iii. **Phase 3**: An implementation plan which includes an accountability process to ensure that annual objectives with their accompanying activities and follow-up assessments are carried out.

iv. **Phase 4**: An evaluation of the strategic (long range) goals
   a. This evaluation may indicate an adjustment/change is necessary in the strategic goals for reasons unknown at the time or subsequent climatic changes.

   c) After developing a draft of the ICOP, the SPC shall distribute electronic copies to the constituent leaders on campus who shall be asked to solicit feedback from their members regarding that year’s ICOP. After receiving feedback from the various constituencies, the SPC shall develop its final draft and forward it to College Council by mid-May.

**NOTE**: In addition to the ICOP, the SPC passes along all resource allocation requests which meet the criteria stated above, but the Budget Committee prioritizes them. However, the SPC shall, in concert with 5h) above, notify any lower level planning team of any modifications, changes, or deletions, made in its plans and provide it (the department or program) opportunity for feedback.

**THE BUDGET PROCESS**

X. The Budget Committee
   a) A visual display of the budgeting process which is displayed in Chart 2 below:

   ![Chart 2](image)

   **Budget Organization and Process**

   Funding
   President
   College Council
   Feedback
   Integrated Strategic Plan/ICOP
   Budget Committee

   b) As Chart 2 shows, once the president has approved the final annual Integrated College Operational Plan (ICOP) it is passed along to the Budget Committee which takes primary responsibility for drafting the resource allocation priorities
c) Based on the approved ICOP the Budget Committee prepares a draft of the allocation of resources arranged in priority order and sends that draft to the College Council which provides feedback to the Budget Committee. After receiving feedback from the College Council the Budget Committee then forwards its final recommendations to the college president for approval.

d) The Budget Committee prepares the Resource Allocation Priorities section, which includes:

i. Recommended resource allocations, tied to specific objectives identified by the Strategic Planning Committee, in priority order
   a. Reallocations of existing resources not already decided upon at the division level or below
   b. Allocations of available new resources

ii. As part of the prioritization process the Budget Committee shall set aside a certain day and time when departments may elect to appear before the committee prior to beginning its deliberations to make presentations for its budget requests as long as the request meets the following criteria:
   a. The request has come through the current annual planning process as outlined in this handbook and is a current item on the committee’s agenda.
   b. The request to appear was submitted within the timeline established for the current year by the Budget Committee’s announcement of the presentation meeting.
   c. No department’s presentation time shall exceed the pre-announced time limit.

iii. The Budget Committee, at its option, may choose to ask certain programs, management areas, or departments to appear before the Budget Committee to further explain their rationale for their requests.

e) After receiving all inputs and considering the consonance of the requests with the approved plan and overall college goals, the Budget Committee will develop a final allocation of resources in prioritized order and submit its recommendations to the college president for approval.

f) The president shall send an information copy of his/her final decisions in regard to the ICOP and allocation of funds (Chart 2) on the list of prioritized resource request to each level of the planning process as displayed in Chart 1. If any of the president’s final decisions departs significantly from the Strategic Planning Committee’s or Budget Committee’s recommendations the president shall notify in writing each level of the planning process and include the reasoning behind that departure within 10 of days of announcing said decision.

g) The Budget Committee continues its work in the budget planning process throughout the year.

i. The main task of the standing Budget Committee is to plan and coordinate the resource allocation process for each planning cycle in light of the institutional

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4 The co-chairs of the Budget Committee shall consider the teaching schedules of its faculty, especially during times that classes are not in session when scheduling meetings, working sessions, or decisions. For example, during such times, other means such as electronic communications by email, conference calls, or other means should be made as much as is reasonably possible for those not on campus to participate.
strategic goals, strategic objectives, state budget developments, and to exchange budget-related information with other planning entities as needed.

ii. The Budget Committee will develop written internal procedures and timelines for linking and sharing information with other planning groups within this planning process.

iii. The Budget Committee’s budgetary recommendations take into consideration those developed through other processes as applicable, such as faculty hiring procedures and collective bargaining agreements.

iv. The Budget Committee’s functions also include the following responsibilities:
   a. The Budget Committee uses the resource allocation priorities established as it prepares further recommendations to the president regarding the final budget.
   b. The Budget Committee provides input into the development of the college’s strategic fiscal plan
   c. In light of the May Revise, the progress of the state budget through the legislative process, and other developments, the Budget Committee may recommend revisions in the resource allocation priorities according to the availability of funds, changes in State budget projections and priorities, and so on. If any revision is significant, the Budget subcommittee will include the reasoning for the revision in its final budget recommendation, which will be made available to members of the Strategic Planning Committee.

v. If the Budget Committee fails to reach consensus (see Glossary) on a particular recommendation, then the Budget Committee takes a vote on the matter. If the majority of the Budget Committee (i.e., 50 percent plus one) approves the recommendation, it is submitted to the president or College Council clearly labeled as a “Majority Position” or “Majority Recommendation.” If no position or recommendation receives the approval of the majority, then none is submitted to the president or College Council.

INSTITUTIONAL PLANS

XI. Institutional and Regulated Plans
   a) General
      i. Institutional planning committees and regulated planning committees function somewhat independently of the main planning line described above, but their work strongly influences and is heavily influenced by the mainline processes.
      ii. Every institutional and regulated plan, like all other plans, must clearly show the extent to which each of its goals is consistent with the mission, strategic directions, and/or goals of the college as a whole.
      iii. Every institutional and regulated planning committee submits its plan to the president, with a copy to the Strategic Planning Committee (except that the Curriculum Committee submits its recommendations to the Academic Senate, which in turn submits curriculum recommendations to the president). If it seeks