

HERE'S WHAT'S LEARNING-CENTERED ABOUT VALENCIA'S 2002-03 OPERATING BUDGET

Valencia's 2002-03 Operating Budget gives voice to an authentic learning-centered vision that is deep in the organization. That vision coupled with a desire to put our resources to work and invest in the future of our learners has resulted in this collaboratively designed financial framework to leverage real movement toward achievement of the College's Strategic Learning Plan. This allocation of budget resources has mirrored stated strategic priorities in a number of significant ways.

- The nine principles and nine priorities that were collaboratively developed by the Budget and Financial Advisory Group and the College Planning Council drove the budget design process. Acting based on those learning-centered principles and priorities made the budget mean something.
- The historic mystique of the budget process was further undermined this year. As the College faced a state-imposed budget reduction challenge early in Term 1, the President took action to make necessary cuts based on principles developed by the Budget and Financial Advisory Group and recommended by the College Planning Council. The President kept the Valencia community updated throughout the year on legislative activities and our plans for future directions.
- In the face of the significant budget reduction referred to above and despite tremendous uncertainty related to future funding levels, the College committed to advertising and hiring 19 tenure-track faculty positions for 2002-03.
- Aside from the cost to continue of Valencia operations and new faculty and instructional support positions, the major focus of the expenditure of new 2002-03 dollars to the College is on Strategic Budget Initiatives. Initiative proposals were solicited from throughout the College and were evaluated based on six principles that became the criteria for ranking by the Budget and Financial Advisory Group and the basis for endorsement by the College Planning Council. Some examples of 2002-03 Strategic Budget Initiatives that were funded include the following.
 1. Core Competency Integration
 2. Under-prepared Student Initiative – Math
 3. LifeMap Implementation (Year 3)
 4. Pre-Tenure Professional Experience (TLA)
 5. Destinations 2003 Faculty Development Program
 6. Creating Opportunities and Resources for Educators
 7. Valencia Institute Marketing Plan
 8. Redesign and Streamlining of Admission and Enrollment Process

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- Staff and Program Development (SPD) funds (\$976,471) were significantly decentralized in this budget in order to further Valencia's learning mission. That reallocation of funds was earmarked in such areas as the following.
 1. Tuition reimbursement raised from \$800 to \$1,000 per full-time employee to facilitate additional academic work and exposure to educational conference facilitators and materials. (Cost: \$200,000)
 2. Two Strategic Budget Initiatives (English Immersion and On-line/On-ground Faculty Development for Adjunct Faculty) funded at a cost of \$243,064.
 3. Creation of a learning-centered mini-grants program providing for campus-based (\$100,000) and collegewide (\$50,000) initiatives.
- The College has captured "existing resources for strategies we wish to implement" by reorganizing marketing and media relations and the print shop in order to provide for greater effectiveness of services while allowing significant funds to be redirected to Valencia's core learning mission within Valencia's 2002-03 Operating Budget.

Operating budgets can come and go; Valencia's principles and priorities based on vision, mission, and values that are constant make this budget document a living and vital document. The learning journey we are on to continually put learning first in all that we do is clearly the focal point of this work. As the College proceeds to implement this Operating Budget it will be important to remember that "The main thing is to keep the main thing the main thing."