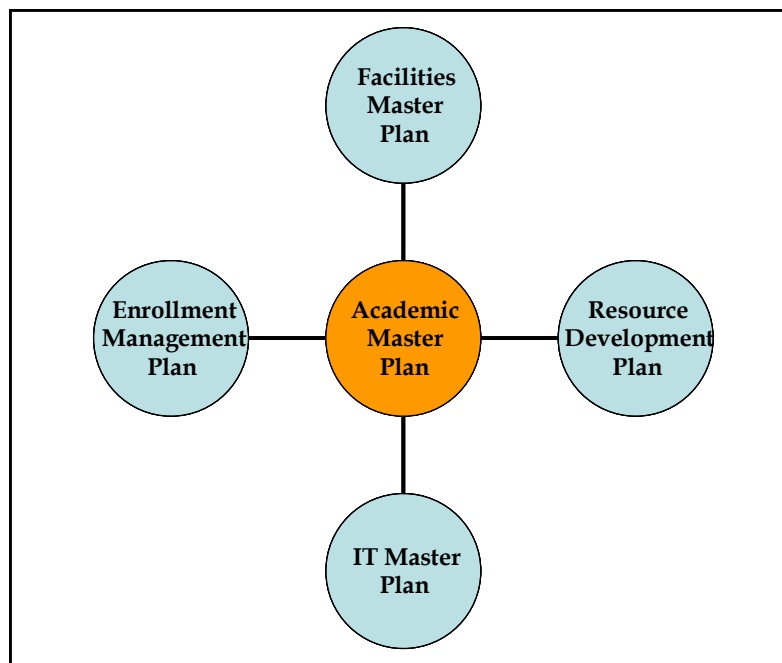


Chapter Six: Linked Institutional Planning & Budgeting Processes

Orange County Community College has made significant progress in developing a comprehensive and connected college-wide planning and budgeting process that is guided by the College's Strategic Plan and supporting Master Plans, including the Academic Master Plan, IT Master Plan, Enrollment Management Plan, Facilities Master Plan and Resource Development Plan. The Academic Master Plan (AMP) guides the development and implementation of the College's supporting master plans, illustrated in the diagram below. This relationship creates a collaborative and collegial approach to achieving the College's goals and mission.

Figure 9 Relationship of College Master Plans



The College's Strategic Plan 2005-2010 identified planning as one of five strategic priorities, "Implement collegial processes to ensure effective planning, resource allocation and critical review of all College operations." To realize this priority, the College formed the Planning and Budgeting for Institutional Effectiveness Committee, a standing Governance committee. The PBIE Committee's webpage can be accessed at www.sunyorange.edu/pbie/index.shtml.

Planning and Budgeting for Institutional Effectiveness Committee

The Planning and Budgeting for Institutional Effectiveness Committee (PBIE) was established as a standing College Governance committee with the responsibility of recommending planning priorities, allocating resources to support strategic priorities and analyzing progress toward the achievement of those priorities. To accomplish these responsibilities, the PBIE Committee created a transparent, collaborative and comprehensive planning and budgeting instrument and process in order to more

effectively plan, assess and allocate resources. The Committee has led the College in creating a/an:

- Cycle by which plans are developed and budgets prepared
- Open, transparent and collaborative process to review and prioritize resource requests
- Online Planning and Initiative Prioritization (PIP) system to create and maintain College plans and budget decisions
- Set of criteria by which resource allocation decisions are made
- Alignment of initiatives with the goals and objectives of the Strategic Plan, supporting master plans and Middle States Standards
- Assessment process to identify effective use of resources and guide future planning and budgeting decisions
- Process and procedures manual to guide the Committee and future members on roles and responsibilities

Planning and Budgeting Cycle

The College is beginning its fourth cycle of planning and initiative prioritization for academic year 2010-2011. Each planning and budgeting cycle begins with Department Chairs and Unit heads collaborating with faculty and staff to identify initiatives that are to be considered for budget prioritization. Department Chairs and Unit heads are responsible for planning the initiatives in the online PIP system.

The Vice Presidents, Associate Vice Presidents, the PBIE Committee and the President's Cabinet collaboratively prioritize initiatives to determine allocation of resources. When initiatives have been prioritized, the College's Comptroller, an ex-officio member of the PBIE Committee, works to allocate resources for initiative implementation.

Additionally, the Coordinator of Grants utilizes the information from PIP to identify alternative funding sources, particularly through grants, for initiatives. Funding of initiatives, however, has been impacted by the economic challenges faced by the College.

The initiatives link directly to the strategic priorities, College goals, Middle States Standards and supporting master plan goals and objectives. Appendix C is a screen shot of the online "Initiative Summary" form requiring that goals in which the initiative supports be identified. In efforts to link planning and budgeting, the PIP system requires that equipment, supplies, facility, technology, staffing, training, marketing and other needs be identified. The online "Needs and Costs" form is included in Appendix D. As mentioned, the PIP system is available to the public at www.sunyorange.edu/pip/index.php?access=public. Public access enhances collaborative planning, allows administrative support areas to be proactive in responding to needs and encourages communication college-wide.

The seven phases of the annual planning and initiative prioritization cycle facilitated by the PBIE Committee are described in the table below and at

www.sunyorange.edu/pbie/timeline.shtml.

Table 3 PBIE Planning & Initiative Prioritization Cycle for AY 2010-2011

PERIOD	DESCRIPTION	STARTS	ENDS
Entering of Plans & Initiatives on the PIP System	Current and long-term plans & initiatives are entered and/or edited (fill in required fields, attach narrative justifications, etc.) on the PIP system.	Ongoing	
Period 1 Department Rankings	Dept/unit heads can continue to input and edit initiatives. At this time, dept/unit heads MUST RANK all initiatives that they would like to be considered for the current planning cycle.	Ongoing	May 22, 2009
Period 2 AVP Edits & Ranking (Academic Affairs, Student Services & Administration)	During this period the AVP's hold meetings, edit data, and then RANK their respective area initiatives.	May 25, 2009	July 17, 2009
Period 3 VP & Newburgh AVP Edits & Ranking	During this period the VP's & Newburgh Campus AVP hold meetings, edit info, and then RANK their respective area initiatives.	July 20, 2009	Sept 18, 2009
Period 4 PBIE Ranking	During this period the PBIE committee holds meetings, discussions, open forums, and RANK initiatives campus-wide to move forward for potential funding and/or implementation.	Sept 21, 2009	Nov 13, 2009
Period 5 Cabinet Ranking	During this period the Cabinet will discuss and finalize the RANKED initiatives and CREATE A FINAL RANKED LIST for funding into the budget.	Nov 16, 2009	Jan 29, 2010
Assessment of Initiatives	Initiatives that were prioritized at the Cabinet level submit assessment information, status updates, etc. on the PIP system.	Spring 2011 Semester	

Assessment of Planning Process and Prioritized Initiatives

The Planning Budgeting for Institutional Effectiveness Committee collaborated with the Assessment Advisory Committee and the Institutional Planning Assessment and Research Officer to develop an annual assessment plan and instrument for the planning process and for prioritized initiatives. The assessment period has been integrated into the online PIP system further linking the College’s planning, budgeting and assessment activities. PIP modifications being planned will allow the College community access to view the status of each prioritized initiative for a fully transparent process of planning and budgeting for institutional effectiveness.

The table below outlines the College’s annual planning, budgeting and assessment activities for fiscal year 2010 and academic year 2010-2011. The PBIE planning and initiative prioritization activities provide information to support the development of the College’s upcoming fiscal year budget. (PBIE activities are in blue.) The findings from the assessment activities are utilized to guide short and long term planning. The table also delineates the budget cycle of Orange County, in *italics*.

Table 4 Planning, Budgeting and Assessment Activities for FY 2010 and AY 2010-2011

	Assessment Activities	Planning Activities	Budgeting Activities
AUG	<ul style="list-style-type: none"> ▪ Disseminate assessment findings (AY2008/2009) ▪ Determine closing the loop/ improvement initiatives 	Collaborative meeting with Cabinet, Executive Committee about committee charges (AY2009/2010)	<ul style="list-style-type: none"> ▪ County Legislature votes on College budget (FY2010; AY2009/2010)
SEPT	<ul style="list-style-type: none"> ▪ SUNY General Education & Program Review Reports due to SUNY System ▪ Dissemination of Student Survey results - CCSSE 	<ul style="list-style-type: none"> ▪ Governance Committee meetings resume ▪ VP prioritization of initiatives (AY2010/2011) 	New budget year begins (FY2010; AY2009/2010)
OCT		<ul style="list-style-type: none"> ▪ Open Forums for college feedback on prioritized initiatives (AY2010/2011) 	
NOV	Student course evaluations completed	<ul style="list-style-type: none"> ▪ PBIE prioritization of initiatives (AY2010/2011) 	
DEC		<ul style="list-style-type: none"> ▪ Cabinet prioritization of initiatives ▪ President finalizes prioritized initiatives (AY2010/2011) 	Projected budget presented to BOT (FY2010; AY2009/2010)
JAN			<ul style="list-style-type: none"> ▪ <i>NY Governor presents budget (FY2010)</i> ▪ Distribution of budget forms and guidelines to departments
FEB		<ul style="list-style-type: none"> ▪ College Administration establishes AY2010/2011 priorities from SP and supporting college plans ▪ Campus-wide planning meeting (AY2010/2011) 	Budget development (FEB to MAY) (AY2009/2010)

MAR	Annual PIP Initiative Progress Reports completed for each ranked initiative	<ul style="list-style-type: none"> ▪ 5 Year Enrollment (Projection) Planning Meeting ▪ Department and unit planning meetings and initiative submissions (MAR-MAY) (AY2010/2011) 	<ul style="list-style-type: none"> ▪ Department budget requests due to appropriate AVP/VP (AY2009/2010) ▪ Departmental budget requests due to Comptroller ▪ BOT reviews proposed budget and considers any increases in fees and/or tuition
APR	Student course evaluations completed		<i>State Legislations passes State budget (FY2010)</i>
MAY	Academic Assessment - 'Close the Loop' for current AY and enter/update objectives for upcoming AY	Department and unit prioritization of initiatives (AY2010/2011)	<ul style="list-style-type: none"> ▪ Cabinet to review Budget Draft #1 (FY2010; AY2009/2010) ▪ Comptroller updates Planning & Budgeting Committee ▪ Cabinet reviews Final Budget Request
JUN	Administrative Assessment - 'Close the Loop' for AY and enter/update objectives for upcoming AY	AVP planning meetings and prioritization of initiatives	<ul style="list-style-type: none"> ▪ Proposed budget presented to BOT for approval (AY2009/2010) ▪ Proposed budget submitted to County
JUL	<ul style="list-style-type: none"> ▪ Annual [progress] reports due & published for all college areas (AY 2008/2009) ▪ Institutional Effectiveness Report 	<ul style="list-style-type: none"> ▪ AVP prioritization of initiatives ▪ Administrative review of college assessment findings, improvement initiatives, etc. ▪ VP planning meetings (JUL-SEPT) ▪ Develop action steps for achieving Strategic Priorities (AY2009/2010) 	Review of budget proposal by County

Next Steps

The College has identified several activities to implement to advance the linked planning, budgeting and assessment cycle including:

- Submit Annual Progress Reports from Offices of Student Services, Institutional Advancement and Administration
- Review annually, assessment activities and findings to guide prioritization of planning initiatives and to identify action steps to achieve strategic priorities and College goals
- Institute college-wide planning meeting to communicate strategic priorities and action steps for upcoming fiscal and academic year. The meeting will enhance campus communication and coordination of strategic planning efforts for the upcoming year.
- Increase utilization of Operational Data Store (ODS) environment to create data reports for planning and assessing and determining institutional effectiveness
- Identify planning and assessing training needs in order to continue to provide professional development opportunities for faculty and staff
- Continue to modify online Planning and Initiative Prioritization (PIP) system, including the addition of assessment fields

Orange County Community College is committed to planning and allocating resources responsibly and effectively. The College will continue to enhance its online planning instrument and process in order to connect budget requests and allocation of resources to the College's strategic priorities and goals.