

Guiding Principles for Budget Reductions

Introduction

Recent declines in enrollment together with changes in the way we are funded by the state will necessitate that we make changes in the way we operate. In order to ensure the long-term fiscal stability of the College we must realign our functions to position the college for growth while recognizing that we are a smaller college than 10 years ago. We will continue to pursue changes that enhance the student experience – leading to increased access, retention, and success - through existing efforts such as Guided Pathways, Guided Placement, Student Equity and Achievement Program, and Strong Workforce, and as well as lobbying for changes at the state level.

The assumptions are:

- We are a smaller college. Our FTES has steadily declined since 2007-2008 by approximately 20%.
- We are “held harmless” for the next two fiscal years. We are currently receiving and operating on one-time funds that will be discontinued effective June 30, 2021.
 - We are unable to make long-term on-going commitments on one-time money.
- Our students’ needs and demographics have changed – ethnicity, age group, instructional delivery.
- Reductions must address our long term fiscal health.

Philosophy/Principles

The following are draft principles that we will use to guide the way in which we make reductions:

- Operate as a smaller and efficient college. Ohlone’s operations must reflect the number of students served while being cognizant of Ohlone’s long-term fiscal stability.
- Ensure that our programs, services, resources, and infrastructure align with the needs of students in our community and fit with Ohlone’s mission and the Strategic and Education Master Plans.
- Budget decisions will be transparent.

- Reductions and cost cutting are shared across employee groups (in compliance with the 50% law) and all areas of the College.
- Decisions will be informed by data.

Values

- **Human Resources:** leverage our employees' skills and abilities.
- **Technology:** apply universal-design technology solutions that would enhance efficiency with the students first in mind.
- **Flexibility:** investments in some areas may be needed while we reduce in others; focus on realignment of what we do.

From the 2015-2020 Strategic Plan:

- **Excellence** – we empower students and employees to achieve at their fullest potential, encouraging all to engage in ongoing learning through high quality education and continuous institutional improvement.
- **Inclusiveness** – we actively reach out to and support students and employees from various backgrounds, socio-economic groups, ages, and abilities to explore their interests in order to define and fulfill their goals. We strive for a diverse workforce that honors and upholds the contributions of all.
- **Innovation** – we strive to be risk-takers in order to generate new ideas in college planning and the curriculum that inspire students, faculty, and staff to optimize student learning. We endeavor to meet the entrepreneurial and technological needs of the college community to serve and support students.
- **Integrity** – we practice transparent communication, emphasizing respect, trust, and honesty among students, employees, and the communities we serve in a climate where everyone feels heard and engaged.
- **Stewardship** – we engage in shared governance to provide an exemplary model of stewardship for human, financial, physical, technological, and environmental resources to maximize institutional effectiveness and efficiency.
- **Success** – we provide the necessary tools and support to assist students and employees in defining goals, and measuring their success by the attainment of those goals.