SECTION I

OVERVIEW OF PLANNING AND BUDGETING AT CCSF

The annual planning and budgeting process at City College is the central component of a comprehensive planning, management, and evaluation system. This system is the primary means for coordinating the diverse array of schools, departments, and programs of a large and complex institution. The following sections describe the complementary components of the comprehensive planning system.

Strategic Planning

Strategic planning is an enhanced approach to long range planning. By definition, it is a systematic process designed to examine the opportunities and threats related to the college's mission and programs and facilitate the orderly allocation of resources to anticipate and respond to the changing external environment.

CCSF new Strategic Plan was adopted by the Board of Trustees in February 2003 after an intensive 14 months of study, discussion and analysis. The plan focuses on eight strategic priorities that the college will pursue during the period 2003 through 2008.

Annual Planning

Annual planning is a process for developing the one-year institutional plan based upon the colleges eight strategic priorities. The Annual Plan consists of a set of specific institutional objectives for a given fiscal year. The institution's annual objectives are derived from the overall strategic plan. The specific purposes of the Annual Plan are the following:

a. To demonstrate a relationship between the long-range strategic plan and the chosen annual objectives of the institution;
b. To provide a linkage between the strategic plan and the unit planning and budgeting; and
c. To provide a basis for assessment of institutional progress in a fiscal year.

The Annual Plan objectives are divided in two categories: (1) **Basic Operational Objectives**: These objectives represent the basic maintenance-of-effort activities of the institution and account for an estimated 75-80% of the institutional resources; (2) **Developmental Objectives**: These objectives represent the improvement and expansion activities of the institution and account for an estimated 20-25% of the institutional resources. The developmental objectives are related to the strategic priorities and objectives that are to be implemented during a specific fiscal year.

Each year, the Annual Plan is prepared for the following fiscal year. The college's Planning and Budgeting Council--composed of administrators, faculty, staff, and students--is responsible for developing and recommending the draft of the Annual Plan for submission to the Chancellor. The Chancellor approves the Annual Plan and submits it to the Board of Trustees for final approval.
Unit Planning and Budgeting

The Unit Planning and Budget Development process is a sequential step following the preparation of the Annual Plan. The goal of this process is to integrate planning and budgeting through allocating resources as closely as possible to the objectives of the Annual Plan. The specific purposes of the unit planning and budget review process are the following:

a. To bring planning and budgeting into conformity;
b. To support selected new initiatives while maintaining the quality of basic programs and services;
c. To achieve greater efficiency and cost-effectiveness; and
d. To foster wide understanding of and involvement in the budget process through participation.

Unit planning is a process for developing specific one-year plans and objectives for each operating unit of the college. Each of the college's major units (major cost centers) prepares a unit plan consisting of an identification of specific one-year objectives, classified as basic operational (maintenance) and developmental (growth) objectives. Each cost center (subdivisions of major cost centers) also prepares unit plans. Budget planning is a process for preparing one-year fiscal plans for the institution. Each of the operating units of the college prepares a budget request simultaneously with preparing unit plans. The unit budgets and plans are aggregated into major cost center budgets and plans. Unit budget requests and unit plans are reviewed by the Planning and Budgeting Council, and then approved by the Chancellor and the Board of Trustees.

Assessment

The Assessment Process is an integral part of the annual planning system of the college. Each year, two types of plans are developed along with the annual budget: (1) the Annual Plan that consists of institutional objectives and (2) the unit plans that consist of unit objectives. During the year in which these plans are implemented, the assessment process is used to determine progress, identify needs, and make modifications for both the annual plan and the unit plans. The assessment is conducted twice annually: at the mid-year point (in January) and at the end-of-the-year (in June).

There are three major purposes of the college's mid-year and end-of-year assessment process:

a. To enhance the flow of information and foster interdependence among the units of the institution;
b. To acknowledge progress and encourage achievement of planned objectives and activities; and
c. To identify needs and remedy deficiencies.

There are three types of assessments conducted at the mid-year and end-of-year points.

1. The **Unit Progress Review** provides an opportunity to evaluate the achievements and needs of each unit of the college.

2. The **Institutional Progress Review** provides an opportunity to evaluate the overall progress on the objectives in the Annual Plan.
3. The **Institutional Effectiveness Assessment** provides the college with an assessment of overall college effectiveness based upon a set of core college indicators that measure college performance, adopted by the Planning and Budgeting Council.