

First Monday Report

Focus on the Resource
Requests and Allocations



Issue 27, May 4, 2015

How do I Know if it is an Emergency or Part of My Long-Range Plan?

by Kathleen F. Burke

In Issue 10 of the First Monday Report dated November 5, 2012, I wrote an article explaining the difference between the Resource Advisory Committee (RAC) and the Budget Committee (BC). The article was inspired by questions about the distinct and separate roles of each of these governance committees. Through the course of evaluating our College processes and procedures, the RAC was changed from a committee to a task force reporting to the Budget Committee; it came to be known as the Resource Advisory Task Force or RATF. Following an annual evaluation of the RATF process, the Budget Committee reviewed the need for a separate task force to prioritize our long-range resource allocations that are requested each year during the preparation of the Annual Program Planning process.

Just as questions arose in 2012 about the different roles played by the Budget Committee and the Resource Advisory Committee, recently there have been questions about how employees request resources for their programs and services. What appears below is, in part, an updated and augmented version of the *continued on page 2*

Upcoming Events:

May 7

Desde la Raya: Fast Food &
Immigration in Orange County
1:00 p.m. – 2:00 p.m.
Anthro 100

May 8 – 10

To Kill a Mockingbird
8:00 p.m. (5/10: 2:00 p.m.)
Performing Arts Theatre

May 11

Artists Unite/Grab the Mic
1:00 p.m. to 4:00 p.m.
The Great Hall



History

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November 2012 article explaining the processes for requesting additional short-term and long-term resources.

A little history...

It is my understanding that the Budget Committee (BC) was initially created in 2007, when Ken Takeda arrived at the college. It largely functioned as a group where the annual operational budget was reviewed, current year expenditures were discussed by committee members, and emergency augmentations to annual budget lines were considered (emphasis added). According to Budget Committee policy, the BC has authority to allocate emergency resources for requests for \$4999 or less. If an emergency request is over \$5000, the BC forwards the request for action to its "parent" committee, the Pierce College Council. PCC then makes a recommendation to the college president who ultimately decides whether or not to fund the \$5000 or higher emergency request. With these functions as its primary mission, the BC acted largely as an operational committee focusing on current year expenditures and emergency budget requests that are not addressed during the annual budget preparation cycle.

The original membership of the Budget Committee reflected its specialized duties with respect to the operational budget, which is inextricably tied to and affected by both the State's and District's annual operational plans. As a result, the committee had a number of technical budget support personnel assigned to attend as members or as resources to this body. There were voting members from the Faculty and Staff Guilds, the Academic Senate, and the deans. The only member of Senior Staff on the committee was the Vice President of Administrative Services because of its focus on college operations rather than planning. Later in the spring 2012 semester, the Budget Committee revised its charter to make the group less technical and more representative, including the addition of the vice presidents of Academic Affairs and Student Services. Once this change to the membership was implemented, the BC assumed the responsibility for preparing the annual operational budget each spring.

Emergency Budget Augmentation Requests

The Budget Committee is responsible for two very important tasks related to your annual department and divisional budgets: 1) The group reviews the annual operational budget,

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Emergency or part of my plan?

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including the rollover allocations related to annual ongoing college operations; and, 2) Emergency budget requests of any size resulting from an unforeseen event or circumstance that arises during the course of any academic/fiscal year. The emergency budget request exists to assist with solving problems that arise during an academic year that were not anticipated and for which no plan exists. These temporary, emergency augmentations to a department or division budget are one-time allocations intended to address a particular problem or circumstance. If the request is approved through the appropriate processes, the specific additional resource need will be funded on a one-time basis. If there is a need for the funds to be included in your rollover annual budget, a request for ongoing future funding would have to be approved and funded separately through the Annual Program Planning process.

The Need to Address Long-Range Planning and Budgeting

To address accreditation standards related to long-range decisions and linking our budgeting with planning, we needed a committee that was a broadly representative body that could prioritize budget requests resulting from the program review and annual planning cycles. When this need surfaced in 2010, we looked first to the Budget Committee to determine if that was the appropriate existing committee to take on this task. Since neither Academic Affairs nor Student Services were represented on the committee at the senior administrative level at that time, and the BC was focused on its role as a technical operations committee, it was decided that we needed a different governance body to take on the job of linking planning with allocating our fiscal resources. These decisions gave birth to the Resource Advisory Committee (RAC) in the spring 2011.

The charge of the RAC, and later the RATF, was to develop a process for taking the resource requests that come out of the Annual Program Plans (APPs) and prioritize them in light of the Strategic Master Plan. The RAC/RATF have been responsible for the development and revision of the process and criteria for prioritizing requests from the four functional areas of the College including Academic Affairs, Administrative Services, Student Services, and the President's Office. At the March 26, 2015 meeting of the Pierce College Council, the Budget Committee recommended that the RATF be dissolved and that annual resource prioritization be tasked to the Budget Committee. This recommendation was approved and the Budget Committee is preparing to prioritize the annual resource requests based on the Annual Program Planning process that was completed for the 2014-2015 academic year.

Requests made through the Annual Program Plan should be related to the achievement of the goals and objectives of our various College planning documents, which flow from and through the Strategic Master Plan. Additional resource requests through the APP process are for ongoing "permanent" (until the next budget crisis) augmentations to the department or division's annual operational budget. If your department is funded through the APP process, the department or division should plan on those funds being available in the rollover operational budget on an annual basis. If your request is funded, you do not need to request it again in the following year's APP process. For example, the hiring of five additional custodians received a high ranking and was funded through the 2013-2014 prioritization process. Once we made a commitment to hiring five additional custodians, we cannot defund those positions in the following fiscal year. Through the APP and annual budgeting processes, we made a commitment to fund those

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The difference is...

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positions in the future. As a result, Vice President Schleicher does not need to request those five positions again through the current APP process. He is free to request additional division priorities that are linked to the implementation of our College planning goals.

What is the differences between emergency requests and annual program planning requests?

In short, you should go directly to the Budget Committee for one-time unforeseen emergency requests for supplemental resources that do not exist in your annual operating budget. If you need or wish to fund the request in future academic/fiscal years, it must also be requested through your Annual Program Plan. There is nothing in our processes that prevents you from requesting both an emergency one-time budget augmentation in the current year while also requesting ongoing permanent operational funds for the item(s) in your Annual Program Plan as long as it is related to long-range planning. However, there is no guarantee that such a request will be permanently funded. It depends on the quality of the request and how it contributes to achieving institutional goals.

For long-term planning, permanent budget augmentation requests that implement the goals of College planning, your department or divisional request should go through the APP process. If your request receives a high ranking and is approved for funding, the allocation of resources is added to your operational budget in the following academic/fiscal year. Once the 2014-2015 APP requests are prioritized this year, if funding is allocated, it will be added to the 2015-2016 academic/fiscal year budget, not the current year operational budget. If funding is added to your annual operational budget, you do not need to request it again in the following year's APP process. Instead, move on to requests for other department and divisional priorities that contribute to the achievement of the College's CAPS goals. The only case in which funds are not added to ongoing operational budgets are those used for instructional equipment, which are also part of the APP process. Equipment, by definition, lasts over multiple academic years; thus, there is no need to fund it in future operational budgets beyond the initial purchase.

Please see the following page for a visual of this process.

