

Proposal and Discussion for Addressing the Issues with the RAM

1. Reserves, including the use of reserves, how they are calculated, and if and when the Board mandated reserve percentage should be increased.
2. Procedures for the development of the RAM, including general timelines.
3. Review of each site's expenses, especially in light of the need to reduce expenses. There was especial concern about Central Services expenses.
4. Review of institutional costs and estimates for new year(s).
5. Process and timeline for final adoption of the RAM next year.
6. Staffing Versus FTES production
7. Productivity

Tentative calendar:

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| 9/3/20 | Review timeline and proposed process. Address what will be covered in each step. Identify any missing concerns. GH & Kathy |
| 9/17/20 | Review reserve and carryover policies and procedures. Review any additional concerns with adopting the RAM. |
| 10/8/20 | Provide draft procedures for the development of the RAM for the 21/22 year. Jeremy & Kathy |
| 10/22/20 | Review institutional costs. Jeremy & others as needed (Judy?) |
| 11/5/20 | Start review of Central Services costs. GH, Jeremy and others as needed. |
| 11/19/20 | Complete review of Central Services. |
| 12/3/20 | Review work to date and address anything else that has come up. |
| 1/21/21 | Review any remaining issues, finalize the procedures and policy recommendations and vote on a recommendation to the chancellor to adopt the RAM. |