



# INSTITUTIONAL PLANNING AND BUDGET PROCESS HANDBOOK

2025-2026

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# PLANNING AND BUDGET DEVELOPMENT PROCESS

## **Planning Review and Revision (PRR) Task Force**

The Planning Review and Revision (PRR) Task Force was established in September 2024 to streamline Lassen College’s planning and reporting systems in response to updated ACCJC standards. The focus is on simplifying existing processes, improving data use, and aligning planning with accreditation and institutional goals—without major disruption to the college’s current structure.

During the 2025–26 transition year, all Non-Instructional Program areas will complete annual reviews to demonstrate how results are being used to inform planning, budgeting, and improvement efforts. This temporary process ensures continued progress in program review while the new planning model is developed and implemented.

The PRR Task Force continues to support the rollout of new benchmarks tied to ACCJC substandards, develop the S4 Master Plan, and oversee the creation of a centralized SharePoint file system and planning calendar. Institutional dashboards have also been updated to provide real-time data, with training planned to help departments use these tools effectively.

By improving existing systems rather than replacing them, the PRR Task Force is helping Lassen College create a more efficient, transparent, and data-informed planning process that supports continuous improvement and institutional effectiveness.

Title 5 of the California Code of Regulations requires that the “[Community College] District financial planning will include both short-term and long-term goals and objectives, and broad-based-input, and will be coordinated with the districts educational planning” (Appendix A: Title 5 Section 58311). Lassen Community College’s planning and budget development process operates within this context.

The Comprehensive Institutional Master Plan is a five-year plan that is updated and sent to the Governing Board for acceptance annually. The institutional planning document and budget will reflect the college mission statement and strategic goals as established by the Governing Board. The Lassen College District Strategic Plan can be found on page 4 of this document.

The institutional planning and budget development process begins with the instructional program review (IPR) and non-instructional program review (NIPR). The instructional and non-instructional program reviews provide the unit level planning documents for Lassen Community College. The program goals and objectives as well as recommendations developed during the review process integrate into the various planning sections of the Comprehensive Institutional Master Plan (Section I – Institutional Effectiveness, Section II - Educational Master Plan, Section III – Student Services Plan, Section IV - Institutional Technology Plan, Section V - Facilities Master Plan, Section VI - Human Resource Plan and Professional Development Plan). The budget requests from the various IPRs and NIPRs are submitted on a Budget Prioritization sheet and are forwarded to the administrators in Academic Services, Student Services, and Administrative Services. Administrators then determine if there are alternate funding sources (non-general fund) to absorb some of the funding requests. Remaining budget requests will be submitted to the Budget Committee. Each area, Academic Services, Student Services, and Administrative Services will use a shared governance approach to prioritizing their budget requests. Each area will then send the requested amount of budget requests to the Budget Committee for final prioritization by that committee.

The schedule of program reviews is provided in the Instructional and Non-instructional Program Review

Handbooks. Career technical education instructional programs are reviewed every two years and academic instructional and non-instructional programs are reviewed every four years. There are also yearly updates for academic and career technical education that follow the same process when needed for changes in curriculum or budgeting. Area administrators will remind program managers when their program review is due. Academic Senate reminds faculty yearly of due dates for instructional program reviews.

The Chief Instructional Officer will monitor the program review process. The Governing Board will accept each IPR and NIPR.

- The Chief Instructional Officer is responsible for housing all the current institutional planning documents and for assuring completion of program reviews as scheduled.
- Copies of institutional planning documents and program reviews are placed on the college website.

Budget principles, as presented in Appendix B, are stated in each District Budget document. The following guidelines additionally apply to the development of the Budget:

- a. One-time revenues will be allocated to one-time expenditures; on-going expenditures shall be covered from on-going revenues.
- b. Year-end balances are not budgeted for ongoing expenses.
- c. Funds are budgeted where they are expected to be spent so as to minimize transfers and protect budget integrity.
- d. Contractual obligations and fixed costs are budgeted first.
- e. New positions must be fully funded: salaries, benefits, and support expenses.

## **EVALUATION OF THE PLANNING AND BUDGET DEVELOPMENT PROCESS**

The Planning and Budget Development Process is evaluated annually in conjunction with the Governance Process in late April through May. Adoption of the evaluation timeline and any changes to the evaluation instruments is the responsibility of Consultation Council. The evaluation process consists of distribution of evaluation instruments to each of three components:

1. Planning Committee Self-Evaluation Surveys
  - Educational Master Planning
  - Consultation Council
  - Human Resource Planning
  - Institutional Effectiveness Planning
  - Institutional Technology Planning
  - Student Services Planning
  - Facilities Planning
2. Constituent Group Evaluation Surveys
  - Management/Confidential
  - Associated Student Body

- Classified
- Administration
- Academic Senate

### 3. Individual Surveys

The survey results are compiled and presented to Consultation Council by the Director of Institutional Effectiveness and Research for discussion and acceptance of recommendations for inclusion in the next year's handbook. A subcommittee of the Academic Senate including appointees from Consultation Council meets in September to revise and update the Institutional Planning and Budget Development Handbook based upon the accepted recommendations. The Academic Senate acts on the subcommittee recommendations by October and forwards the approved handbook to Consultation Council as an information item.

# Lassen College District Strategic Plan



## Vision

Lassen College will be a preferred rural destination college, driving regional growth, academic quality, student success, and workforce development, while serving as a trusted community leader.

## Mission

Lassen College provides students from diverse backgrounds with equitable access and opportunities to pursue Certificates, Associate and Bachelor's degrees, and gain essential workforce skills. The college also prepares students for successful transfer to four-year colleges and universities.

## Values

- ❖ Student Success
- ❖ Educational Excellence
- ❖ Honesty/Integrity
- ❖ Dignity & Respect

## Institutional Goals

1. Be Mission Driven
2. Increase Enrollment and Completion
  - ❖ Maximize enrollment in current programs
  - ❖ Increase / improve certificate / degree / transfer completion
  - ❖ Increase equitable best practices
  - ❖ Increase retention of disproportionately impacted students
  - ❖ Explore other opportunities
3. Improve and Expand Campus Facilities
4. Clear and Inclusive Participatory Governance

## Institutional Student Learning Outcomes

1. **Communication**– Ability to listen and read with comprehension and the ability to write and speak effectively
2. **Critical Thinking** - Ability to analyze a situation, identify and research a problem, propose a solution or desired outcome, implement a plan to address the problem, evaluate progress and adjust the plan as appropriate to arrive at the solution or desired outcome
3. **Lifelong Learning** - Ability to engage in independent acquisition of knowledge; ability to access information including use of current technology; ability to use the internet and/or library to access and analyze information for relevance and accuracy; ability to navigate systems
4. **Personal/Interpersonal Responsibility** - Ability to develop and apply strategies to set realistic goals for personal, educational, career, and community development; ability to apply standards of personal and professional integrity; ability to cooperate with others in a collaborative environment for accomplishment of goals; ability to interact successfully with other cultures
5. **Cultural Awareness** – Ability to embrace awareness of the ways people respond to themselves and the world around them to understand social dynamics past and present including the interrelationship between the creative arts, the humanities and self; where individual and group differences are valued and contribute to our growth and understanding as an educational community.

**COMPREHENSIVE INSTITUTIONAL MASTER PLAN (CIMP)  
(FIVE TO TEN YEAR)**

**Mission**

Lassen Community College provides educational programs for all pursuing higher education goals. The core programs offer a wide range of educational opportunities including transfer degrees and certificates, economic and workforce development, and basic skills instruction. The College serves diverse students, both on campus and in outreach areas in its effort to build intellectual growth, human perspective and economic potential.

**Strategic Goal 1**  
Institutional Effectiveness

**Strategic Goal 2**  
Learning Opportunities

**Strategic Goal 3**  
Resource Management

**Strategic Goal 4**  
Student Success

**INSTITUTIONAL SET STANDARDS/STRATEGIC INITIATIVES**

**PROGRAM REVIEWS**

Educational Master Plan  
Student Services Plan  
Technology Plan  
Facilities and Site Plan  
Human Resources Plan  
Institutional Effectiveness

**Comprehensive Institutional Master Plan**

**Budget Committee/Resource Allocation**

**IMPLEMENTATION OF ANNUAL PLANS AND STRATEGIC INITIATIVES**

**ASSESSMENT OF ANNUAL PLANS AND STRATEGIC INITIATIVES**

**YEAR-END REPORT OF PLANS AND STRATEGIC INITIATIVES**

## PLANNING AND BUDGETING ANNUAL TIMELINE

	Cabinet	Board of Trustees	Academic Senate	Consultation Council	Office of Institutional Effectiveness (OIE)	Planning Committees	Budget Committee
<b>June</b>	<p>The President will submit the current tentative budget to the Governing Board for adoption.</p> <p>Cabinet Planning Retreat (review year-end report on Strategic Initiatives, Strategic Initiative and planning goals decided for next academic year - forward to July Governing Board's Planning Retreat. Working with Cabinet, the President will finalize the ranked list into the Institutional Budget Priority List for the Comprehensive Institutional Master Plan presenting it to at the Governing Board's Planning Retreat in July.</p>	Board of Trustees adopts Tentative Budget for next fiscal year			<p>Compile data for July Board Planning Retreat (progress on Key Performance Indicators and Annual Fact Book)</p> <p>Compile all IPR/NIPR data for distribution in the Fall.</p>		
<b>July</b>	Chancellor's Office notifies districts as to funding for new fiscal year (discussions take place in Cabinet)	Governing Board Planning Retreat (discuss and accept progress on Key Performance		Presentation of Annual Fact Book and Annual Report by OIE	Annual Fact Book and Annual Report posted on webpage		

	Cabinet	Board of Trustees	Academic Senate	Consultation Council	Office of Institutional Effectiveness (OIE)	Planning Committees	Budget Committee
		<p>Indicators, Annual Fact Book, Year End Resource Allocation Report and other compiled and analyzed data)</p> <p>Strategic Initiative(s), set forth by June Cabinet retreat for new fiscal year, accepted by Board</p>		<p>President will report back to Consultation Council what items from the recommended Prioritized List will be funded in the previous Budget.</p>	<p>Complete all IPR/NIPR data for distribution in the Fall.</p>		
Aug.	<p>CIO in conjunction with Academic Senate President notifies IPR authors to begin the cycle</p> <p>Deans notify vocational IPR areas to prepare advisory committee list to be forwarded to the Board in September</p> <p>IPR and NIPR presentations to faculty and staff</p>	<p>Acceptance of Strategic Plan</p> <p>Advisory Committee members sent to V.P. of Academic Services and forwarded to Board</p>	<p>Academic Senate President in conjunction with the CIO notifies IPR authors to begin the IPR cycle</p> <p>IPR Lead is identified for programs with multiple authors</p> <p>Academic Senate appoints faculty members to the mentors list if not done in previous May</p> <p>IPR presentation to faculty with CIO</p>		<p>OIE notifies all authors of NIPR/Distribute NIPR schedule</p> <p>NIPR presentation to staff</p>	<p>All planning committees meet to elect chairs for new academic year and approve charges</p> <p>A meeting with all chairs of the planning committees (Facilities, Human Resources, Institutional Technology, Student Services, Educational &amp; Institutional Effectiveness and Research) meet to discuss strategic initiatives for the next planning cycle.</p>	<p>Develop and finalize Budget Request Form based on Strategic Initiatives for the 2025-2026 budget year and send to Consultation Council and Academic Senate.</p>

	Cabinet	Board of Trustees	Academic Senate	Consultation Council	Office of Institutional Effectiveness (OIE)	Planning Committees	Budget Committee
<b>Sept.</b>	Review and accept year-end status report of previous fiscal year Budget Prioritization Report and Strategic Initiatives Outcomes to Consultation Council	Adopt Final Budget  Accept Advisory Committee Members	Initial meeting of the IPR Team and Senate Mentor  The IPR Team conducts the curriculum review, submitting review and revision documents to the Curriculum/Academic Standards Committee for approval  Advisory Committees meet.  Review Budget Committee Screening Tool	1 <sup>st</sup> meeting of September - adopt Budget Criteria Screening Tool developed by the Budget Committee  Review and accept year-end status report of previous fiscal year Budget Prioritization Report and Strategic Initiatives Outcomes to Consultation Council  Approve charges from Master Planning Committees	1 <sup>st</sup> week, IPR data sent out  Presentation to Consultation Council of revised Institutional Planning and Budget Development Handbook for Adoption.  Student evaluation #2 for IPRs administered and compiled by the Office of Institutional Effectiveness	Educational Master Planning committee meets to assess and improve Long-Range Plan. Needs to be completed by end of September and forwarded to Consultation Council.  Planning Committee Chairs meet to assess and improve previous Long-Range Plans.  Monthly meeting of chairs from Facilities, Human Resources, Institutional Technology, Student Services, Educational & Institutional Effectiveness and Research	Review Institutional Planning and Budget Development Handbook adopted by Consultation Council.  Review 2025-2026 Final Budget adopted by Board.
<b>Oct.</b>			Adoption of revised Institutional Planning and Budget Development Handbook and Participatory Governance Handbook.  The IPR Team continues curriculum review, submitting review and revision	EMP submitted to Consultation Council for acceptance.  Adoption of revised Institutional Planning and Budget Development Handbook (send to budget committee) and Participatory Governance Handbook.	1 <sup>st</sup> week, NIPR data sent out  Post on the website the year-end status report of previous Budget Prioritization Report and Strategic Initiatives Outcomes	EMP submits current master plan to Consultation Council and all planning committee chairs. For the development of the other plans.  Monthly meeting of chairs from Facilities, Human Resources, Institutional Technology, Student Services, Educational &	Immediately following the adoption by Consultation Council, the Budget Request Form is shared to campus.  Budget Committee notifies campus that an annual update is required on budgetary items that need to be brought forward if the requested items are not identified in an in-progress IPR or NIPR

	Cabinet	Board of Trustees	Academic Senate	Consultation Council	Office of Institutional Effectiveness (OIE)	Planning Committees	Budget Committee
			documents to the Curriculum/Academic Standards Committee for approval			Institutional Effectiveness and Research	
<b>Nov.</b>	V.P.'s initiate the prioritization of budget requests, in their area, on the spreadsheet based on the adopted Budget Committee prioritization criteria. Due to Budget Committee in January.		The IPR teams submits the completed IPR documents to Academic Senate and the Academic Dean			<p>Institutional Effectiveness, Student Services, Facilities, Institutional Technology and Human Resources Long Range Plans are initiated to be completed in support of the EMP. Each plan is due to Consultation Council by the first meeting in February.</p> <p>ALL NIPRs due for February Board Meeting - sent to Consultation Council 2<sup>nd</sup> meeting in January</p> <p>Monthly meeting of chairs from Facilities, Human Resources, Institutional Technology, Student Services, Educational &amp; Institutional Effectiveness and Research</p>	
<b>Dec.</b>	All NIPRs approved by Cabinet during month of December and forward them on		Academic Senate takes action to accept the IPRs and with the Academic Dean		December 1, NIPR teams submit completed NIPRs to OIE.	Monthly meeting of chairs from Facilities, Human Resources, Institutional Technology, Student	

	Cabinet	Board of Trustees	Academic Senate	Consultation Council	Office of Institutional Effectiveness (OIE)	Planning Committees	Budget Committee
	to Consultation Council in January					Services, Educational & Institutional Effectiveness and Research	
<b>Jan.</b>	<p>The CBO monitors current year operations and evaluates the status of the following academic year's budget by comparing the projected revenues against the projected expenditures. The CBO will advise Cabinet of any projected budget shortfalls potentially impacting staffing levels.</p> <p>Governor's Proposed Budget for next fiscal year released</p>			<p>IPRs and NIPRs presented and adopted by Consultation Council</p> <p>Budget Committee may conduct Listening Forums for campus/area input.</p>		Monthly meeting of chairs from Facilities, Human Resources, Institutional Technology, Student Services, Educational & Institutional Effectiveness and Research	Budget committee sends out reminder email to campus that Budget Request Form will be distributed the first Monday in February
<b>Feb.</b>	V.P.'s , President and Board needs to bring forth to Budget Committee their allotted priority items and send to Budget Committee by March 1 <sup>st</sup> .	IPRs and NIPRs presented and accepted by Governing Board		<p>Institutional Effectiveness, Student Services, Facilities, Institutional Technology and Human Resources Long Range Plans are initiated to be completed in support of the EMP. Each plan is due to</p>	Environmental Scan Data is compiled	Monthly meeting of chairs from Facilities, Human Resources, Institutional Technology, Student Services, Educational & Institutional Effectiveness and Research	Budget Committee sends out Budget Request Form to campus the first Monday in February

	Cabinet	Board of Trustees	Academic Senate	Consultation Council	Office of Institutional Effectiveness (OIE)	Planning Committees	Budget Committee
				Consultation Council by the first meeting in February.			
Mar					The Comprehensive Institutional Master Plan is compiled in March and sent to Consultation Council for their 1 <sup>st</sup> meeting in April	Monthly meeting of chairs from Facilities, Human Resources, Institutional Technology, Student Services, Educational & Institutional Effectiveness and Research  Plan to send out governance process surveys.	Budget Committee receives completed Budget Request Forms from campus by March 1  Budget Committee reviews Budget Request Forms and assigns each form to a Division Administrator. All staffing requests are forwarded to HR for inclusion in the HR Master Plan.  All On-going, Regulatory and CCCCO mandates and are forwarded to the respective Divisions.  All Health & Safety concerns are forwarded to the Facilities Director for inclusion in the Facilities Master Plan  Division Administrators review Budget Requests forwarded to them and evaluate for alternate funding opportunities
April	Recipients of the previous year's budget prioritization process begin Resource Allocation Year-End Status Report			1 <sup>st</sup> meeting in April - Consultation Council adopts the Comprehensive Institutional Master Plan	The Comprehensive Institutional Master Plan is compiled by April 1 <sup>st</sup> and sent to Consultation Council for their 1 <sup>st</sup> meeting in April	Monthly meeting of chairs from Facilities, Human Resources, Institutional Technology, Student Services, Educational & Institutional Effectiveness and Research	Division Administrators return the Budget Request forms to the Budget Committee with funding identified or for committee prioritization  Budget Committee prioritizes remaining Budget Requests and forwards them to Consultation Council

	Cabinet	Board of Trustees	Academic Senate	Consultation Council	Office of Institutional Effectiveness (OIE)	Planning Committees	Budget Committee
					Planning process evaluations sent out 1 <sup>st</sup> week of April	Governance process surveys are sent to all planning committees, constituent groups, and individuals.	Budget Committee distributes original Budget Request form to prior year awardees (2024-25) for Allocation Follow Up for accreditation documentation. Forms to be returned to the committee by last Monday in April
<b>May</b>	<p>The CBO will draft the tentative budget for institutional review to include 50% Law Analysis and GANN Appropriations Limit</p> <p>Recipients of the previous year's budget prioritization process need to submit a Resource Allocation Year-End Status Report</p> <p>Strategic Initiatives Outcomes are reviewed (V.P.'s and President)</p> <p>VP's notify IPR authors for following year cycle (CIO reminds fall CTE-IPR faculty to visit</p>	The Comprehensive Institutional Master Plan to Board	<p>Academic Senate appoints IPR Mentors.</p> <p>Review Strategic Plan to be sent to the Board in July.</p>	<p>Annual Evaluation of the planning and governance process conducted by Consultation Council</p> <p>Consultation Council will accept and forward the recommended prioritized list from the Budget Committee to the President for consideration and publish the list in the minutes</p> <p>Review Strategic Plan to be sent to the Board in July.</p>	<p>Annual Report on NIPR SLO/AUO Assessment Results released</p> <p>Student evaluation #1 for next academic year IPRs administered and compiled by the Office of Institutional Effectiveness</p> <p>OIE notifies all authors of NIPR/Distribute NIPR schedule</p> <p>Planning Process Evaluations due.</p>	<p>Monthly meeting of chairs from Facilities, Human Resources, Institutional Technology, Student Services, Educational &amp; Institutional Effectiveness and Research</p> <p>Governance process surveys are due.</p>	Budget Committee reviews prior year allocation follow up.

	Cabinet	Board of Trustees	Academic Senate	Consultation Council	Office of Institutional Effectiveness (OIE)	Planning Committees	Budget Committee
	Advisory Committee membership to be submitted beginning fall semester)						
<b>June</b>	<p>The President will submit the tentative budget for next fiscal year to the Governing Board for adoption.</p> <p>Cabinet Planning Retreat (review year-end report on Strategic Initiatives, Strategic Initiative and planning goals decided for next fiscal year budget) - forward to July Governing Board's Planning Retreat. Cabinet and the President will finalize the ranked list into the Institutional Budget Priority List for the Comprehensive Institutional Master Plan presenting it to at the Governing Board's Planning Retreat in July.</p>	Board of Trustees adopts Tentative Budget for next fiscal year			<p>Compile data for July Board Planning Retreat (progress on Key Performance Indicators and Annual Fact Book)</p> <p>Compile all IPR/NIPR data for distribution in the fall.</p>		

# APPENDIX A: PRINCIPLES FOR SOUND FISCAL MANAGEMENT

*Title 5. Education  
Division 6. California Community Colleges Chapter 9. Fiscal Support Subchapter 4.  
Budgets And Reports Section 58311*

In any organization certain principles, when present and followed, promote an environment for growth, productivity, self-actualization, and progress. The following principles shall serve as the foundation for sound fiscal management in community college districts:

1. Each district shall be responsible for the ongoing fiscal stability of the district through the responsible stewardship of available resources.
2. Each district will adequately safeguard and manage district assets to ensure the ongoing effective operations of the district. Management will maintain adequate cash reserves, implement and maintain effective internal controls, determine sources of revenues prior to making short-term and long-term commitments, and establish a plan for the repair and replacement of equipment and facilities.
3. District personnel practices will be consistent with legal requirements, make the most effective use of available human resources, and ensure that staffing costs do not exceed estimates of available financial resources.
4. Each district will adopt policies to ensure that all auxiliary activities that have a fiscal impact on the district comport with the educational objectives of the institution and comply with sound accounting and budgeting principles, public disclosures, and annual independent audit requirements.
5. Each district's organizational structure will incorporate a clear delineation of fiscal responsibilities and establish staff accountability.
6. Appropriate district administrators will keep the governing board current on the fiscal condition of the district as an integral part of the policy- and decision- making processes.
7. Each district will effectively develop and communicate fiscal policies, objectives, procedures, and constraints to the governing board, staff, and students.
8. Each district will have an adequate management information system that provides timely, accurate, and reliable fiscal information to appropriate staff for planning, decision-making, and budgetary control.
9. Each district will adhere to appropriate fiscal policies and procedures and have adequate controls to ensure that established fiscal objectives are met.

10. District management will have a process to evaluate significant changes in the fiscal environment and make necessary, timely, financial and educational adjustments.
11. District financial planning will include both short-term and long-term goals and objectives, and broad-based-input, and will be coordinated with the district educational planning.
12. Each district's capital outlay budget will be consistent with its five-year plan and reflect regional planning and needs assessments. To the extent that the foregoing principles repeat or paraphrase mandates already in existence, these underlying mandates shall continue to be legally binding. Otherwise these principles, by themselves, shall be applied to the extent that existing state and district funding is available.

# APPENDIX B: LCC 2024-2025 BUDGET PRINCIPLES, PRIORITIES, AND CRITERIA

## **BUDGETING PRINCIPLES:**

- Transparency
- Broad participation
- Balanced
- Conservative
- Complete/comprehensive

## **BUDGET GUIDELINES AND PRIORITIES:**

- Align with College's Strategic Plan (Vision/Mission/Values/Strategic Goals)
- Align categorical/restricted programs with Strategic Goals and Vision of Success; utilize funds to support on-going District expenditures within spending guidelines even if on a one-time basis. Maximize all funding sources to meet local and statewide goals.
- Update budgetary alignments with District student Success Initiatives (to drive increases access, retention, and completion, transfer, and career success for all students).

# APPENDIX C: GLOSSARY OF TERMS

**Abatement:** The return of part or all of an item of income or expenditure to its source.

**Accounting System:** (1) The special field concerned with the design and implementation of procedures for the accumulation and reporting of financial data. (2) The total structure of records and procedures, which discover, record, classify, and report information on the financial operations of an agency through its funds, balanced account groups, and organizational components.

**Administrative Unit Outcomes (AUOs):** Similar to SLOs, administrative outcomes determine what the expected outcomes are for offices and departments that provide services and administrative support rather than instruction.

## **Annual Appropriation Limit (Gann Limit)**

**Apportionment:** Allocation of state or federal aid, district taxes, or other moneys to community college districts or other governmental units.

**Appropriation for contingencies:** (formerly termed Undistributed Reserve) That portion of current fiscal year's budget not appropriated for any specific purpose and held subject to intrabudget transfer, i.e., transfer to other specific appropriations as needed during the fiscal year. (becomes the "ending balance" at June 30, and the "beginning balance" at July 1.

**Budget:** A plan of financial operation for a given period for specified purposes consisting of an estimate of income and expenditures.

**Budget document:** The instrument used by the budget-making authority to present a comprehensive financial program (for California Community Colleges, this Form CCFS-311). Included is a balanced statement of revenues and expenditures (both actual and budgeted), as well as other exhibits.

**Capital Outlay:** The acquisition of fixed assets or additions to fixed asset, including land or existing buildings, improvements of grounds, construction of buildings, additions to buildings, remodeling of buildings, or equipment.

**Charts of Accounts:** A systematic list of accounts applicable to a specific entity.

**Community Services:** Educational, cultural, and recreational services, which an educational institution may provide for its community in addition to regularly scheduled classes. Community college districts receive no direct State apportionment for community services.

**Contract Services:** Services rendered by personnel who are not on the payroll of the college system, including all related expenses covered by the contract.

**Current Expenses of Education (CEE):** EC 84362, CRR 59200 et seq. The current General Fund operating expenditures of a community college district excluding expenditures for food services, community services, object classifications 6000 (except Equipment Replacement) and 7000, and other costs specified in laws and regulations.

**Current Liabilities:** Amount due and payable for goods and services received prior to the end of the fiscal year. Current liabilities are paid within a relatively short period of time, usually within a year.

**Deferred Income:** Revenue received prior to being earned such as bonds sold at a premium, advances received on federal or State program grants, or registration fees received for a subsequent period.

**Deficit:** Excess of liabilities over assets.

**Direct Expenses or Costs:** Expenses that can be separately identified and charged as a party of the cost of an activity, department, services, or a product.

**Employee Benefits:** Amounts paid by an employer on behalf of employees. These amounts are not included in the gross salary, but are over and above. While not paid directly to employees, they are nevertheless part of the cost of salaries and benefits. Examples are (1) group health or life insurance payments; (2) contribution to employee retirement; (3) district share of O.A.S.D.I. (Social Security) taxes; (4) worker's compensation payments.

**Encumbrances:** Obligations in the form of purchase orders, contracts, salaries, and other commitments for which part of an appropriation is reserved.

**Entitlement:** An amount of money to which an entity has a right as determined by the granting or awarding party.

**Expenses of Education:** This includes all General Fund expenditures, restricted and unrestricted, for all objects of expenditure 1000 through 5000 and all expenditures of activity from 0100 to 6700.

**Expenses:** Expenditures made or liabilities incurred for goods and services used in the current year.

**Fiscal Year:** For governmental entities in the State of California, the period beginning July 1 and ending June 30. Otherwise, it is usually a period of one year which can by agreement begin at any time and end one year later.

**Fixed Assets:** Assets of permanent character having continuing value such as land, buildings, machinery, furniture, and equipment.

**Fixed Costs:** Those costs, that remain relatively constant regardless of enrollment or volume of business. Examples include interest, insurance, and contributions to retirement systems.

**Full-time Equivalent (FTE) Employees:** Ratio of the hours worked based upon the standard work hours of one full-time employee. For example, classified employees may have a standard work-load of 40 hours per week, if several classified employees worked 380 hours in one week, the FTE conversion would be 380/40 or 9.5 FTE.

**Full-time Equivalent Students (FTES):** An FTES represents 525 class (contact) hours of student instruction/activity in credit and noncredit courses. Full-time equivalent student (FTES) is one of the workload measures used in computation of state support for California Community Colleges (see form CCF-320, "Apportionment Attendance Report").

**Fund:** An independent fiscal and accounting entity with a self-balancing set of accounts for recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein.

**Fund Balance:** The fund equity of governmental funds and Trust Funds; the difference between assets and liabilities within a fund.

**General Fund:** The fund used to account for the ordinary operations of the district. It is available for any legally authorized purpose not specified for payment by other funds.

**Indirect Cost:** Elements of cost necessary in the operation of the Local Educational Agency (LEA) or in the performance of a service that are of such nature that the amount applicable to each accounting unit cannot be determined readily and accurately or for which the cost of such a determination exceeds the benefit of the determination.

**Instructional Aide:** A person employed to assist classroom instructors and other certificated personnel in the performance of their duties; in the supervision of students; and in instructional tasks which, in the judgment of the certificated personnel to whom the instructional aide is assigned, may be performed by a person not licensed as a classroom instructor (EC 88243)

**Liabilities:** Debt or other legal obligations (exclusive of encumbrances) arising out of transactions in the past, which must be liquidated, renewed, or refunded at some future date.

**Long-term Debt:** A loan that extends for more than one year from the beginning of the fiscal year.

**Non-Instructional Program Review (NIPR):** A program review completed by areas that do not have instructional responsibilities. In cases where a program provides instruction as well as support or services, an IPR will be completed.

**Prepaid Expenses:** Goods or services for which payment has been made, but for which benefits have not been realized as of a certain date; e.g., prepaid rent, prepaid interest, and premiums or unexpired insurance. Benefits and corresponding charges to expenses will be borne in future accounting periods.

**Program Accounting:** A system of accounting in which records are maintained to accumulate income and expenditure data by program rather than by organization or by fund.

**Restricted Accounts:** Cash and/or other assets, which are limited as to use or disposition by their source. Their identity is therefore maintained and their expenditure or use is also recorded separately.

**Sales and Use Tax:** A tax imposed upon the sale of goods and services. The use tax is paid in lieu of sales tax on goods purchased outside the state, but intended for use in the state.

**Self-Insurance Fund:** An Internal Service Fund designed to account for income and expenditures of self-insurance programs.

**Student Learning Outcomes (SLOs):** The expected knowledge, skills or attitudes students will have after completing a course, program, or leaving the institution after accomplishing an academic goal.



## Appendix D: Lassen College Annual Planning & Governance Survey

The Annual Planning & Governance Survey collects campuswide feedback on the effectiveness of institutional planning, communication, budgeting alignment, and committee engagement. The survey is administered once per year and is designed to take 2-3 minutes to complete. Survey results are summarized by the Office of Institutional Effectiveness and used to support continuous improvement and ACCJC accreditation requirements.

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### Section 1 – About You

1. What is your role at Lassen College?
    - Faculty, Classified Staff, Administrator / Manager, Student, Other
  2. Did you serve on any committee(s) this year?
    - Yes or No
- 

### Section 2 – Planning & Governance (All Respondents)

#### Instructions:

Please rate each statement using the following scale:

**1 = Strongly Agree, 2 = Agree, 3 = Disagree, 4 = Strongly Disagree**

3. The planning process at Lassen College works.
4. I know how to get accurate information about planning, budgeting, and governance.
5. I know how to share my ideas or concerns with planning committees.
6. Communication about planning and governance is clear and timely.
7. The planning process connects well to budget decisions.

**Comments about any of the above items (optional):**

*Open comment box*

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### Open Response (Optional)

8. What is one thing we could improve in planning or governance next year?

*Open comment box*

**Examples (for guidance):**

Make communication easier to find in one place, shorter meetings with clearer goals  
More updates on how decisions are made, better connection between planning and budgeting.

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### **Section 3 – For Committee Members Only**

*(Completed only by respondents who served on a committee.)*

#### **9. Overall, how was your experience serving on a committee this year?**

Very positive, Mostly positive, Neutral, Mostly negative, Very negative, Prefer not to answer

**Comments (optional):**

*Open comment box*

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**ACCJC Alignment** - This survey provides evidence for:

- **ACCJC Standard 1.1-1.5:** Evaluation of mission-driven planning, institutional communication, effectiveness, and integrated planning.
- **ACCJC Standard 4.1-4.3:** Evaluation of governance roles, committee functioning, decision-making processes, and broad participation.

## Appendix E: Annual Committee Reflection Questions with Sample Responses

As part of the annual evaluation of Lassen College's planning and governance processes, each committee will discuss the following reflection questions during the final meeting of the year.

Responses will be recorded directly in the meeting minutes.

The questions and sample responses below are provided to guide committee discussion.

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### 1. What were the committee's main accomplishments this year?

#### Sample responses:

Completed scheduled agenda items, Reviewed data and made recommendations.

Shared updates with constituency groups, Provided feedback on program review or resource requests.

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### 2. What major planning work did the committee complete or contribute to?

#### Sample responses:

Reviewed AUO/SLO data, Supported Master Plan updates, Contributed to accreditation tasks.

Evaluated resource requests, Provided input related to program review or budgeting priorities.

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### 3. What barriers or challenges slowed the committee's work this year?

#### Sample responses:

Difficulty achieving full attendance, Delays in receiving needed data or reports.

Agenda items requiring extended follow-up, Slower communication between groups.

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### 4. What resources or support will the committee need next year?

#### Sample responses:

More timely or complete data, Orientation for new members,

Improved communication across committees, Administrative support for agendas and minutes.

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### 5. What aspects of governance, communication, or collaboration worked well this year?

#### Sample responses:

Information was shared consistently, Members participated openly

The chair facilitated meetings effectively, Collaboration with other committees improved.

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### 6. What is one specific improvement the committee recommends for next year?

#### Sample responses:

Begin meetings with a brief review of goals, Use a clearer timeline for planning tasks

Provide materials earlier for review, Increase coordination with related committees.