

Role of Faculty in Budget Development

Accreditation Requirement

Standard 3: Infrastructure and Resources

The institution supports its educational services and operational functions with **effective infrastructure**, qualified personnel, and **stable finances**. The institution organizes its staffing and allocates its physical, technological, and financial resources to improve its overall effectiveness and promote equitable student success. The institution actively monitors and assesses resource capacity to inform improvements to infrastructure and **ensure long-term health and stability**.

- **Accreditation Standard 3.5.** “The institution’s mission and goals are the foundation for financial planning. Financial information is disseminated to support effective planning and decision-making and provide opportunities for stakeholders to participate in the development of plans and budgets”
 - **Review Criteria:**
 - The institution **considers its mission and goals** as part of the annual fiscal planning process.
 - The institution’s processes are used to **ensure appropriate stakeholder participation in financial planning, prioritization, and budget development.**
 - Individuals involved in institutional planning receive **accurate** information about **available funds, including the annual budget showing ongoing and anticipated fiscal commitments.**
 - Sound financial planning, including a **realistic expectation of financial resource availability**, is a foundational element of the institution’s plans and goals.
- **Accreditation Standard 4.3.** The institution’s decision-making structures are used consistently and effectively. Institutional decision-making practices

support a climate of collaboration and innovation that advances the mission and prioritizes equitable student outcomes.

- **Review Criteria:**
 - The institution **holds itself accountable** for implementing its decision-making practices **consistently** to ensure inclusion of appropriate stakeholders and shared **understanding of decisions.**
 - Decision-making practices **result in decisions that support institutional innovation and advance the mission of the institution.**
 - The institution **evaluates its decision-making practices and makes improvements when needed to improve effectiveness.**

Title 5: Article 2 - Academic Senates

10+1

Title 5 § 53200 (b): Academic Senate means an organization whose primary function is to make recommendations with respect to academic and professional matters. In Sections 53200 (c),

1. Curriculum including establishing prerequisites and placing courses within disciplines
2. Degree and certificate requirements
3. Grading policies
4. Educational program development
5. Standards or policies regarding student preparation and success
6. District and college governance structures, as related to faculty roles
7. Faculty roles and involvement in accreditation processes, including self-study and annual reports
8. Policies for faculty professional development activities
9. Processes for program review
10. **Processes for institutional planning and budget development**

11. Other academic and professional matters as are mutually agreed upon between the governing board and the academic senate.

From ASCCC: Roles of Local Senates in Budget Development

Local academic senates play a crucial role in budget development for community colleges, focusing on ensuring transparency, alignment with academic priorities, and broad faculty involvement. Here's a breakdown of their role:

1. Participatory Governance

- a. Local academic senates are key interest-holders in the participatory governance structure of colleges, meaning they provide faculty with a voice in budget planning and development.
- b. By collaborating with administration and other interest-holders, they help ensure the budget reflects the institution's mission, strategic goals, and educational priorities.

2. Alignment with the "10+1" Responsibilities

- a. Budget development falls under the "10+1" areas of academic and professional matters, as outlined in Title 5 §53200.
- b. Specifically, the "processes for institutional planning and budget development" ensure that faculty perspectives influence how budget decisions are made, prioritizing resources for instruction, student support, and academic programs.

Budget Committees (College and/or District)

College or district budget committees play an integral role in financial planning and resource allocation within community colleges or districts. Their responsibilities are aimed at promoting transparency, alignment with institutional goals, and effective use of resources. Here's an overview of their key roles:

1. Budget Planning and Development

- a. Analyzing Budget Needs: Budget committees are responsible for reviewing and analyzing budgetary needs, ensuring that financial

planning aligns with the institution's mission, strategic priorities, and operational goals.

- b. Developing Budget Recommendations: They develop recommendations for budget allocations based on institutional needs, program reviews, enrollment trends, and other critical factors.
- c. Establishing Funding Priorities: The committees work to establish funding priorities that support academic programs, student services, infrastructure, and administrative functions.

2. Providing Transparency and Oversight

- a. Ensuring Open Communication: Budget committees are tasked with ensuring that budget development is transparent and inclusive. They facilitate clear communication about budget decisions, timelines, and financial constraints across the institution.
- b. Monitoring Expenditures: They review financial reports, monitor expenditures, and ensure that funds are being utilized according to the approved budget.
- c. Evaluating Budget Requests: Committees review budget requests from departments or divisions, ensuring that proposals are justified, aligned with strategic goals, and within financial constraints.

Accountability and Transparency

Accountability and transparency are essential principles in the budget process, ensuring that funds are used effectively, fairly, and in alignment with institutional goals. Here's how they play a role:

Accountability in the Budget Process

Clear Roles and Responsibilities:

- Establish clear roles for those involved in budget development, including faculty, administration, budget committees, and governing boards.
- Ensure that decision-makers are held responsible for budget choices and resource allocations.

Alignment with Goals:

- Budgets should align with strategic plans, educational objectives, and student success outcomes, making it clear how funds support the institution's mission.
- Regular performance metrics and outcomes are used to assess whether budget allocations achieve intended results, emphasizing a results-driven approach.

Regular Monitoring and Evaluation:

- Ongoing monitoring of expenditures and financial performance ensures funds are used as intended.
- Audits, financial reviews, and reporting mechanisms help verify that funds are being managed responsibly and efficiently.

Compliance with Regulations:

- Adherence to state, federal, and institutional financial policies is critical to maintain accountability.
- Colleges must meet legal requirements, such as the Student-Centered Funding Formula (SCFF) metrics, program guidelines, and other financial regulations.

Open Communication:

- Sharing budget information with all stakeholders, including faculty, staff, students, and the community, promotes transparency.
- Regular updates on the budget status, changes, and outcomes foster trust and collaboration.

Inclusive Participation:

- A participatory governance approach invites input from all stakeholders during budget planning and development, ensuring that diverse perspectives are considered.
- Budget committees and public meetings are forums where financial plans and decisions are discussed openly.

Access to Information:

- Budget documents, financial reports, and meeting minutes should be publicly accessible, enabling stakeholders to review budget decisions and expenditures.
- Detailed reporting on revenues, expenses, and changes ensures that the community understands how funds are being used.

Rationale for Decisions:

- Clearly communicating the reasoning behind budget priorities, allocations, and cuts helps stakeholders understand and support financial decisions.
- Transparency also involves explaining how funds align with educational priorities, student needs, and institutional goal