Guiding Principles for Planning Mid-Year and Next-Year Budget Reductions

A. Protect as much as possible of the core curriculum, programs and services needed to fulfill the adopted mission for the District

B. Maintain student access and service throughout the District as much as possible.

C. Protect permanent employee positions insofar as possible – lower personnel costs by reevaluating and/or delaying hiring for permanent position vacancies and by reducing hourly positions.

D. Reduce or eliminate services, programs, positions, or other costs farthest from students, instruction, and the support needed for student success.

E. Delay or slow new program start-up or expansion unless there is a corresponding program elimination.


G. Develop Budget Reduction Plans at different levels (e.g. $500,000, 1 million, $1.5 million) in response to changes in budget projections at the state and local level.

H. (update) Stay flexible, plan for contingencies, and recognize that decisions at the state level may not be made in a timely manner or that decisions in spring 2003 will work for spring 2004.

I. No employee group will be exempt from one or more reduction strategies.

J. Continuously communicate, gather facts, weigh options, listen, and deliberate together; but when difficult choices have to be made, make them as compassionately as possible.

K. Use the Budget Reserve for emergencies such as failure to meet funded growth, major facilities failure, or unexpected late-year state apportionment or property tax shortfall, but not for on-going salary costs.

To define the "core" the Cabinet envisioned a Venn diagram of three interacting circles with the inner circle representing the legal mission and purpose of community colleges, the second circle representing curriculum and services important to have for a comprehensive community college, and the outer circle including services and programs important to be the kind of college Cuesta is today but those that cannot be funded by

---

1 The draft plan was presented to the Planning and Budget Committee on February 25, 2003, revised based on input received, and will be presented to the Board of Trustees on March 5, 2003.