

**This draft is for discussion at the September 11, 2012 meeting of IP&B. The final draft will go to PaRC for a first read in October and a second read in November. Constituent representatives on PaRC will share the drafts at their shared governance meetings and will bring their input and feedback to the PaRC meeting in November. The finalized and approved processes will go into effect in Spring 2013, when the Program Review Committee reports their evaluations to PaRC.**

*Below is drafted new language for the Governance Handbook*

### Integrated Planning and Budget Process Overview

The policies for integrating planning, program review, and resource allocation were developed by the Integrated Planning and Budget Taskforce with original approval on June 24, 2009 by Roundtable, the existing highest participatory governance group, and most recent approval on XXXXX date by the Planning and Resource Council (PaRC). Prior to approval, multiple iterations were shared and revised with a number of college groups, including the Academic and Classified Senates and the Associated Students of Foothill College. Annual updates are approved using the same process, and have occurred every academic year in fall.

### Integrated Planning and Budgeting Definitions:

#### **Instructional Program**

An Instructional Program is defined as a state approved degree or certificate or a series of basic skills courses that serve as a pathway to degree or certificate completion.

\*\*\* Non state-approved certificates have a December 2012 deadline to apply for state approval, and must be approved and published for Fall 2013-2014 Academic Year.

#### **Student Services Program**

A Student Services Program is defined as an offering of student services that primarily serve a non-instructional function and/or does not qualify as an Instructional Program as defined above.

#### **Administrative Unit Program**

An Administrative Unit is defined as an offering of support services, primarily supporting faculty and/or staff, indirect student support, and/or does not qualify as an Instructional Program as defined above.

### **Resource Allocation Cycle**

The annual Program Review Process is the primary system by which resource allocation decisions are made. Prioritizations are forwarded from the program-level and then proceed through a prioritization process that includes the divisions or organizations, the vice presidents and the Operations Planning Committee (OPC), before ultimately being presented to PaRC for college-wide prioritization and ultimate recommendation to the College President. Final resource allocation decisions are communicated to PaRC and the campus community.

PaRC will only consider resource requests for ongoing budget allocation or redirection if

<http://foothill.edu/staff/irs/IPBP/index.php>

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current program review self-studies are on file. Requests which involve a new program, more than one program, or which don't fit within an existing program framework shall be accompanied by a division area review and/or planning document.

### **Program Review Process (All Programs)**

All programs will complete a comprehensive program review on a three-year cycle. These program reviews will be reviewed and evaluated by the Program Review Committee (PRC), as well as any program reviews that have been identified for an out of cycle review during their annual review and any program on remediation. Evaluation of Program Reviews will include the following:

- a. Using program review data, the PRC will categorize each program as Green, Yellow or Red. The PRC will present a summary of their evaluations and recommendations to PaRC.
- b. **Any program receiving a Yellow or Red will have the opportunity to respond to this rating at PaRC.**
- c. PaRC may accept the recommendations and/or request further information and clarification from the PRC. PaRC may then recommend program remediation, one-year suspension or **Resource Reduction/Discontinuance** to the President.
- d. The President will either accept PaRC's recommendation, or explain his/her reasons for not accepting PaRC's recommendation.

### **Program Remediation**

1. If remediation is the final recommendation after the program review has been evaluated, all of the following will occur:

- a. Program faculty and staff (**Is this clear? It's written this way in PRC Charge**) must collaborate with administrators to develop a remediation plan to address the area(s) of concern that explicitly identifies goals, benchmarks and timelines, and this plan must be accepted by PRC, PaRC and ultimately the president.
- b. The next program review must address implementation efforts and progress and will be reviewed by the PRC and ultimately PaRC. Programs on remediation that do not meet stated benchmark goals by the next cycle may be brought back to PaRC as a continued Yellow, or may be identified as Red in the next cycle.
- c. If PaRC affirms that a program is on continued yellow or red status, they may recommend to the president to extend the remediation plan for one more year, suspend the program for a year or to initiate the applicable program discontinuance or resource reduction process.
- d. The President will either accept PaRC's recommendation, or explain his/her reasons for not accepting PaRC's recommendation.

### **Suspension (Instruction Only)**

2) If suspension is the final recommendation, all of the following will occur.

- a. The college will follow Board Policy 6015 to allow for students to complete their educational plans through limited offerings, course substitutions or other agreed upon options and adhere to the communication guidelines and timelines with De Anza, the district, and the collective bargaining units.

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- b. Immediately following, the program faculty and staff must collaborate with administrators to develop a remediation plan to address the area(s) of concern that explicitly identifies goals, benchmarks and timelines, and this plan must be accepted by PRC, PaRC and ultimately the president.
- c. During the year suspension, the program will be evaluated again by PRC and assigned a green, yellow or red. PaRC can then recommend reactivation of the program or to initiate the program discontinuance process.
- d. The President will either accept PaRC's recommendation, or explain his/her reasons for not accepting PaRC's recommendation.

### **Program Discontinuance (Instructional Programs)**

- 3) If program discontinuance is the final recommendation, the following will occur:
  - a. Instructional Program:
    - i. Program Discontinuance: As per Board Policy 6015 1.D ([see full policy here](#)), the President will share the timeline with affected administrators, staff and faculty regarding the communication to APM and CAC for discussion and feedback, as well as provide written formal notice to program faculty and staff, and appropriate bargaining units and collaborate on a plan to allow for students to complete their educational plans through limited offerings, course substitutions or other agreed upon options

### **Resource Reduction (Administrative Units and Service Areas)**

- 4) In cycle: If a resource reduction is identified through the program review cycle:
  - a. As per Board Policy 6015 1.D ([see full policy here](#)), the President will share the timeline with affected administrators, staff and faculty regarding the communication to APM and CAC for discussion and feedback, as well as provide written formal notice to program faculty and staff, and appropriate bargaining units.
- 5) Out of Cycle: Resource reductions in Student Services and Administrative Unit Programs can occur out of the program review cycle, but will follow the process outlined below.
  - a. Resource reduction proposals will be presented to the President's Cabinet, along with all relevant data, including program review data. The President will share the reduction decisions with PaRC and initiate all contractual requirements as well as all applicable communication requirements from Board Policy 6015 1.D.

### **Extreme Financial Hardship (District-wide)**

In the event of an Extreme Financial Hardship (EFH), which is declared formally by the Board of Trustees, there will be a separate process to allow for expedient responses to budget and allocation needs.

- 1) Once the Board of Trustees has formally declared an extreme financial hardship the college will follow the following process:

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- A) The President shall notify the college as a whole, as well as PaRC, that the official EFH has been formally declared by the Board.
- B) The President and Cabinet will review the financial details of the announcement, including how much the college must cut, and the required timeline, and bring a preliminary discussion draft to PaRC.
  - The discussion draft will address the potential steps that the college will take to address the EFH. The draft will identify areas of potential reductions incorporating data from program reviews, existing PRC summaries, and will include any other pertinent data.
- C) This discussion draft, along with PaRC's questions and comments, will be circulated through the shared governance committees and groups.
- D) To the extent that the timeline allows, PRC and PaRC will have the opportunity to suggest other alternatives, and to vet those with governance groups and stakeholders.
- E) In the event that the timeline does not allow steps A-D to unfold, the Cabinet, including a member from the Academic and Classified Senates and/or the Planning and Resource Council could take immediate steps.

### **Program Creation**

Program Creation is handled similarly to resource allocation by including a process to ensure the program meets a substantiated student need, is aligned with the college mission and that the college is able to commit to the resource needs of a program before the program is in development stages.

1. Divisions or program areas identify new programs, significant program expansions, or other initiatives, which would be viable, and meet emerging student needs. This identification could be based on program review, changing demographics or workforce needs, developing technologies, etc.
2. Funding sources could stem from the Divisions absorbing start-up costs or from funding requested through the Resource Allocation Process. Deans or program leaders could write a rationale for permanent "B" budget funding, to be submitted through the Resource Allocation Process. Funding would follow the normal Resource Allocation Process, with the potential of seed funding through the "Fast Track to Innovation."
3. A new academic program request to create a new degree or certificate of any unit value must be submitted by the Division dean to the appropriate governance bodies for review
  - a. All CTE programs (defined by TOPS code) should submit a program plan, along with employment data and other relevant information to the Workforce work group for discussion and feedback.
  - b. Transfer programs should submit a program plan, along with articulation and transfer data, to the Transfer Work group for discussion and feedback.
  - c. The program plan and the feedback from the work group should be forwarded to the Vice Presidents to determine if there are adequate resources (B budget, faculty, staff, facilities) to offer this new program.
  - d. It is then added as a discussion/information agenda item for APM and PaRC. PaRC will make a recommendation to the President.

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- b. If the President supports the new program proposal, then the program faculty will prepare and submit a program application to the College Curriculum Committee.
4. All new programs will complete program review in the following annual cycle and begin assessing student learning outcomes on an annual basis once the courses have been taught.