

New Resource Allocation Model Proposal

5/1/14

With the advent of community-supported status along with district-wide discussions about what student success is for our students, the District Committee on Budget and Finance (DCBF) has been exploring the need to revise our resource allocation model. In particular, there is a desire to move away from having primarily FTES-based allocations and to move toward having allocations that are based on what we need to serve our students. It is important to remember that having a new resource allocation model doesn't increase the amount of funds available to allocate; it just reprioritizes where those funds are allocated.

As with the last time we did a major revision to our allocation model, we started with the following values:

- ▶ The model must be fair
- ▶ Simple
- ▶ Predictable
- ▶ Stable
- ▶ Minimize internal conflict - between colleges & with district office
- ▶ Timely – in order for development of plans at colleges
- ▶ Efficient to administer
- ▶ Recognize cost pressures – collective bargaining results, inflation, etc.
- ▶ Have a multi-year application – not change formula each year
- ▶ Be flexible – including with the movement to basic aid
- ▶ Consistent
- ▶ Accommodate good and bad years
- ▶ Address inequities of equalization and access
- ▶ Promote a sensible use of public funding – no “spend it or you lose it”
- ▶ Recognize local community needs and geographic areas – differences between the needs of the students at each college
- ▶ Uses quantitative, verifiable factors – need for good data
- ▶ Protects the integrity of base funding – no sudden or major changes
- ▶ In synch with our mission and goals

DCBF started with looking at what is the minimum staffing allocation needed to “open the doors.” We looked at the 3 colleges and determined what positions and functions the colleges have in common. Based on that, we came up with a base amount for each college for administrative and support staffing. We then looked at FTES, load and FT:PT ratios to allocate funds for full-time and adjunct teaching faculty as well as for new full-time faculty to even the ratios between the colleges. Next we looked at non-teaching faculty and came up with allocations for library and learning resources, counseling, released and reassigned time, both for full and part-time faculty. Finally, because FTES are a measure of workload, we allocated the remaining funds based on the colleges' relative share of district FTES.

It should be noted that the staffing allocations are made at actual cost. A college was not penalized for having more senior staff. Each site's allocation will be adjusted annually for movement on step and column as well as for any negotiated compensation increases. Of course, just because we allocate funds

to a site based on these determinations does not mean that the site has to fill a position or be structured in a certain way. How the colleges spend their allocation is a college decision. Similarly, while we may assume a certain load or FTES for each college, the college can choose to maintain whatever load or FTES they wish (as much as it is within their control!).

It is also important to note that we have made some preliminary recommendations as to the FTES goals, load for teaching faculty, percentage of full-time faculty, load for counselors, etc. These factors determine much of the funding allocation and can be changed as the District determines appropriate. What is used right now mostly sustains the status quo while attempting to even out the disparities between the campuses.

This revision of the allocation model does not address changes to the District Office, Facilities or Central Services at this time. These allocations stay the same as in the existing model. The District Office receives 15% of the colleges' allocations and grows and shrinks along with the colleges. Facilities receives 6.8% of the colleges' allocations and \$3.02 per square foot and its allocations will change with both changes in the colleges' allocations and the growth in new buildings. Central Services is where most of the fixed costs for the District go, and the allocations are based on our best estimates of the actual costs.

Finally, DCBF discussed implementing this new model over time, which promotes the values of stability and predictability. We propose adjusting the allocations to each college by 1/3 of the difference between the old model and the new model in 2015/16, 2/3 of the difference in 2016/17 and implement the model in its entirety in 2017/18. As we have done with the existing model, the new model will be reviewed by DCBG annually.

The following is a simulation of what would have happened if we used the 13/14 staffing and allocations. The simulation will be updated when we have 14/15 budgets, and again for 15/16, when we finally begin the implementation. As such, please be aware that the final numbers will certainly change, especially as the colleges hire additional faculty and staff over the next year, and as we have additional resources.

Discussion/Draft Proposal for New Resource Allocation
4/14/2014

	Canada	CSM	Skyline	Subtotal
2013/14 Allocation Current Model	\$ 16,492,570	\$ 27,805,596	\$ 29,088,386	\$ 73,386,552
Staffing Allocation				
Admin & Non-instructional	\$ 5,394,374	\$ 5,675,601	\$ 5,338,874	\$ 16,408,849
FT Faculty Instructional	\$ 4,584,148	\$ 8,907,552	\$ 7,804,932	\$ 21,296,632
1310	\$ 4,002,084	\$ 6,523,556	\$ 8,009,300	\$ 18,534,940
New FT Faculty Instructional	\$ 110,046	\$ -	\$ 585,812	\$ 695,858
Release/Reassigned Time	\$ 702,041	\$ 666,733	\$ 859,737	\$ 2,228,511
Library/Learning Resource Center	\$ 244,186	\$ 141,713	\$ 267,619	\$ 653,518
CTE Programs	\$ 43,994	\$ 27,782	\$ -	\$ 71,777
Counseling FT	\$ 379,884	\$ 1,086,498	\$ 833,562	\$ 2,299,944
Counseling PT	\$ 79,580	\$ 260,690	\$ 326,587	\$ 666,857
Staffing Allocations 86%	\$ 15,540,337	\$ 23,290,125	\$ 24,026,423	\$ 62,856,885
Remaining available to allocate 14%				\$ 10,529,667
FTES Goals	4,300	7,400	8,000	
Percentage	22%	38%	41%	
FTES-Based allocation	\$ 2,298,354	\$ 3,955,306	\$ 4,276,007	\$ 10,529,667
Total Revised Allocation	\$ 17,838,691	\$ 27,245,431	\$ 28,302,430	\$ 73,386,552
Change from Current Allocation	\$ 1,346,121	\$ (560,165)	\$ (785,956)	\$ (0)

	District Office	Facilities	Central Services	Grand Total
2013/14 Allocation Current Model	\$ 11,071,753	\$ 10,008,864	\$ 31,935,533	\$ 126,402,701
General Administration	\$ 3,548,079			
Human Resources	\$ 1,356,457			
ITS	\$ 4,408,604			
Chancellor/PIO/Ed Svcs & Planning	\$ 1,758,613			
Facilities/Public Safety General		\$ 1,914,570		
Facilities/Operations Skyline		\$ 2,827,619		
Facilities/Operations Cañada		\$ 1,882,178		
Facilities/Operations CSM		\$ 3,384,498		
Retiree Benefits			\$ 8,075,236	
Utilities			\$ 5,068,914	
Personnel Commitments/Prof Dev			\$ 7,842,441	
Telephone/Hdwr/Soft/Maint			\$ 1,923,119	
Other			\$ 9,025,822	
Percentage of College Allocations:	15.09%	6.82%		
\$ per Sq Ft:		\$ 3.09		
Total Sq Ft:		1,620,579		
Total Revised Allocation	\$ 11,071,753	\$ 10,008,864	\$ 31,935,533	\$ 126,402,701
Change from Current Allocation	\$ -	\$ -	\$ -	\$ -

Assumptions for Minimum Staffing Levels Using 13/14 Budget Data
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<u>PRESIDENT/RESEARCH/MARKETING</u>	FTE	Canada	CSM	Skyline
<u>President's Office</u>				
President	1.00	216,162	230,712	231,072
Admin Asst	1.00	75,418	96,537	78,522
<u>Research & Planning</u>				
Plan,Research,Inst. Eff., Dean	1.00	113,088	144,960	119,256
Planning & Research Analyst	1.00	73,542	86,580	77,886
<u>Marketing/Public Relations/Outreach</u>				
Dir Marketing	1.00	92,994	99,738	100,116
Web Programmer Analyst	1.00	70,236	73,044	72,294
 <u>OPERATIONS</u>				
<u>Business Services</u>				
Vice President, Admin Services	1.00	133,656	133,656	133,656
Senior Accounting Coordinator	1.00	72,355	73,615	71,080
<u>Budget/Operations</u>				
Financial Analyst	1.00	82,452	85,923	89,394
<u>Payroll</u>				
Campus Cert. Payroll Clerk	1.00	60,624	59,597	65,468
<u>Mail Services</u>				
Shipping/Receiving Clerk	1.00	47,504	47,020	47,988
Mail Clerk	0.25	12,089	12,089	12,089
<u>Theater</u>				
Theatre Events Manager	0.80	81,444	83,505	74,892
 <u>STUDENT SERVICES</u>				
<u>Admissions & Records and Enrollment Services</u>				
Dean	1.00	145,500	146,040	144,960
Registrar	1.00	98,976	98,976	93,073
Program Services Coordinator, Degree Audit	1.00	105,766	109,896	100,141
<u>Assessment</u>				
Program Services Coordinator	1.67	62,884	63,693	61,500
<u>Counseling</u>				
Dean	1.00	148,560	159,360	128,508
Division Assistant	1.00	58,716	60,037	58,479
<u>Financial Aid</u>				
Director of Financial Aid Svcs	1.00	108,818	102,315	95,502
Financial Aid Technician	1.00	71,516	67,828	64,259
Fin Aid Reconciliation Specialist	0.33	23,572	23,643	23,572
<u>Student Activities</u>				
Coord Of Student Activities	1.00	60,508	73,044	75,418
<u>Transfer Center</u>				
Program Services Coordinator	1.00	78,522	69,643	62,940
<u>Vice President</u>				
Vice President, Student Svcs.	1.00	171,696	171,696	159,354
Administrative Assistant	1.00	75,418	75,418	73,044
 <u>INSTRUCTION</u>				
<u>Dean's Office/VP's Office/Administration</u>				
Vice President, Instruction	1.00	164,544	176,729	171,696
Administrative Assistant	1.00	73,044	77,244	60,012
Curr & Instr Systems Spec	1.00	100,553	100,553	100,553
Administrative Secretary	1.00	49,248	69,391	57,120
<u>Instruction</u>				
Deans	4.00	613,440	638,304	606,624
Division Assistants	3.00	185,066	178,878	182,268
Instructional Aides	7.00	383,390	429,954	377,454
<u>Library/Learning Center</u>				
Director	1.00	84,531	84,531	84,531
Staffing Allocation	44.05	3,995,832	4,204,149	3,954,722
Benefits		1,398,541	1,471,452	1,384,153
Total		5,394,374	5,675,601	5,338,874

Using FTES Goals Modified to Approximate a 5% decrease

Part-Time Faculty

Scenario #3

2013/14 Budget	FTES Goal	Convert to WSCH	Load Goal	FTEF Needed	FT FTEF Available	PT FTEF Needed	Average Cost/PT FTEF	1310 Budget
Canada	4,300	64,500	525	122.86	54.32	68.54	\$ 58,393	\$ 4,002,084
CSM	7,400	111,000	525	211.43	98.75	112.68	\$ 57,895	\$ 6,523,556
Skyline	8,000	120,000	525	228.57	90.61	137.96	\$ 58,055	\$ 8,009,300
District	19,700	295,500	525	562.86	243.68	319.18	\$ 58,071	\$ 18,534,940

Full-Time Faculty

2013/14	FT/PT Ratio	Ratio Goal	FT FTEF Goal	FT FTEF Available	FT FTEF Needed	Average Cost/FT FTEF	FT Allocation	Reduction to 1310 Budget
Canada	79%	88%	57.38	54.32	3.06	\$ 94,335	\$ 288,831	\$ (178,785)
CSM	88%	88%	98.75	98.75	-	\$ 94,335	\$ -	\$ -
Skyline	66%	88%	106.76	90.61	16.15	\$ 94,335	\$ 1,523,206	\$ (937,394)
District	76%	88%	262.89	243.68	19.21	\$ 94,335	\$ 1,812,037	\$ (1,116,179)

Non-Instructional FT Faculty

	Canada	CSM	Skyline
Released/Reassigned Time			
Academic Senate	0.47	0.50	0.40
Academic Senate Districtwide		0.40	
Curriculum	0.40	0.40	0.40
Accreditation	0.20	0.20	0.20
Assessment	0.20	0.20	0.20
Library/Learning Resource Center			
	2.00	1.80	2.80
CTE Programs			
Mandated Director/Coordinator			
	0.50	1.49	
AFT	0.20	0.70	0.70
Categorical Programs	1.00	0.20	
Other	3.76	3.68	8.09
Total	8.73	9.57	12.79

Counseling Option #4 with Counseling FTEF per Student Ratio Using All Funds

Counseling	Student/Counseling FTEF		Actual # of FT Counselors		PT Counselors Needed	Cost per FTEF	Total PT \$ Needed	Total PT Budget Fund		Add'l Allocation	\$ "Freed Up"
	Unduplicated Students	Students	Fund 1	Fund 3/6				1	3/6		
Canada	720.71	9,196	12.76	3.40	3.12	6.24	\$ 406,307	\$ 17,000	\$ 332,621	\$ 56,685	\$ -
CSM	720.71	13,284	18.43	8.68	3.32	6.43	\$ 403,683	\$ -	\$ 162,303	\$ 241,380	\$ -
Skyline	720.71	14,905	20.68	7.12	6.01	7.55	\$ 469,759	\$ 302,395	\$ 460,777	\$ -	\$ 293,413
District	720.71	37,385	51.87	19.20	12.45	20.22	\$ 1,279,748	\$ 319,395	\$ 955,701	\$ 298,065	\$ 293,413

Ratio is based on 13/14 counseling FTEF both full and part time in all funds to unduplicated student count for 2012/13.

Student headcount is unduplicated count for 2012-13 (Summer, Fall & Spring).

Actual # of FT Counselors is number assigned to counseling (as opposed to teaching or coordinating) in all funds for 2014/15 as of April 1.

Cost per PT FTEF based on 2013/14 actual costs as of 4/09/14 divided by actual hours paid.

Total PT budget is 2013/14 estimated total expenditures for 1451 for all funds as of 4/9/14.

Counseling	FT FTEF	PT FTEF	Unduplicated Students		Student/Counseling FTEF Ratio
			Unduplicated	Counseling	
Canada	6.52	5.37	9,196	773.48	
CSM	12.00	2.59	13,284	910.74	
Skyline	13.13	12.27	14,905	586.87	
District	31.65	20.22	37,385	720.71	