SLT Resource Allocation Process FY ’21

Introduction.

The Resource Allocation Process of FY ’21 introduced the strategic resource request process. In this process, budget managers who recognized a need for strategic funding beyond their current budgets, or who determined a need for a new position, provided a strategic resource request. Strategic resource allocation requests are not funded through any additional funds, but rather, through allocating available funding differently across all departments to meet UCC’s most pressing strategic needs.

Process.

The resource requests went through two rounds of review using rubrics designed to measure strategic and fiscal impact. The Institutional Effectiveness Council (IEC) scored the first round of requests. This round was designed so that all requests received an initial review by two trained viewers who were not part of the requester’s department. IEC did not give consideration to budgetary matters in their review, leaving those considerations to SLT. IEC provided scoring results to the Senior Leadership Team (SLT). SLT developed two additional components of the resource review rubric that addressed fiscal impact/sustainability and retention/enrollment growth.

Between January 15 and 22, 2020, each resource request was reviewed by three SLT members. The review process included scoring for the two criteria added by SLT as well as reviewing the scoring made by IEC members. If questions arose about the request or the scoring, SLT members could ask for clarification (but not advocacy) from the originator of the request or an IEC member.

By the January 22 SLT budget retreat, all scored requests were compiled. During discussion of the results, SLT noted that a small number of IEC scores seemed to have been made without full understanding of the impact of the request on the campus. SLT also noted that prioritizing requests simply based on scores was insufficient for making final decisions; for example, some requests were necessary to honor in order to comply with program accreditation or Oregon’s pay equity law, even though those requests did not necessarily receive the highest ratings. As a result, SLT implemented a system that would allow for requests to be put into context of overall campus needs, and placed the requests in three categories related to the strategic plan: positive impact on enrollment (recruitment and/or retention), increase in efficiencies, and compliance with state and federal regulations and laws. From those categories, the requests with the strongest scores were prioritized.

With direction from the CFO, SLT examined the state of the budget, including carry forward from the first year of the biennium that had been set aside to address second year needs as well as the forecast for the next biennium so that SLT could consider sustainability of on-going funding requests.

Additional funds were made available through academic restructuring. Those funds were reinvested in two ways: into new positions that redistributed duties from the existing academic structure, and into some of the resource allocation requests for recruitment and retention. With the resignation of both academic deans, the provost took advantage of the opportunity to organize academics in a way that would

strengthen the College's work on reaffirmation and long-term sustainability. Both dean positions were eliminated and the budgets for the deans' offices/operations were reallocated. The academic restructuring and reallocation of resources involved the following considerations and actions:

1. In order to effect consistent communication and systematic development of new academic programs, it was proposed that all department chairs will report directly to the Provost; after multiple meetings and communications, the chairs agreed to this approach.
2. To streamline operations and to integrate Arts & Sciences (A&S) with Career and Technical Education (CTE), the restructuring included an Assistant Vice President of Academic Services who will provide direct support to the Provost on a wide range of academic matters, including distance education, academic support services, academic assessment, and logistics pertaining to academic functions of the College (such as scheduling, college catalog, policies and procedures, new faculty needs, and academic advising).
3. Because community education and partnerships (i.e., Community Education and Workforce Development, Adult Basic Skills Education, JOBS, Wolf Creek Job Corps, Small Business Development Center, and Southern Oregon Wine Institute) were primarily operating in silos with minimal to no supervision, the proposed restructuring included a Dean of Community Education and Partnerships to bring together all these programs and operations; directors, except one, agreed with the plan. This approach will allow for community education and partnerships to capitalize on their common strengths and work collectively to position UCC in a positive and progressive manner. Additionally, this approach provides an opportunity for collaborative program development.
4. Faculty cannot supervise faculty (and department chairs are faculty); therefore, there is a great need for human resources work in academics. The proposed restructuring included a Director of Faculty Development who will be responsible for such duties as faculty supervision and evaluation, pedagogical workshop development, facilitation of faculty hiring and onboarding, and faculty orientation.
5. To ensure key operations continue in A&S and CTE, non-program-specific coordinator positions were developed, including a CTE coordinator.
6. The provost presented the restructuring plan for review and feedback to the Department Chairs, Provost Council, Senior Leadership Team, and the President.

SLT continued to review funding requests for three weeks, seeking additional information and finalizing academic restructuring after multiple discussions with academic leadership and faculty department chairs. Ultimately, through using general funds reserved from year one of the biennium, academic restructuring, shifting of current funds in both general funds and administratively restricted self-sustaining funds, securing a grant that covered some small requests, and requesting a small amount of funds from the UCC Foundation, $669,182 of requests were honored. (See charts of funded and unfunded requests.) The decisions of SLT were shared with the Administrators Group on February 19 and with IEC on February 20 during scheduled meetings of those groups.

Funding decisions.

The Senior Leadership Team approved funding in the amount of $669,182 consisting of $520,368 from the General Fund, $140,314 from Administratively Restricted – self-sustaining fund allocations and $8,500 from Grant funding.

FUNDED REQUESTS (Priority Designations: EN – Enrollment, EF – Efficiencies, C – Compliance)

Fund	Office	Dept	Type	Use	Request	Amount	Status	Priority
Restricted	Provost	Truck Driving	On-Going	Personnel	Full Time Instructor	73,540	Funded	EN
Restricted	Provost	CWT	On-Going	Personnel	Full Time Operations Specialist	65,274	Funded	EN
General	Provost	Nursing	On-Going	Personnel	Full Time Nursing Faculty	81,686	Funded	EN
General	Provost	Public Safety	On-Going	Personnel	Full Time EMS/Fire Science Faculty; tech & furniture	81,477*	Funded	EN
General	Provost	Instruction	On-going	Personnel	Faculty member (only one to be funded for Math, Human Services, or Apprenticeship) + Tech/furniture	81,477*	Funded; restructure	EN
Grants/ Contracts	Provost	First Year Experience	One-Time	Training	Funding for 2 persons to attend national conference	5,000	Funded; grant	EN
General	Provost	Public Safety	On-Going	Personnel	Full Time Clerical Support	18,677	Funded at PT Status	C
General	Provost	Institutional Effectiveness	On-Going	Personnel	Full Time Institutional Effectiveness Analyst, supplies/technology/ furniture	69,274*	Funded	C
Grants/ Contracts	Provost	Learning Support Services	On-Going	Personnel Operating	Developmental Education	3,500	Funded; grant	EN
Restricted	Provost	Career Services	On-Going	Personnel	Additional funding to cover training for Student Job Placement position	1,280	Funded	EN
Restricted	Provost	Title IX	On-Going	Training	Title IX Coordinator Compliance Training	1,500	Funded	C
General	Athletics	Athletics	On-Going	Personnel	Women's Wrestling	700	Funded	C

Fund	Office	Dept	Type	Use	Request	Amount	Status	Priority
General	Athletics	Athletics	On-Going	Personnel	Obstacle Course Racing	5,976	Funded	C
General	Athletics	Athletics	On-Going	Personnel Operating	Women's Soccer	28,307	Funded	EN
General	Athletics	Athletics	On-Going	Personnel Operating	E-sports	25,927	Funded	EN
General	Facilities Security	Maintenance	On-Going	Personnel	Grounds Keeper	50,762*	Funded half; + used existing funds	C
General	Business Services	Accounting & Finance	On-Going	Personnel	Pt Accounting Specialist	24,572*	Funded for one year only	EF
General	Provost	Library	On-going	Personnel	Summer hours for current Research & Instructional Librarian	8,268*	Funded; Restructure	EN
General	Provost	Testing	On-going	Personnel	PT Testing Assistant	16,575*	Funded; Restructure	EN
General	Provost	Advising	On-going	Personnel	PT on-call academic advisors	11,910	Funded; Restructure	EN
General	Advance-ment	Communi-cations	On-going	Software	Siteimprove software for compliance	8,500	Integrate into allocated funds	C
General	Facilities	Security	One-time	Equip-ment	AEDs and security cameras	5,000	Use of existing funds	EF

**SEE NOTE AT THE END OF THE REPORT REGARDING THESE ITEMS*

REORGANIZATION – ADDITIONAL POSITIONS APPROVED USING EXISTING FUNDS

Fund	Office	Department	Type	Use	Request	Amount	Status
General	Provost	Adult Basic Skills	On-going	Personnel	PT Administrative Assistant at Woolley Center	12,960	Funded - Reorganization
General	Provost	Academic Services	On-going	Personnel	FT Director of Faculty Development	95,564	Funded – Reorganization
General	Provost	Academic Services	On-going	Personnel	2 academic program + CTE coordinators	24,794	Funded - Reorganization
General	Provost	Academic Services	On-going	Personnel	Chair Stipend increase	14,877*	Funded - Reorganization

**SEE NOTE AT THE END OF THE REPORT*

UNFUNDED REQUESTS

The College was not able to fund $637,771 in requests. The College will maintain unfunded requests for consideration during the strategic and budget planning process for fiscal year 2022.

Fund	Office	Department	Type	Use	Request	Amount	Status
General	Provost	Instruction	On-going	Personnel	FT Faculty (only one to be funded: Math, Human Services, or Apprenticeship)	81,477	Not able to fund
General	Provost	Instruction	On-going	Personnel	FT Faculty (only one to be funded: Math, Human Services, or Apprenticeship)	81,477	Not able to fund
General	Provost	Early Child-hood	On-going	Personnel	Full time Early Childhood Education Instructor	81,477	Not able to fund
General	Provost	Library	On-going	Personnel	Full Time Research Librarian + Tech/Furniture	83,546	Not able to fund
General	Provost	Library	On-going	Other	Library Collection	30,000	Not able to fund

Fund	Office	Department	Type	Use	Request	Amount	Status
General	Provost	Public Safety	On-going	Personnel	Full Time Clerical Support	57,448	Funded at PT
General	Provost	Apprentice-ship	On-going	Facility	Apprenticeship Training Facility	46,500	Not able to fund
General	Provost	Apprentice-ship	On-going	Personnel	PT Classified	8,122	Not able to fund
General/Administratively Restricted	Provost	Institutional Effectiveness	On-going	Personnel	FT Assessment/UCCOnline Faculty plus M&S, set-up	83,546	Not able to fund
General	Provost	Enrollment Management	On-going	Software	Customer Relationship Management System	20,000	Not able to fund
General	IT	Institutional Technology	On-going	Software	Cloud based AdvisorTrac & TutorTrac Software	3,855	Not able to fund
General + Restricted	Business Services	Special Events	On-going	Personnel	PT director to full time	34,000	Not able to fund
General	Business Services	Special Events	On-going	Personnel	PT classified for internal events	25,000	Not able to fund
General	Provost	Institutional Effectiveness	On-going	Personnel	Stipends for faculty assessment work	20,000	Not able to fund

PENDING REQUESTS

Fund	Office	Department	Type	Use	Request	Amount	Status
Foundation	Provost	Fine & Performing Arts	On-going	Personnel	Part-Time Assistant	13,650	Pending

REQUESTS WITHDRAWN BY DEPARTMENTS

Fund	Office	Department	Type	Use	Request	Amount	Status
	Provost	Library	On-going	Equipment	Library Security Gates	30,000	Withdrawn
	Information Technology	IT	One-Time	Operations	Cyber Security Penetration	15,000	Withdrawn

SLT will be meeting with Institutional Effectiveness Council to review this process and seek feedback on how to improve this process in the future.

***Due to COVID-19 impact on state revenue starting in March 2020, in anticipation of the large cut from the State, Senior Leadership team in collaboration with divisions administered cuts to the resource allocation requests marked by the *.**