



## FOOTHILL COLLEGE Operations Planning Committee

### Meeting Minutes

Date: 2/25/11 Time: 1:30 - 3:00 pm

Location: President's Conference Room

Attending: Shirley Treanor, Peter Murray, Shelley Schreiber, Jay Patyk, Meredith Heiser (FA), Ion Georgiou, Jocelyn Jia

### Summary

Item	Notes
I.	Hot Items
II.	Criteria for Budget Allocations and Reductions
III.	Wrap-up; Schedule Upcoming Meeting

### Discussion Detail

#### Item: I

- Nothing was discussed.

#### Item: II

- The group examined the Guiding Principles for Ongoing Budget Augmentation and Elimination. It was stressed that OPC must think about the entire college (i.e., think globally) whenever it engages in decisions related to resource allocation, etc.
- OPC agreed all processes related to resource allocation, elimination of positions, etc., must be transparent, but should not disclose the names of any individuals.
- A suggestion was made to move beyond simple principles and establish a rubric/metrics that are more concrete to ensure optimum resource allocation. The principles that have been established are good, but the college ought to establish quantitative measures to ensure consistency across all segments of the college when it comes to determining resource needs and optimal allocation. Furthermore, this quantitative approach will assist in identifying those resource requests that are the most beneficial to the college and its missions (i.e., narrowing the field). Once done, a more manageable list of resource requests will be generated, and decision-makers can engage in a more productive discussion to determine which ones will be funded.
- A suggestion was made that we examine and adjust (if necessary) the principles every year, not every 5-10 years, primarily due to the changes taking place with regarding the funding cycles from the state.
- A suggestion was made that the college may want to conduct an analysis of the general cost of each program/discipline to try and determine the "cost of assets deployed" as done in the private sector. But can we measure the dollars spent on a given program and associate it to learning? Additionally, some faculty may become concerned that their programs are being targeted because they are too expensive, etc. More research and discussion will need to be done here.
- A suggestion was made that the fifth guiding principle needs to be modified. Specifically, there ought to be better adjectives to measure "value and quality."

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- A suggestion was made that OPC divide Ongoing Budget Augmentation and Elimination into two separate columns. In other words, separate augmentation and elimination and try to create principles for each. The members agreed this ought to be done, and work will begin on this shortly.
- It was noted that the college will have to cut \$3.2 Million in the coming year. The college will need to employ “strategic thinking” to help overcome these funding shortfalls. Suggestions included things like combining resources between Foothill and De Anza, such as eliminating duplicate classes on both campuses. (Example: offer Spanish here at Foothill and French at De Anza instead of both languages at both schools. Or, if we must cut athletic programs, why have two football teams?) This might be very difficult to implement in reality. However, it is worth consideration, especially if funding shortfalls become more acute going forward (as anticipated).
- Are there structural changes the college could make to help save money? Are there opportunities to help achieve economies of scale, greater levels of efficiency, etc.? Can we increase capacity to help increase enrollment and achieve growth targets and thus additional funding? It was suggested the college increase the seat counts by 5+ seats in each course. But would faculty be willing to take on that additional workload? Furthermore, reaching cap could help in terms of obtaining additional funds/resources (approximately \$5 Million). Some members of OPC suggested expanding online course offerings as a way to reach cap and secure those additional dollars. More analysis and discussion will need to be done here. Additionally, it was suggested that the college could look into allocating additional resources towards the recruitment of international students, since they are a good source of funding for the college, and could possibly support other programs at the college during these challenging budgetary times. More analysis and discussion will need to be done here.
- What could OPC devise to help in making budget reductions? It was agreed that one of the most important criteria should be related to the missions of the college. After all, if the state is going to allocate monies based on basic skills, transfer, and workforce development, we ought to make this the highest of priorities.
- OPC concluded the meeting by examining the document created on 3/7/09 (i.e., Criteria for Budget Reductions). OPC discussed the idea of ranking the criteria listed on the document. Furthermore, is there anything that might be missing on this list?

### **Item: III**

- Some homework for members of OPC in preparation for our next meeting on 3/2/11:
  1. To reexamine the 3/7/09 Document (Criteria For Budget Reductions) and make revisions as necessary. Also, think about the ranking of each criteria presented on the list. Which are the most important? Which are the least important? Be prepared to discuss.
  2. Think about the three missions of the college. Is one mission more important than the others? Are they of equal weight or not? Be prepared to discuss.
- Next OPC meeting is scheduled for 3/2/11 from 1pm - 2pm in President’s Conference Room.