

2020-2021 Budget Development Guiding Principles and Decision-Making Considerations

A. Guiding Principles

- i. Budget decisions must be aligned to the goals and actions in the 2016-2020 Strategic Plan, and to the items identified in the BC government's mandate letter.
- ii. In making decisions to reduce our expenditures, we will apply to the extent possible the "Budget Decision-making Considerations" outlined in this document.
- iii. Validated data provided by Institutional Research, Financial Services, and Human Resources will be used as the foundation for evidence-based decision-making.
- iv. In general, College decisions to undertake new and additional programs and services will be based on expectations that funding/revenues will balance the full (direct and indirect) costs associated with providing the new program or service.
- v. In making decisions for 2020/21, we must also look ahead to future years. We will not postpone taking steps to mitigate and reduce a projected budget deficit this year, and therefore compound the size of next year's potential financial problem.
- vi. We will achieve a balanced operating budget. If expenditure reductions are required, we will attempt to limit the impact on students and on College employees.
- vii. In order to maintain the quality of programs and services, any required budget reductions will be targeted rather than proportionally balanced across the entire College.
- viii. Operational support requirements will be assessed and realigned to meet changing needs and demands.
- ix. The College will maintain a comprehensive range of programming which includes course offerings in each of the following major categories: academic; career/technical; vocational; and developmental education. While maintaining a comprehensive range, we will recognize that not all programs will be offered on an ongoing basis. Some programs will be offered on a rotating basis or will have a planned life expectancy to meet demands.
- x. Strategic reallocations of resources in response to community needs and changes in student demand may provide opportunities to introduce new programs and services. Alternative methods of delivering services and sharing costs with other Colleges will be considered as cost-saving measures.

B. Decision-making Considerations

The following factors will be considered collectively in assessing potential budget decisions:

Need for Programs and Services

- a. For instructional programs, what is the utilization?
- b. Is the recent and/or projected enrolment trend positive (up), stable, or negative (down)?
- c. For services, what is the recent year(s) level(s) of actual student utilization of the service?
- d. What preparations do we need to make for future programs and services?

Cost-effectiveness and Cost Benefit

- a. What is the total cost per student enrolled or student utilizing the service?
- b. What is the total cost of the program or service?
- c. How does the total cost of the program compare relative to the projected budget shortfall?
- d. What is the impact of international students on the total cost of the program or service?

Students Impacted

What is the impact on students?

Employees Impacted

What is the impact on employees?

Alternate Availability

Is the program available to students through avenues other than at CNC (e.g. at other institutions, via on-line/distance education, or through other community service providers)?

Program and Service Outcomes

To what extent is the program or service achieving important student outcomes (employment, credential completion, transfer, other)?

Alignment to Provincial Post-Secondary Goals

To what extent is the program meeting an identified educational need leading to employment or further education in North Central BC?

Impact on Community

To what extent is the program meeting the needs of community employers?

Interdependencies

- a. Are other CNC programs and services heavily dependent on the program/service in question?
- b. Are other external institutions and agencies heavily dependent on the post-secondary educational program in question?

College Mandate Focus for Programs and Services

We will focus on our educational mandate when the executive assesses the development and delivery of programs and services, whether base funded or cost recovery. We will work with community partners to develop appropriate capacity within communities to transition current and future social services and health related contracts for services to others, as part of our commitment to community development.

Future Delivery Potential

If a program or service is suspended or reduced, what would be the key factors that either facilitate or inhibit it being restarted in the future?

Relationship Consequences

What extent would a decision to suspend the program or service have on political or community relations?

Total Net Impact on Budget

What is the total net impact on budget over the next three years?

Risk Management

Various levels of risk and uncertainty will be considered when evaluating major decisions.