Expense Reductions FY18	\$	7,322,300	\$ 891,000
Expense Reductions FY19	\$	6,813,400	(capital outlay, .5 accountant, KLCC transfer)
Revenue Additions FY18	\$	3,374,400	\$ 600,000
Revenue Additions FY19	\$	3,803,500	(one-time fund transfers)

Department, Program and Discipline Budget Analysis at Lane

Enrollment, student success, staffing and financial data elements are accessible and applied in **annual department planning** (previously called unit planning), **program review**, and in **budget development**.

During spring and fall terms, as part of annual department planning, deans and directors review standard data elements with their faculty and staff to provide a progress report and goals for the coming academic year to their executive dean or vice president.

Over summer term, ASA and the budget office compile a comprehensive list of data elements for every academic program and discipline, to include employment data and net (revenue less expenses; direct and indirect) cost per FTE, which is shared with deans and directors.

Executive deans then engage in conversation with deans and directors to discuss data trends, issues and opportunities, and to add context to the data provided. Similarly, college services and student affairs deans and directors engage in conversations with their executives based on their department-specific data and indicators.

When the college faces program and service reductions due to budget shortfalls, the programs and services brought forward for consideration arise out of this iterative analysis. At this time, deeper program-specific research, data collection and analysis is done to ensure due diligence before actual reduction recommendations are presented.

Budget Principles, Criteria and Data Elements

The budget principles, criteria and data elements presented on the following pages are part of Lane's Long-Range Financial plan. They are used regularly by departments, programs and services to inform planning and budgeting at the unit level. In addition they are used by committees allocating resources such as student technology fee and Perkins grants. In the event of budget or program reductions these elements will inform those decisions.

Data Elements

INSTRUCTIONAL PROGRAMS

Criteria	Data Element
Enrollment – demand	5-year Enrollment History; future trends
Program – Discipline cost	Cost per FTE; revenue; comparisons with selected Oregon colleges
Retention	Student Persistence at the institutional level; course completion
Capacity – Utilization	Capacity Analysis – class fill rate; student: faculty FTE
Essential courses required for degree/certificate	Student enrollment in required courses
Availability of jobs (for CT programs)	Employment Department data
Wages (for CT programs)	Employment Department data
Job Placement (for CT programs)	Employment Department data

STUDENT SERVICES

Criteria	Data Element				
Enhances Student Engagement	Number of service contracts				
	Number of unduplicated participants				
	Demographics of individuals served				
	Other evidence of enhancing engagement				
Enhances Student Learning	Enhanced student persistence				
	Enhances one or more CCSSE benchmarks				
	Other evidence of enhancing learning				
Enhances Student Satisfaction	ACT Satisfaction data				
	CCSSE satisfaction data				
	Other evidence of enhancing satisfaction				
Requirement for Service	Essential to completing a business process with students				
	Essential to an effective educational experience				
	Legally mandated				

STUDENT SERVICES (continued)

Criteria	Data Element
Uses resources efficiently	Comparison of faculty/staff to student ratios to national association standards and best practices.
	Develop appropriate institutional benchmarks
	Demand/capacity analysis (i.e., waitlists, complaints about access, etc.)
	Total general fund budget
	Budget from other sources (i.e., student fees, grants, etc.)
	Other evidence of efficient use of resources

COLLEGE SERVICES

Criteria	Data Element
Service is essential to operation	Consequences of not having service
of the institution	Citation(s) for legal requirements (e.g. governing ORS, federal code, IRS and audit requirements)
Cost of service	Total General Fund support for service (offset by service charges)
	Service charges and other revenue that offset GF support
	Revenue directly provided to GF by service
Service is cost effective	Comparison to industry standards (e.g. housekeeping sq. ft./staff FTE, # of desktops/IT technician). Develop appropriate institutional benchmarks
	Cost comparisons with similar outside services
	Cost savings for college compared to cost of service
Service is utilized	Customer counts
	Service logs
	Number of transactions

Budget Principles & Criteria

Budget planning at Lane will be guided by the following:

General principles:

- 1. Budgets will focus on furthering the college mission
- 2. Budgets must meet legal, contractual, accreditation obligation
- 3. Budgets must meet board policies and involve as much input from the college community as possible
- 4. Benchmark to best practices while recognizing intentional variations between Lane and national norms.
- 5. Using data and objective criteria in planning and resource allocation.
- 6. Maximize investment in technology or streamlined work processes that will save resources.

Prioritizing principles:

- 1. Budget planning will be guided by the college strategic plan, unit plans, council plans and other planning efforts
- 2. Support student enrollment, retention, success, and learning, while minimizing negative impact of budget constraints on quality of student services, instruction and college infrastructure
- 3. Maximize revenue generation balanced with accessibility and affordability
- 4. Invest in new activities that maximize future revenue
- 5. Maintain existing facilities and equipment well and upgrade as needed
- 6. Maintain ability to respond to community needs
- 7. Avoid involuntary layoffs of permanent employees

Additional considerations:

Availability of the program or service elsewhere

Personnel FTE Trend Detail

FY2008-FY2016

	FY2008	FY2009	FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016
Classified FTE	320.5	331.1	351.2	388.2	406.3	413.4	407.6	366.0	364.0
Part-Time	34.8	43.9	67.5	94.9	103.3	110.6	101.4	80.6	86.1
Contracted	285.8	287.2	283.6	293.3	303.0	302.8	306.2	285.4	278.0
Faculty FTE	403.7	455.8	528.5	557.4	575.6	562.9	521.6	435.0	401.7
Part-Time	168.5	224.5	283.5	306.1	328.9	318.0	270.7	198.1	189.4
Contracted	235.2	231.3	245.0	251.3	246.7	244.9	250.9	236.9	212.3
Management FTE	55.7	53.0	55.2	58.4	63.2	63.2	62.0	61.6	63.2
Part-Time	0.6	1.3	1.9	1.5	1.6	1.3	1.4	1.2	3.7
Contracted	55.1	51.7	53.3	56.9	61.6	61.9	60.6	60.4	59.5
Student Worker FTE ^{ϕ}	7.7	7.9	0.8	0.3	0.9	0.9	1.0	0.7	0.6
Part-Time	7.7	7.9	0.8	0.3	0.9	0.9	1.0	0.7	0.6
Total Part-Time FTE	211.5	277.7	353.7	402.8	434.6	430.8	374.5	280.6	279.8
Total Contracted FTE	576.2	570.1	582.0	601.6	611.3	609.5	617.7	582.7	549.8
Total All FTE	787.7	847.8	935.6	1,004.3	1,045.9	1,040.3	992.2	863.1	829.5

Personnel Data is for Funds I & IX

^oSpecialized Support Services student workers reclassified to classified part-time FY2010 forward Data does not include stipends, one-time pay, or federal workstudy

FINANCIAL AID, STUDENT LOAN BORROWING, AND STUDENT COST OF ATTENDANCE

FINANCIAL AID

Purpose of Financial Aid

Financial aid is designed to help bridge the gap between the cost of attending college and a student and/or family's ability to pay.

Lane students

6,039 students received student aid assistance at Lane in the 2015-16 award year in the form of loans, grants, scholarships, and federal work-study.

2015 -2016 Financial Aid Recipients

Independent: 65% Dependent: 35% Live at home: 12% Live away: 88%

6,359, or 64%, of credit students in aid-eligible programs received some form of student assistance in 2015-16.

This represents a dramatic change from the 2011-12 academic year, in which 12,877 students received aid, comprising 76% of enrolled credit students in aid-eligible programs.

4834, or 80%, received Pell Grants.

70% of Lane students who received Pell qualified for the maximum amount.

The percentage of Lane aid recipients qualifying for Pell was 84% in 2011-12, and among Pell recipients, 75% qualified for the maximum award. These increases in Pell eligibility indicate that Lane students have less income and therefore higher need than in earlier years.

Types of aid available to meet need

Gift/grant Aid (money that does not have to be paid back)

- Pell Grant
- Oregon Opportunity Grant (OOG)
- Federal Supplemental Educational Opportunity Grant* (FSEOG)

Self Help Aid

- Direct Student Loans (repayment usually begins after education is finished)
- Federal Work-study* (FWS) (received as a paycheck)

^{*}These programs are campus-based aid (CBA). Lane receives an annual allocation of federal funds for each. The allocations are less than needed to fund all eligible students.

Changes in Financial Aid for 2017-18

Pell Grant: The maximum Pell will increase to \$5,920 for the academic year, an increase from \$5,775 in 2015-16. The majority of Pell awards go to those with household incomes of under \$30-35,000 a year.

Oregon Opportunity Grant (OOG):

This grant is based on a cost of attendance, set by the Oregon Student Assistance Commission. For 2016-17, the full-time award is \$2250, a \$150 increase from 2015-16. The amount for 2017-18 has not yet been announced. If the program was fully funded, Community College students could get grants of up to \$5,559.

COST OF ATTENDANCE AT LANE

Cost of attendance is comprised of direct and indirect costs that are combined into a standard budget for financial aid purposes.

- Direct costs to a student at Lane Community College are tuition and fees, books and supplies.
- Indirect costs are room and board, miscellaneous personal expenses, transportation, childcare, and expenses for students who require disability accommodations.
- The American Opportunity Tax Credit only applies to tuition, fees and books.

For 2016-17, Lane's standard cost of attendance for financial aid purposes is \$15,280 for students who do not live with parents/relatives (88%) and \$10,060 for students who do (12%). This cost of attendance is based on an average enrollment level among financial aid recipients taking 6-18 credits in the prior award year. For the 15-16 award year, the average enrollment level for aid recipients taking 6-18 credits per term was 11 credits per term, so this is the basis for the "tuition and fees" portion of standard budgets.

2016-17 Cost of Attendance breakdown:

	Away from home		Living at home		
Tuition & fees	\$	3,672	\$	3,672	
Books & supplies		1,365		1,365	
Room & board		7,704		3,024	
Personal		1620		1,080	
Transportation		819		819	
Loan fees		100		100	
Total expenses	\$	15,280	\$	10,060	