

## FY 2019 Budget Development Subcommittee Consensus Budget Balancing Items

Presented to the Board of Education April 12, 2018

\*Denotes updates included in the Proposed Budget

**Planning Projection, March 8, 2018** **(\$ 5,904,500)**

### UPDATES, ADDITIONS & CORRECTIONS

Tuition – HEPI Update/Correction \$ 430,000

*The 2017 Higher Education Price Index (HEPI) was released after the Board of Education applied the HEPI index to 2018-2019 tuition rates. The 2018-2019 tuition rates were established using the 2016 HEPI of 1.8%, resulting in a \$2 per credit increase to resident tuition. The 2017 HEPI, released in December 2017, is 3.7%. Applying the most current HEPI to the 2017-2018 tuition rates would result in an increase of \$4 per credit for the 2018-2019 academic year. BDS recommends the board make this update/correction, which would establish the resident tuition rate at \$113.50 per credit and non-resident rate at \$270.00 per credit. International and non-credit rates would not change.*

Contracted Position Swirl 369,200

*The position swirl represents savings realized over planned, budgeted contracted personnel expenses due to reductions in mid-year attrition, recruitment timing, new hire placements and leaves of absence. The budget office and budget development subcommittee review this savings factor annually. Due to the volume of vacancies, separations and reorganizations the factor has been increased from 3.5% of contracted salaries to 4.5% for fiscal year 19.*

Faculty Vacancy Budgeting 28,100

*The budget office has reset the default faculty vacancy position budget from payroll step 19 to payroll step 17 to more accurately reflect placement guidelines and minimize placement swirl.*

Major Maintenance (1,500,000)

*The college's current \$1M major maintenance budget is not sufficient to support minimum safety and infrastructure needs, as discussed at the December 2017 board meeting. The minimum additional investment required for FY19 and subsequent years is \$1.5M.*

Personnel Cost Adjustment (1,830,300)

*As in past years, the budget development subcommittee has applied the 10-year average COLA (salary schedule adjustment) and step allocation rates to the current position list to create a placeholder for personnel cost adjustments with the understanding that the Board of Education will establish bargaining parameters for the college and negotiations will occur in bargaining. This calculation applying the 10-year average to the FY19 position list is \$1,830,300*

## PROGRAM REVISION, REORGANIZATION, & EFFICIENCIES

Academic Progress Standards	\$ 13,100
<i>Administrative support for the academic progress standards program will be provided by the student success division.</i>	
Child and Family Education	76,400
<i>An administrative support position and part of a management position will be moved to self-support through program income.</i>	
Cooperative Education	395,300
<i>Cooperative education will be distributed into departments and divisions to more directly align instruction with local employers and internship opportunities. This will involve reduction of one dean position, one project coordinator position, and reassignment of current faculty. The cooperative education motor fleet will be liquidated; the college's motor pool will be available to support cooperative education travel.</i>	
Culinary Arts & Hospitality Management	152,600
<i>The culinary arts and hospitality management program will be developing an AA degree that will be offered online and face to face. The vacant dean position will be eliminated.</i>	
Drafting	135,000
<i>The drafting program will reduce its full time faculty FTE from two to one, in keeping with program review recommendations and student enrollment levels.</i>	
Energy Management Program	449,900
<i>The Energy Management Program will become fully grant funded on July 1, 2018 through an existing NSF grant. This will involve reassignment of one classified staff member to academic technology and the non-credit training arm of energy management to the extended learning division.</i>	
*Foundation	17,800
<i>The foundation will fund 25% of the events coordinator position, who works with the presidential lecture series.</i>	

Health Clinic	125,000
<i>The health clinic estimates an additional \$125,000 of recurring new revenues generated through increased visits and insurance billing for both students and employees.</i>	
Health, Physical Education and Athletics	309,000
<i>This reorganization involves moving health and physical education instruction to the health professions division, while athletics will move to student affairs. The plan involves converting the faculty athletic director position to a director of fitness, recreation and sports. It also involves reassigning a project coordinator and reorganizing the employee wellness program to minimize the cost to the college.</i>	
*KLCC	122,900
<i>The college will restore \$77,100 of the general fund transfer to KLCC.</i>	

## STUDENT ENROLLMENT & RETENTION

Tuition – Enrollment Growth	\$ 1,350,000
<i>At the January 2018 Budget Development Subcommittee Campus Forum, the subcommittee received substantive feedback and ideas for improving enrollment and retention at the college. Committee members have been working with the Office of Academic and Student Affairs to develop actionable plans to impact enrollment in the coming year. The subcommittee originally estimated a 3% enrollment reduction assumption for FY19, while a 2.5% reduction was incorporated in the March planning projection. If enrollment growth plans are successfully executed, the committee estimates net growth of 2% in FY19.</i>	

## ECONOMIC DRIVER/COMMUNITY PARTNERSHIPS

Extended Learning	\$ 200,000
<i>The college has invested in the Extended Learning Division infrastructure to increase this important training and economic development driver in the community. As a result, the division is projected to see increased program revenue through customized training and open enrollment</i>	
Rental Revenue	154,000
<i>The college continues to explore partnerships and rental opportunities with academic institutions and community organizations, and has projected additional rental revenues for main campus, Cottage Grove, and the downtown Spilde Center.</i>	

## OTHER - REVENUE

Grant Indirect	\$ 250,000
<i>College Finance is working with grant accountants and staff to maximize indirect charges and revenue for grant activities.</i>	
*Plane Sale	255,300
<i>The Aviation Academy will sell two of its fleet planes that no longer serve the needs of the program, resulting in one-time revenue in FY19.</i>	
Fund Balances	1,850,000
<i>As part of annual fund balance review, the college has identified foundation and other funds that will be transferred to the general fund to match with expenses already incurred. This will result in \$450,000 in one-time revenue in FY19.</i>	
<i>Additionally, after reviewing the international students program fund balance, college contribution and required reserves, the budget development subcommittee is recommending an increase of \$1.4M from the international student program to FY19 administrative recovery.</i>	

## OTHER - EXPENSE

Capital Outlay	525,000
<i>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 &amp; services budgets or other funding sources. The college withheld all but \$50,000 of the allocation in FY18. The budget development subcommittee recommends funding \$175,000 of the allocation in FY19 to support critical investment needs.</i>	
Early Separation Incentives	750,000
<i>Early separation incentives were offered to all three employee groups, with a notification deadline of April 9. 11 faculty, 20 classified staff, and 1 manager participated in the program. The budget development subcommittee, with the college cabinet's approval has established a net savings estimate of \$750,000 for FY19. Savings will be realized by restructuring positions, holding positions open, and placement of new hires.</i>	
Funded Vacancies and Reassignment	1,108,600
<i>The budget development subcommittee has identified a savings target of \$1,108,600 to be realized through holding open management, faculty, and classified staff positions, and also reassigning some staff into funded vacancies. College cabinet will be working with departments to review and approve positions to achieve this target.</i>	

Internet/Phone Stipend	28,100
<i>The college is going through a process of reviewing and updating cell phone stipend authorizations based upon essential job functions. All employees will need to apply for a new cell phone stipend authorization that will take effect July 1, 2018.</i>	
Part-Time	139,500
<i>Part-time budgets will be reduced for public safety (\$35,000), academic and student affairs special projects (\$69,500), and part-time faculty backfill for release (\$35,000).</i>	
<b>Total Balancing Items</b>	<b>\$ 5,904,000</b>

Budget Development Subcommittee Consensus Budget Balancing Items	
<b>UPDATES, ADDITIONS, &amp; CORRECTIONS</b>	
HEPI Correction	430,000
Contracted Position Swirl	369,200
Faculty Vacancy Budgeting	28,100
Major / Deferred Maintenance	(1,500,000)
Personnel Cost Adjustment \$	(1,830,300)
Subtotal	(2,503,000)
<b>REVISION, REORGANIZATION, EFFICIENCIES</b>	
Academic Progress Standards Restructure	13,100
Child and Family Education Restructure	76,400
Cooperative Education Restructure	395,300
Culinary & Hospitality Restructure	152,600
Drafting Restructure	135,000
Energy Management Program Restructure	449,900
Foundation	17,800
Health Clinic	125,000
Health, PE and Athletics Restructure	309,000
KLCC	122,900
Subtotal	1,797,000
<b>STUDENT ENROLLMENT &amp; RETENTION</b>	
Enrollment Growth Plan	1,350,000
<b>ECONOMIC DRIVER/COMMUNITY PARTNERSHIPS</b>	
Extended Learning	200,000
Rental	154,000
Subtotal	354,000
<b>OTHER - REVENUE</b>	
Grant Indirect	250,000
Plane Sale	255,300
Fund Balances	1,850,000
Subtotal	2,355,300
<b>OTHER - EXPENSE</b>	
Capital Outlay	525,000
Early Separation Incentives	750,000
Funded Vacancies and Reassignment	1,108,600
Internet / Phone Stipends	28,100
Part-Time	139,500
Subtotal	2,551,200
<b>Budget Revision Totals</b>	<b>5,904,500</b>
<b>BALANCE</b>	<b>-</b>