



BUDGET & PLANNING **JUNE 12, 2012**

LINKING BUDGET TO PLANNING DECISIONS

VISION, MISSION, AND VALUE STATEMENT


VISION: Transforming lives through learning.

MISSION: Provide outstanding learning opportunities that prepare students to meet community needs and future challenges of a complex, global society.

VALUE STATEMENT: Cultivate a student-centered culture of excellence, trust, stewardship, and service.



WHY DO WE LINK PLANNING AND BUDGET?

- Educational Master Plan
 - Accreditation Standards
 - Responsible Organizational Practice
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ROLE OF THE GOVERNING BOARD

ACCJC Standard III.D. defines expectations for maintaining the fiscal integrity of institutions, including adequacy and use of resources and the policies and processes employed to manage those resources with commitment to mission and integrity.


The **governing board** adopts policy on institutional budgeting and it adopts institutional budgets that are balanced and focused on student success, reflecting institutional goals and priorities.

The **governing board** receives and reviews regular financial performance reports, and it validates fiscal accountability through review of annual financial audits.



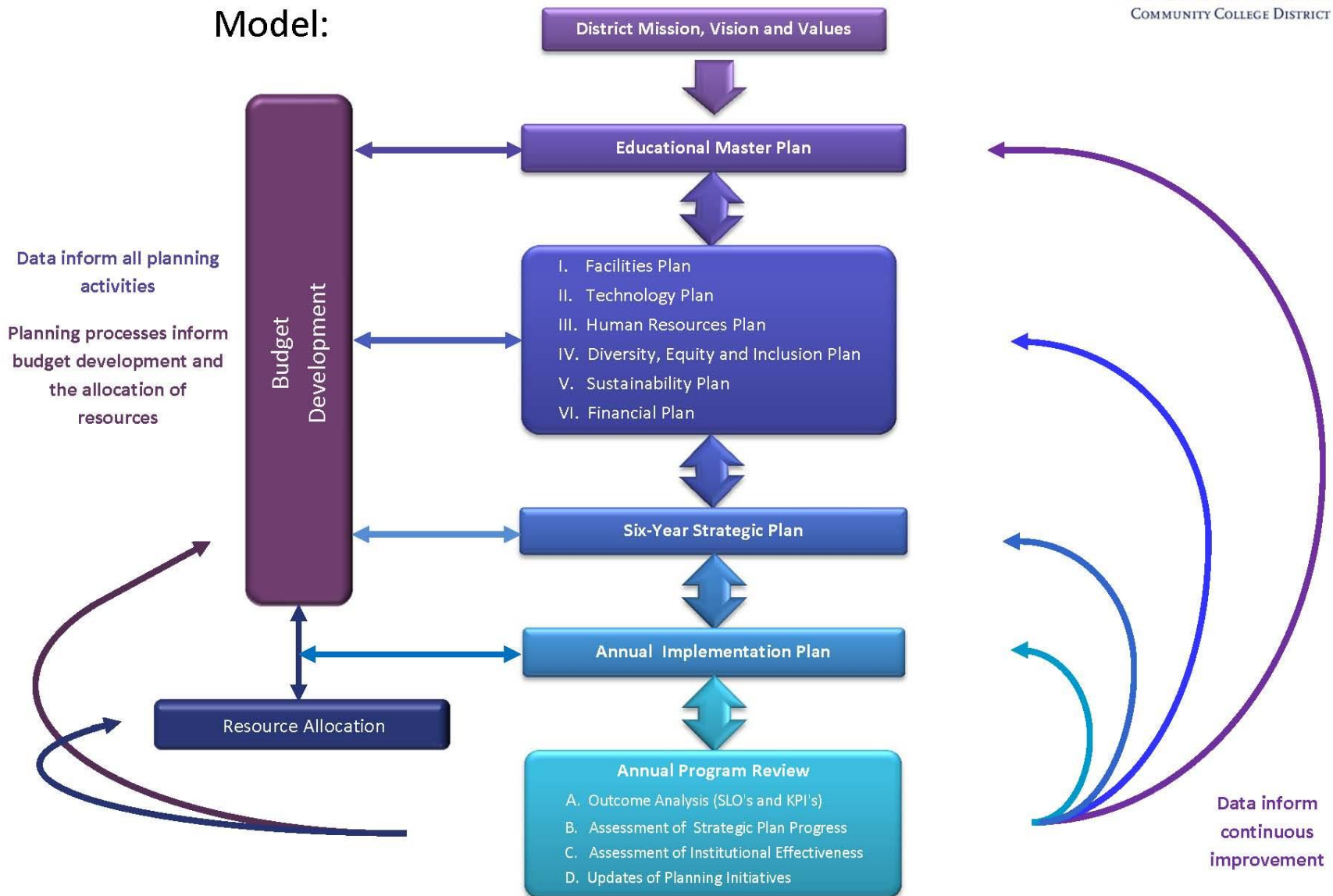
DISTRICT STRATEGIC PLAN 2010-2016

Strategic Areas of Focus

- ❖ Student Access
 - ❖ Learning and Student Success
 - ❖ Value and Support of Employees
 - ❖ Economic and Community Development
 - ❖ Fiscal and Physical Resources
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Integrated Planning Model:



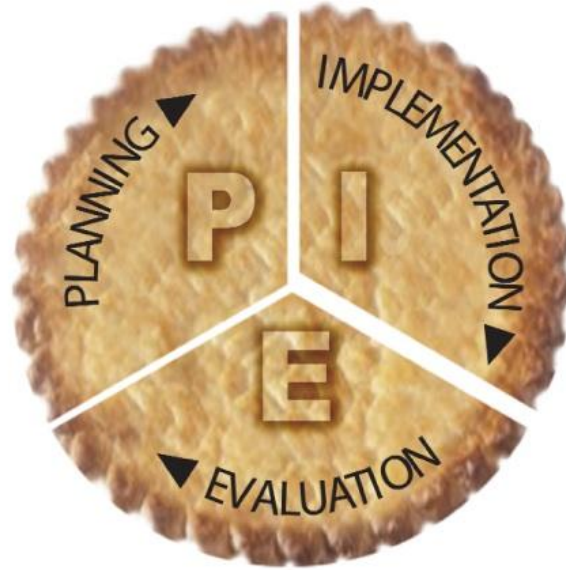


PLANNING, IMPLEMENTATION AND EVALUATION


SAMPLE GROSSMONT COLLEGE GOALS TIED TO AREAS OF FOCUS

AREAS OF FOCUS	GOAL
Student Access	Better Serve Students in Historically Under-Served Populations
Learning and Student Success	Promote Student Success for Historically Under-prepared Populations
Fiscal and Physical Resources	Promote Institutional Effectiveness
Economic and Community Development	Enhance Workforce Preparedness
Value and Support of Employees	Promote Employee Success (Provide Comprehensive Professional Development)

CYCLE OF PIE



COMPREHENSIVE PROFESSIONAL DEVELOPMENT FOR ALL EMPLOYEES

- Identified in our college visioning activity-January 2009
 - No new resources --reallocated existing resources through collegial processes
 - release time
 - budget dedicated to flex week planning
 - clerical support person to assist the coordinator
 - centralized the function of professional development for all employees
 - planning semester in Spring 2012 with launch in Fall 2012
 - Outcomes thus far: full release coordinator position; more opportunity for staff and administrators; summer activities; centralized calendar of activities
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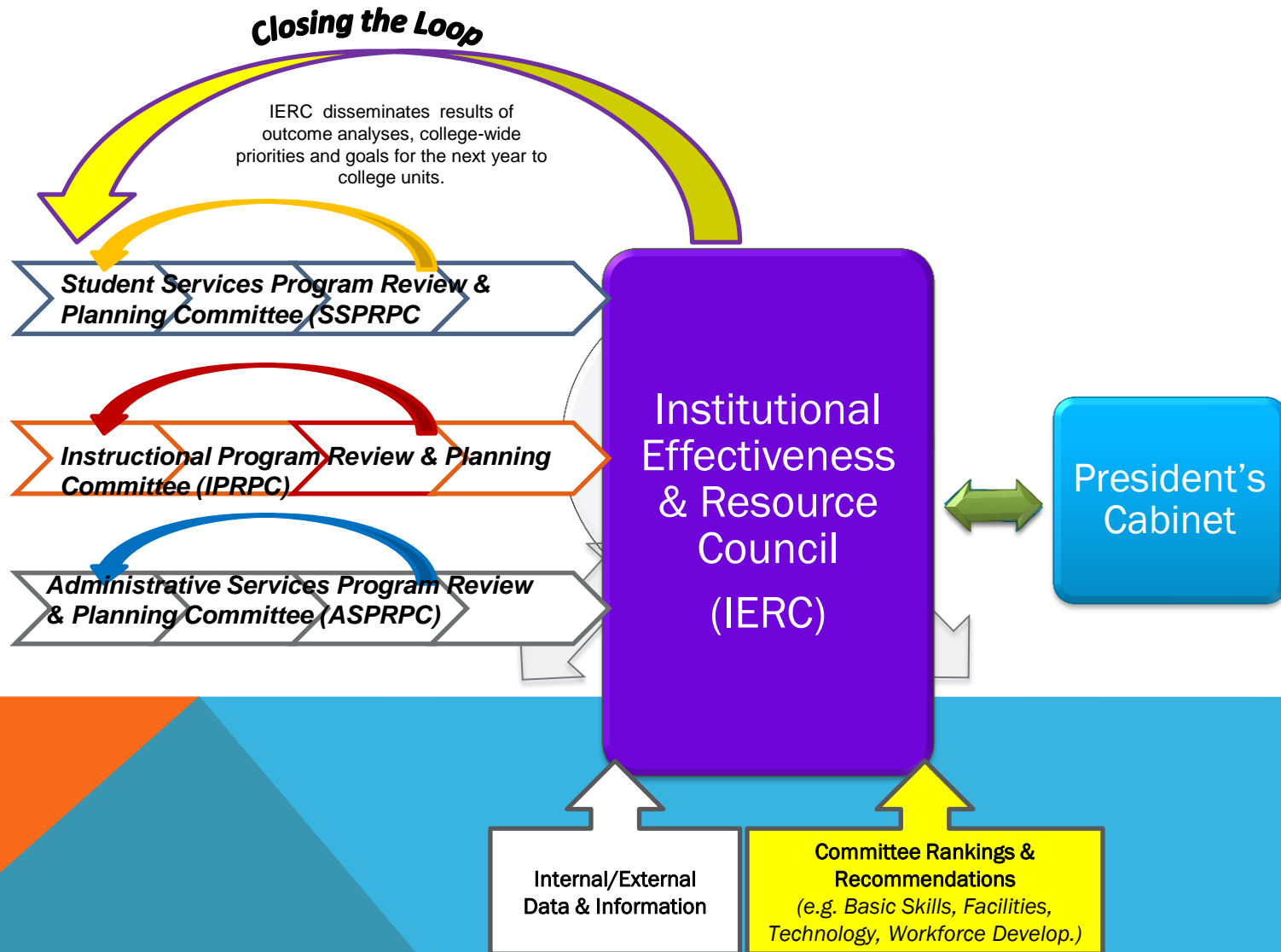


INSTITUTIONAL EFFECTIVENESS AND RESOURCES

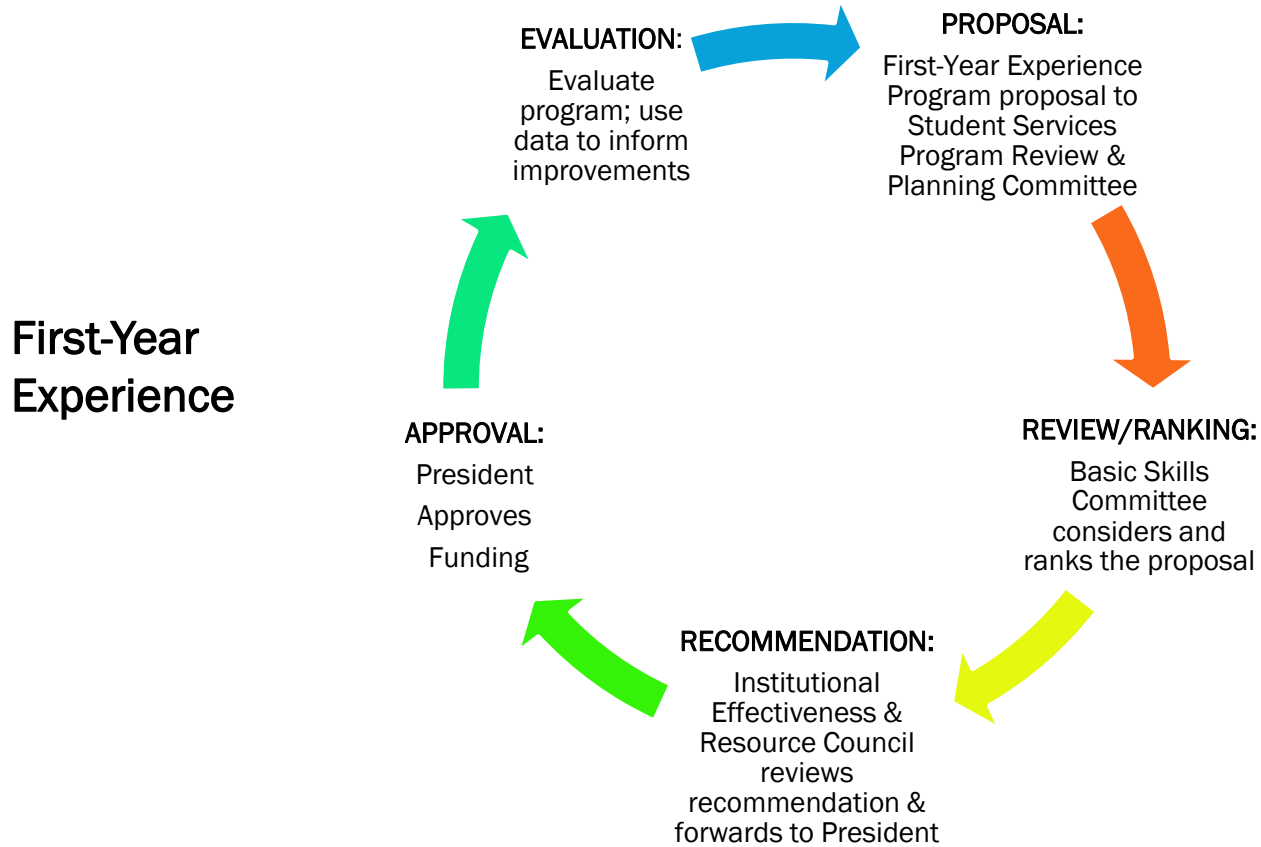
SAMPLE CUYAMACA COLLEGE GOALS TIED TO AREAS OF FOCUS

Areas of Focus	Strategic Goals
STUDENT ACCESS	<i>Develop and implement systems and services that promote access, equity and opportunities for academic success, professional development and individual growth that serve the diverse needs of the community.</i>
LEARNING & STUDENT SUCCESS	<i>Support student learning and success by strengthening academic programs and services to facilitate student transfer, degree/certificate completion, professional opportunities and personal growth.</i>
VALUE & SUPPORT OF EMPLOYEES	<i>Value and support our employees in their efforts to provide leadership in response to the growing needs of the college and community, by ensuring sufficient resources and promoting a healthy and nurturing work environment.</i>
ECONOMIC & COMMUNITY DEVELOPMENT	<i>Anticipate and respond effectively to the economic and developmental needs of the community through strategic partnerships, community activities and innovative educational programs.</i>
FISCAL & PHYSICAL RESOURCES	<i>Enhance human, fiscal and physical resources through professional development and diversity, cultivating and securing new funding, and manage existing resources to maximize efficiencies and productivity.</i>

Cuyamaca College Integrated Planning Model



LINK TO PLANNING & BUDGET





GROSSMONT-CUYAMACA
COMMUNITY COLLEGE DISTRICT

BUDGET AND PLANNING
DISTRICT SERVICES

DISTRICT SERVICES GOALS TIED TO AREAS OF FOCUS


AREAS OF FOCUS	SAMPLE GOALS
Student Access	<i>Information Systems</i> --improved technology-based services for students
Learning and Student Success	<i>Facilities Planning</i> --improved facilities that support ever advancing technology
Fiscal and Physical Resources	<i>Accounting and Payroll</i> --employee direct deposit usage
Economic and Community Development	<p><i>Communications and Public Information</i>--clear and appropriate communications</p> <p><i>Human Resources/Employment and Benefit Services</i>--develop employer branding campaign to aid in recruitments</p>
Value and Support of Employees	<i>Public Safety</i> --increase awareness of safety and emergency preparedness training

DISTRICT SERVICES LEADERSHIP COUNCIL (DSL)


- **Developed a calendar of planning, including links to budget and timelines**



DISTRICT SERVICES ACTION ITEMS


- Action items are developed at the department level
A sample action item is *Implement web-based degree audit for students*
 - No new resources – reallocated existing resources
 - Most action items are also considered in other councils (ATAC, ITAC, DSP&BC, and DEC)
 - District Services is continuing to develop key performance indicators and get input from the District Services Annual Survey
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HOW DO WE USE PRIORITIES AND GOALS TO MAKE DECISIONS?

- Integrated Planning
 - Districtwide Coordination of Plans
 - Budget Allocations and Reductions
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STRATEGIC RESOURCE REDUCTIONS

- **Constraints**
 - State Workload Reductions
 - Labor Contracts
 - Fixed Cost Increases

 - **Value Conflicts and Choices**
 - Access vs. Success
 - Basic Skills vs. Transfer vs. CTE
 - Quality vs. Quantity
 - Short-term vs. Long-term Needs and Opportunities
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INTEGRATED PLANNING

“Integrated planning is neither top-down nor bottom-up; it is an interactive process in which an institution, through its governance processes, thoughtfully uses its values and vision to set priorities and deploy its resources and energies to achieve institutional changes and improvements at various levels of the organization in response to current or anticipated conditions.” -*ACCJC*

