

Santa Monica Community College District  
**Board of Trustees 2012-2013**  
**Budget Objectives and Principles**  
Adopted May 1, 2012

OBJECTIVES

1. Develop a budget plan guided by benchmarks that brings available ongoing revenues and expenditures into balance effective with the adoption budget for 2013-2014.
2. Protect the College's ongoing operation by maintaining a fund balance ~~that equals one month of salary~~ for the District of ~~7.5%~~ 5% or more going forward from ~~2011-2012-2012-~~ 2013.

In a time of state-mandated limits on resources, the following are the Board of Trustees guiding principles.

PRINCIPLES

- A. The College is committed to student access and success and service to the community.
- B. Ensure that enrollment targets are consistent with the state-funded FTES cap, and, to the degree that they are the basis for revenue projections, can realistically be achieved within the fiscal limitations of the College.
- C. Maintain course offerings that are responsive to student needs and consistent with the State priorities of transfer, career technical, and basic skills education.
- D. Programs will not be eliminated or reduced without careful review.
- E. Establish and maintain an acceptable cost effective level of learning resources and student support services based on comparative performance data as determined by the College.
- F. Develop a variety of expenditure reduction strategies.
- G. Expedite changes that may produce lower costs over time such as energy saving retrofits, alternative energy sources, reduction or consolidation of facility usage, etc.
- H. Where possible and practicable, use staff attrition and/or existing vacancies as one means of reaching budget targets.
- I. Seek to spread cost reductions equitably.
- J. Avoid layoffs of permanent employees. If necessary, seek salary freezes, furloughs, salary reductions, and other temporary or ongoing adjustments before considering layoffs of permanent employees.

- K. Continue to seek external sources of funding, such as grants, to support the College's core missions, but avoid those with matching, management, or reporting requirements that demand significant college resources.
- L. Develop a budget process that manages the growth of expenditures based on: analysis of program need (rather than historical allocations); realistic expectations of revenues; updated market information; and performance measurements.
- M. In light of the current State-imposed funding reductions, review ongoing and future planning initiatives in terms of their long term advantages to the College in meeting public demand for services, improving student success outcomes, or to provide new revenues. Modify, defer, or abandon as appropriate those for which the costs outweigh their potential for furthering the College's core missions and goals.
- N. Make effective use of the College's established planning structures and processes to recommend specific actions to reach the stated objectives, following the principles listed above. The College President shall clarify how these recommendations will be evaluated and the timelines necessary to arrive at a set of final recommendations for any particular budget cycle.
- O. Benchmarks will be used as a guide to inform the decision-making process.