

**Peralta Community College District
Planning and Budgeting Integration (PBI) Model**

OVERVIEW
August 8, 2010

Introduction

This document describes the central principles and features of Peralta's Planning and Budgeting Integration Model (PBIM). The objective of the PBIM is to establish an effective district-wide committee structure and to streamline and clarify the district-wide process for developing recommendations leading to decision-making.

The PBIM was implemented in August 2009 (Administrative Procedure 2.20). The revision was based on the recommendations of the Chancellor's Working Group (CWG) – a task force representing the four colleges, Academic Senates, PFT, Classified Senates, Local 1021 and administrators – to improve the effectiveness of the district-wide advisory committees. The process also fulfills the Strategic Plan vision of enhanced coordination and collaboration leading to decision making at the district level.

Goals

The PBI has these key goals:

- Integrate planning and budgeting across the four colleges and district offices
- Bring the expertise of the four colleges together to focus on trends, best practices, and student learning and success
- Support a culture of collaboration
- Streamline decision making among the colleges and district service centers by providing a transparent process of collaboration and recommendations leading to decisions
- The PBI is the core response to the Accreditation recommendation that the colleges and district offices collectively establish a coordinated planning and budgeting system, which delineates functional responsibilities and provides a clear process for decision-making.

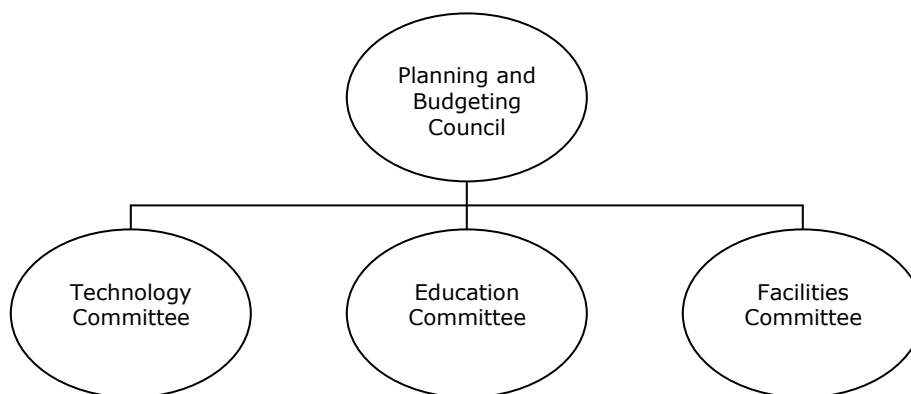
Implementing the Strategic Plan

The PBI is a key step in implementing the District-wide mission:

We are a collaborative community of colleges. Together, we provide educational leadership for the East Bay, delivering programs and services that sustainably enhance the region's human, economic, environmental, and social development. We empower our students to achieve their highest aspirations. We develop leaders who create opportunities and transform lives. Together with our partners, we provide our diverse students and communities with equitable access to the educational resources, experiences, and life-long opportunities to meet and exceed their goals.

District-Wide Advisory Committees

The PBI is an integrated district-wide planning and budget advisory system of four committees that receive planning inputs from the colleges and make recommendations to the Chancellor.



Subject-Matter Committees: Technology, Education, and Facilities

The role of the three district subject matter committees is to recommend decisions that build on college program reviews and annual institutional plans and goals. Specifically, the committees will

- Stress the use of program reviews and unit plans in making decisions
- Seek collaborative solutions that utilize resources on a district-wide basis
- Assist in developing district-wide strategies that are acceptable to all colleges
- Provide feedback to the colleges
- Provide technical reviews of college priorities
- Ensure consistency between college requests and existing approved projects. Identify opportunities for college-to-college collaboration where resource sharing could be useful.

Planning and Budgeting Council

The PBC makes recommendations to the chancellor and receives a response from the chancellor before the chancellor pursues any significant course of action regarding a recommended project. The committee shall also receive draft policy initiatives and considerations from the chancellor and the board and make recommendations on those before any significant action is taken by the chancellor.

The PBC recommends educational and resource priorities to the Chancellor. The PBC makes recommendations on Board policies and policies and decisions initiated by the Chancellor. For unresolved issues, the PBC recommends resolutions where there is not agreement, e.g., issues between the colleges and district offices or among the colleges.

For shared agreement items, the PBC performs the following functions: (1) Affirms consistency with strategic and educational plans; (2) recommends a coordinated, district-wide planning approach (3) recommends a prioritization of plans across subject areas and colleges; (4) identifies funding approaches to support priorities.

The PBC is responsible for providing oversight on the implementation of the Strategic Plan. The PBC tracks recommendations and determines whether the recommendations are implemented including any modifications, or if the recommendations are not implemented the reasons for it not being implemented. The PBC also ensures accountability on process steps and determines whether constituencies, colleges, district service centers, committees, etc., perform the agreed upon steps in the process.

Operating Principles

- 1. *Use a District-Wide Perspective:*** The committees will focus on student success using a district-wide perspective to coordinate the strengths of the colleges.
- 2. *Use Shared Agreement to Create Collaborative Solutions:*** The “shared agreement” decision model will support the success of each college in a coordinated district-wide strategy.
- 3. *Ensure Consistent Committee Engagement:*** Committee members are expected to attend all meetings. If a member misses three meetings, the PBC will request a replacement, but there can be only one replacement per year.
- 4. *Commit to Process and Meeting Effectiveness:*** The PBI committee meetings will start and end on time; use well-designed agendas; and balance deliberation with decision-making.
- 5. *Adhere to the Annual Integrated Calendar:*** Each committee will perform its responsibilities according to the timelines set in the integrated planning-budgeting calendar.
- 6. *Provide Ongoing Two-Way Communication:*** The process is structured around two-way communication between the colleges and the PBI committees; the subject matter committees and the Planning and Budgeting Council; and between the Chancellor/Board and the PBI process.
- 7. *Maintain a Transparent Process:*** PBI meetings are open, with opportunities for comment provided. Minutes will be published on a timely basis. Committees can use a variety of methods to obtain additional input and communication, for example, inviting presenters, making site visits, listening sessions, meeting at the colleges, etc.
- 8. *Ensure the Official Advisory Capacity of the PBI:*** Only formally appointed committee members can participate in official committee deliberations and decisions. Agendas will include time for non-member comments.
- 9. *Be Adaptive During the Implementation Phase:*** The PBI process will be improved as needed during implementation. The first year will be reviewed by the CWG. The first term of membership is two-years to allow sufficient consistency for effective implementation.

Implementation Roles

Each committee will be led by a Chairperson and supported by a facilitator. The committees may also have co-chairs to provide input and guidance on process and agenda design. The chairs, co-chairs, and facilitators are intended to work collaboratively.

Chair

The most important role of the Chair is to ensure that the committee delivers the recommendations for each of the “Key Decisions” tasked to the committee for the planning-budgeting cycle. To meet this core objective, the chair has the following responsibilities:

- Develop a timeline of meetings and activities to deliver recommendations.*

In coordination with the Strategic Management Team and the Chair of the Planning and Budgeting Council (Vice Chancellor, Finance), each chair will develop by September 30 a calendar for achieving the committee’s milestones.

- Provide status reports to SMT*

The Chairs are to communicate the status and progress of the committees to the SMT

- Ensure task focus and achievement of milestones*

Working with the facilitator, ensure that the committee is on track to achieve its milestones. Review college plans for discussion by committees.

- During meetings: provide input, observe and support facilitator*

The chair does not run the meeting. Instead, the facilitator runs the meeting, while the chair listens to the discussions and provides input. The chair, however, can support the facilitator by raising “process points” to ensure that the meeting stays on track. The chair can contribute to the dialogue, although it is as or more important to encourage the committee to have an inclusive dialog to generate good recommendations.

Co-Chair

The co-chair partners with the chair to ensure the effective functioning of the committee and delivery of key recommendations. The co-chair joins in substantive discussions and can provide process perspectives to ensure that the committee stays on track.

College Presidents

One College president serves on each committee. Their primary role in the PBI is to ensure that their respective colleges participate fully in the PBI process. Specifically, the Presidents’ roles are to:

- Deliver planning inputs early in the process*

Working with college constituencies, the Presidents support their colleges in conducting program reviews, developing unit plans, and compiling college unit plan summaries and

priorities into Annual College Plans/Budgets which are linked to the annual short-term objectives of the district. These inputs are the basis of the planning process.

- Ensure communication and coordination with the SMT*

Presidents are responsible for sharing information from their committees with the SMT.

- Provide updates to college shared governance bodies*

The presidents provide regular updates on the PBI process throughout the year. This helps to ensure that feedback and information flows effectively between the PBI process and local college processes.

Facilitator

The facilitator works with the chair and co-chair to design the meeting agenda and discussion/decision tools to develop the committee's recommendations. The facilitators' specific roles include:

- Work with Chair on a timeline of meetings and activities to deliver recommendations*
- Develop meeting agendas and process tools*
- Moderate meetings to ensure participation and task accomplishment.*

The facilitator's role is to support an effective and timely level of discussion (e.g., promote appropriate balance of discussion and decision-making). Ensure participation balanced with achievement of the milestones and task of the committee.

- Work with committee members to implement the PBI Operating Principles*

On behalf of the committees and PBIM as a whole, facilitators monitor adherence to the operating principles listed on page 3 of this document, which set the standards of effectiveness for the committees. For example, facilitators address non-attendance (principle 3) by first informing the non-attende in writing then by calling the person to discuss next steps, including leaving the committee if necessary.

Recorder

The recorder keeps a record of the main points of the discussion on a flip chart, wall chart, or electronic equivalent. This enables the group to track progress during the discussion. The recorder also reviews the summary notes to ensure that major agreements and decisions are documented accurately.

Note Taker

The note taker has the important responsibility of documenting key decisions, points of agreement and follow-up steps. This can be the facilitator, recorder, a committee member or another person.

Facilitation Teams

<i>Planning and Budgeting Council</i>	Chair: Ronald Gerhard Facilitator: Linda Sanford Recorder: Joseph Bielanski Note taker: Sui Song
<i>District Technology Committee</i>	Chairs: Minh Lam / Mike Orkin Facilitator: Rebecca Kenney Recorder: Karolyn Van Putten Note taker: Linda Chi
<i>District Education Committee</i>	Chair: Debbie Budd Facilitator: Inger Stark Recorder: Tina Vasconcellos Note taker: Pat Jameson
<i>District Facilities Committee</i>	Chair: Sadiq Ikharo Facilitator: Eric Gravenburg Recorder: Kerry Compton Note taker: Rosemary Vasquez

Improvements Identified for the 2010-11 Year

PBI Process Improvements

1. Holding people accountable for attendance.
 - The Chancellor will reinforce the importance of the PBIM and hold people accountable.
 - The facilitators are empowered to communicate with non-attendees on behalf of the committee: (1) send a memo re-iterating the attendance policy; (2) call the person to discuss next steps.
2. Getting information from the committees to the PBC:
 - Committee facilitators send recommendations to the PBC
 - A person from the committee can go to the PBC to present the recommendation
 - People on the PBC who also sit on a committee can volunteer at the beginning of the year to be a communication channel.
3. Getting recommendations / information flowing effectively between committees:
 - Institute a standing agenda item called “Recommendations From” on all committee agendas to review recommendations from other PBI committees
4. Ensuring accurate notifications to participants
 - Update the PBIM mail list and ensure that everyone – including administrative assistants – use the updated list
5. Avoid schedule confusion and conflicts
 - Work with administrative assistants about how to work with the master calendar