



Peralta Community College District

Planning and Budgeting Integration Model (PBIM)

August 6, 2014

INTRODUCTION

This document describes the central principles and features of Peralta's Planning and Budgeting Integration Model (PBIM). The PBIM utilizes a participatory committee structure for operational planning and budgeting that integrates planning, budgeting, and resource allocation District-wide. This model (Administrative Procedure 3250) defines and clarifies district-wide processes for developing recommendations leading to decision-making. The PBIM was first implemented in August 2009 to improve the effectiveness of District-wide advisory committees. Development of the PBIM was the core response to an 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.

PBIM GOALS

The PBIM process has these key goals:

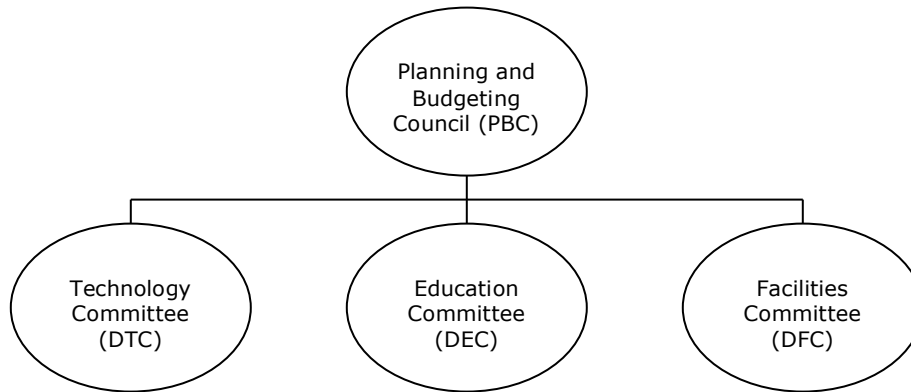
- Integrate planning and budgeting across the four colleges and District service centers
- Bring the expertise of the four colleges together to focus on trends, best practices, and student learning and success
- Support a culture of collaboration
- Streamline decision making among the colleges and District service centers by providing a transparent process of collaboration and recommendations leading to decisions
- Provide a mechanism for implementing the District's Mission, Strategic Goals and Institutional Objectives

PCCD Mission Statement

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. In part, the Peralta Community College District provides accessible, high quality, educational programs and services to meet the needs of our multi-cultural communities.

District-Wide Advisory Committees

The PBIM 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.



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 Co-chairs and Facilitator of the committee will request a replacement, with only one replacement per year. There are no substitutes for committee members. All appointments are for one year, unless they are by position.
4. ***Commit to Process and Meeting Effectiveness:*** The PBIM committee meetings will start and end on time, use well-designed agendas and balance deliberation with decision-making.
5. ***Adhere to the Annual Integrated Planning and Budgeting 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 PBIM committees; between the subject matter committees and the Planning and Budgeting Council; and between the Planning and Budgeting Council and the Chancellor.
7. ***Maintain a Transparent Process:*** PBIM committee 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 PBIM:*** Only formally appointed committee members can participate in official committee deliberations and decision-making.

***District Technology Committee (DTC), District Education Committee (DEC),
and District Facilities Committee (DFC)***

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

- Stress the use of program reviews and annual program updates 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 and identify opportunities for college-to-college collaboration where resource sharing could be useful.

Planning and Budgeting Council

The Planning and Budgeting Council (PBC) receives and reviews recommendations from the three subject matter committees and makes final recommendations to the Chancellor.

The PBC makes recommendations to the Chancellor on educational and resource priorities, Board Policies and Administrative Procedures, and new initiatives. For unresolved issues, the PBC recommends resolutions where there is not agreement, e.g., issues between the colleges and district service centers or among the colleges.

For shared agreement items, the PBC performs the following functions:

- Affirms consistency with strategic and educational plans
- Recommends a coordinated, district-wide planning approach
- Recommends a prioritization of plans across subject areas and colleges
- Identifies funding approaches to support priorities.

The PBC is also 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 not being implemented.

The PBC also ensures accountability on planning processes by determining whether the agreed upon steps in the process were followed.

Roles and Responsibilities

Each committee will be led by a District Administrator as Chair and a Co-chair, supported by a Facilitator and a Recorder. The chair, co-chair, and facilitator are intended to work collaboratively in providing input and guidance on process and agenda design.

Chair

The most important role of the Chair is to ensure that the committee delivers the recommendations for each step and/or task included in the annual integrated planning-budgeting cycle.

To meet this core objective, the chair has the following responsibilities:

- ☐ Ensure development of annual Committee goals that are aligned to the District's Strategic Planning Goals and Objectives
- ☐ Ensure that monthly meeting agendas are aligned to the District's Strategic Planning Goals and Objectives
- ☐ Promote task focus and achievement of the committee's annual goals

Working with the facilitator, ensure that the committee is on track to achieve its annual goals and objectives

- ☐ During meetings: provide input, observe and support the 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.

- ☐ Ensure that all recommendations maintain a district-wide perspective
- ☐ Ensure that all communication is shared widely
- ☐ Ensure that all steps in the annual integrated planning and budgeting cycle, including assessment of the committee's goals and objective, are followed

Co-Chair

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

Facilitator

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

- ☐ Work with the Chair and Co-chair in development of the committee's annual goals and objectives
- ☐ Work with the Chair and Co-chair in development of meeting agendas
- ☐ Distribute meeting agendas and relevant supporting documents to all PCCD constituencies at least 72 hours in advance of meetings
- ☐ 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 that part

On behalf of the committees and PBIM as a whole, facilitators monitor adherence to the operating principles which set the standards of effectiveness for the committees.

- ☐ Monitor meeting attendance. The facilitator may communicate with non-attendees on behalf of the committee either by memo, e-mail or phone call.
- ☐ Develop committee memos and/or written recommendations
- ☐ Ensure distribution of communication between committees (i.e. memos, recommendations, etc.) and the distribution of recommendations to the Chancellor. All memos sent to the Chancellor shall be copied to all committee members
- ☐ Ensure publication of all agendas, meeting minutes, memos, and supporting documents on the District website(s)

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 meeting 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 by taking minutes during the meetings.

PBIM Committee Meeting Guidelines

1. **Consistent Strategic Focus:** As a group, review the agenda and do the following:
 - ☐ Confirm that agenda focuses on Strategic Goals and Institutional Objectives.
 - ☐ Agree to focus on the purpose and process for the meeting (or to refine the agenda so that it supports the Strategic goals and Institutional Objectives.
 - ☐ Avoid getting too detailed or exchanging information on “off topic” matters.
 - ☐ Use meetings to develop and make recommendations. Avoid using meetings to make status reports.
 - ☐ Strive to maintain a district-wide focus.

2. **Commitments During Meetings: “Ground Rules”**
 - ☐ Focus on the task at hand.
 - ☐ Speak succinctly and address one topic at a time.
 - ☐ Whenever possible, keep your comments to three minutes or less.
 - ☐ Allow one person to speak at a time.
 - ☐ Raise your hand to indicate your desire to speak.
 - ☐ Avoid side conversations.
 - ☐ Listen actively.
 - ☐ Committee members sit in the “inner circle.” Observers sit on the periphery.
 - ☐ Only committee members vote on recommendations and motions.

3. **Personal Responsibility:** As an individual, commit to supporting the basic integrity of the process:
 - ☐ Arrive 5 minutes before the meeting start time.
 - ☐ Attend all meetings.
 - ☐ Communicate to the facilitator or chair if you have an unavoidable conflict.
 - ☐ Arrive ready to work on committee matters.

4. **Group Agreements:**
 - ☐ Start and end meetings on time.
 - ☐ Use a timed agenda and adhere to stated times.
 - ☐ Raise “process points” if the meeting seems to be straying off course.