

Organizational Models in Higher Education

District Governing Board Retreat
September, 2014

Sources of Information

- AACC, Dr. Walter Bumphus, President
- ACCT, Noah Brown, Director
- AZ Community Colleges
- AQIP Accreditation Reports: Stakeholder Input
 - Central AZ College, Central New Mexico CC, College of DuPage, Colorado Mountain College, Cuyahoga CC, Johnson County CC, San Juan College
- Inside Higher Education Survey

Legal Requirements in AZ

- A.R.S. 15-1401 to 1474
 - Allows one community college per county
 - A separate community college would require county to split
 - Tax base
 - Population
 - Does not address organizational structure or resource allocation

Accreditation

- Regional
 - Higher Learning Commission
 - Pathways
 - Needed for federal grants including financial aid
 - “... resources, structures, and processes are sufficient to fulfill its mission...”
- Option 1: Separate Accreditation for each college within the district
 - Eg. Maricopa
- Option 2: Single Accreditation, Multiple Campuses
 - Eg. All other AZ community colleges
 - Eg. Tri-C, Colorado Mountain College, CNM, College of DuPage, Johnson County CC, San Juan College

Most Utilized Budget Allocation Methods

1. Incremental
2. Zero Based
3. Formulaic
4. Performance Based
5. Responsibility Centered

- The 2011 Inside Higher Ed Survey of College & University Business Officers

Incremental

- Most common
- Last year's positions and programs do not need justification
- Funding requested only for new initiatives

Zero Based

- “Pure” version is rare- some used modified
- Assumes base budget of \$0 each year
- Justification required for all programs and positions

Formulaic

- Favored by many state appropriation models
- Allocates funds based on growth/ shrinkage of student FTE within a campus, school, division or department
- Often includes a “base” component

Performance Based

- Provide funds to campuses, schools, divisions, departments based on achieving desired performance outcomes
 - Egs. Completion, retention, etc.

Responsibility Centered

- Popular among some research universities- rare among community colleges
- Schools within a college are responsible for generating more revenues than the expenses they incur
- Central administration charges a “tax” to schools
 - to provide central services
 - to fund College strategic initiatives

Arizona Community Colleges

	Incremental	Zero	Formula	Performance	RCM	Consider Property Tax
Central	Primary					No
Cochise	Primary					No
Coconino	Primary	Rotate through accounts annually			Examine P/L by discipline	Y if cuts needed
Eastern	Positions	Supplies & Services				No
Maricopa	Primary		Growth/ shrink in FTSE			No
Mohave	Primary	Every 10 years				No
Northland	Primary					No
Pima	Primary	New programs	Growth/ shrink in FTSE	mid-year adjunct	Community Ed, Course Fees	No
Western						
Yavapai	Primary	Adjunct Faculty budget adjusted annually based on enrollments and fill rates. Unspent budgets reviewed annually. New programs			Examine P/L by discipline	No

Stakeholder Feedback Tools

- For Administrators
 - Surveys
 - Students: Noel Levitz, CCSSE, Graduates, Faculty/Course Eval.
 - Employees: Climate, Budget, Strat. Plan
 - Employers: programming, grad skills
 - Focus Groups/ Forums
 - Program Advisory Committee
 - Industry Sector (eg. Health)
 - Campus Master Plan
 - Direct discussion
 - Civic & Social organization participation
 - Community Events participation
 - Other
 - Reports:
 - EMSI/ Regional Econ. Dev. Reports
 - Enviro Scan: demographics, etc.
 - Accreditation
 - Secret Shopper
 - Social Media
 - Website feedback forms
- For Boards
 - None
 - Open Call at DGB Meeting
 - Monitoring Reports
 - Surveys
 - Forums
 - Direct Discussion



Questions & Discussion