

Planning, Budgeting, and Assessment (PBA) Guidelines 2018-2019

Introduction

PLANNING, BUDGETING, AND ASSESSMENT GUIDELINES

This set of guidelines has been prepared to inform the planning, budgeting, and assessment activities at Jamestown Community College. The PBA process adopts significant strengths from prior planning activities, enhances transparency and participation related to strategic decision-making, and more closely ties budget decisions to specific planning initiatives. This annual process will continue to evolve over the years ahead to meet the needs of a dynamic and forward-looking JCC.

As you will note upon reviewing these materials, planning guidance is offered at the outset of a particular planning year. This guidance is derived from prior planning experiences, evaluation of internal and external best practices for specific charges which is accomplished an analysis of the current fiscal context, and the establishment of an articulated set of Strategic Institutional Directions (SIDs) for the 2018-19 planning cycle. These goals have been widely vetted and have now been approved by the JCC Board of Trustees to guide planning activities for the defined period.

The development of specific initiatives in furtherance of the Strategic Institutional Directions is invited from all campus sectors. Planning will proceed through an organized review and prioritization process at the department and division level. Those initiatives that present the most compelling rationale in advancing the Strategic Institutional Directions will be presented to the entire campus through a series of budget conversations. The President's Council (PC) will then be charged with determining the extent to which specific initiatives will be approved and supported. Ultimately, a budget will be developed through this planning context and recommended to the Board of Trustees for approval.

Budget Climate

Current Budget Climate

As we begin to develop the operating budget for the 2018-19 fiscal year, we must be mindful of the challenges we continue to face in developing this and future budgets – specifically increasing our enrollment FTEs and filling the residence halls.

Enrollment:

We did meet our overall enrollment target in 2016-17 however; we accomplished this as a result of the College Connections FTEs exceeding their targeted FTEs by 70 FTEs.

Although this is certainly exciting news, College Connections students generate revenues only from state aid and chargebacks. As a result, we still used nearly \$1,000,000 from the fund balance. At this time, our 2017-18 fall enrollment is 31 FTEs short of budget and we expect the annual FTE to come up 30 FTEs short of budget. Although this is not as severe as last year and we hope to avoid a mid-year adjustment, it is imperative that we all continue to manage our budgets and stay within the adjusted budget in all areas.

Residence Halls:

For the second year in a row, our occupancy in the residence halls is significantly below capacity. The three residence halls have a capacity of 340 beds and only 215 beds were occupied in the fall 2017. Increasing the occupancy is a high priority and there has been a significant amount of marketing efforts and pricing restructuring to increase occupancy in the 2018-19 fiscal year. Deep price reductions have been proposed along with improving the amenities to attract students to stay in the residence halls.

Future Budget Climate

As anticipated in the years when we strategically built our fund balance reserves, our enrollment has been trending downward to FTEs levels similar to pre-2008 years. For the last several years we have relied on the use of our funding reserves to balance our operating budget. Continuing this practice will jeopardize the financial stability of the college. As a result, with the approval of the Board of Trustees, we have developed a four-year plan to right-size our budget and the 2018/19 budget will have an operating budget that is balanced without using our fund balance and a fund balance that is not less than the amount recommended by SUNY.

During this four-year period, we needed to systematically right-size the college to match the level of enrollment with the goal of maintaining academic quality and financial stability. The 2018-19 budget will continue with this trend of right-sizing as this is the last year of the four-year plan and we must have a balanced budget without use of fund balance. This will require the conscientious effort of each of us. We all should be thinking of ways to accomplish our important goals, but we will be required to do so fewer resources. We will also need to work hard to generate additional revenues and enhance our retention and enrollment.

By continuing to look for better ways of accomplishing the same or more with fewer resources we will become a healthier, more efficient and effective college.

Strategic Institutional Directions: 2018-2019

I. Build Strong Enrollments and Foster Student Success

Focus on enhancing the culture of student centeredness through attention to JCC's physical environment, personal connections to students, and student/customer services with the intent to increase levels of recruitment, retention, and overall enrollment.

II. Maintain College Financial Stability

Maintain the college's financial stability by achieving higher levels of operational efficiency, making necessary budget decisions, actively implementing a five-year capital facilities master plan, exploring new collaborative partnerships, updating critical college policies, and securing additional resources from a wide range of external funding sources.

III. Strengthen the JCC Cattaraugus County Campus

Continue to clarify and commit to future directions on the Cattaraugus County Campus.

IV. Enhance Program Offerings

Support and invest in an array of high quality, community relevant, and financially viable credit and non-credit academic programs which employ a variety of educational models and delivery systems and, where possible, operate on all JCC campus locations.

V. Enhance JCC Workplace Satisfaction

Promote leadership and career development programs to all JCC employees in order to enhance the JCC workplace culture and actively encourage participation in innovative practices.

VI. Promote College Safety and Security

Promote a safe and secure campus environment by implementing strategies and drills that properly educate and equip JCC students, faculty, and staff with procedures and skills that align with best practices for security management.

VII. Encourage an Inclusive College Environment

Expand JCC efforts to provide a welcoming environment for diversity that encourages an understanding of the values associated with inclusiveness and fosters civil discourse in all college interactions.

Guiding Principles for the 2018-19 budget:

- Achieve a balanced and fiscally responsible budget that meets all legal and system required mandates and preserves a safe campus environment.
- Strive to preserve and enhance academic quality and promote experiential learning.
- The budget will support the Strategic Institutional Directions.
- Endeavor to protect the overall JCC workforce through timely and diligent planning with a focus on maintaining the viability of the institution and institutional morale.
- Support a dynamic student recruitment operation by maintaining a positive public image and cultivating support for JCC through strategic marketing and outreach.
- Support retention to completion efforts to ensure the success of our student population, and to provide the level of training needed by business and industry.
- Support a robust student life experience focused on enhancing the educational experience for students.
- Continue to energetically and successfully pursue all appropriate revenue sources.
- Preserve and update physical infrastructure and maintain engaging learning environments.
- Maintain and keep technology up-to-date, including technology focused on enhancing instruction.
- Enhance workforce development by focusing on needs of local and regional business and industry, then working to provide state-of-the-art training that prepares students for current employment opportunities.
- Preserve open access in order to provide educational opportunities for students of various backgrounds (academic, financial, geographic).
- Achieve optimum efficiency in college operations to protect and preserve critical resources.
- Achieve the goals of our Four Year Plan to have a balanced budget without use of fund balance by fiscal year 2018/19, and to have a fund balance of approximately 15% of the total operating budget.

Mission, Vision, Core Values

Mission

Jamestown Community College is a comprehensive, regional, open-access, student-centered institution that embraces academic excellence and meets the service area's learning needs in diverse ways, including liberal arts transfer degree programs, career programs, community service, developmental education, and business and industry training. The college's partnership with the greater community contributes to the social and intellectual improvement, economic development, and cultural enrichment of western New York State and northwestern Pennsylvania.

Vision

Jamestown Community College, an integral part of our communities' social and economic frameworks, will be the region's premier provider of transfer, career, developmental, and continuing education, and will be recognized for academic excellence, a collaborative spirit, innovative leadership, and an entrepreneurial mindset.

Core Values

Jamestown Community College will achieve its mission through the implementation of these core values. The college addresses each of them with a proactive approach, an entrepreneurial spirit, and a commitment to open communications throughout the college and community.

Academic Excellence

The college provides students with a challenging, multi-dimensional, and outcomes-based learning environment. Within an academic context which emphasizes learning how to learn, students acquire general and specific knowledge as well as discipline, basic and career skills. Students receive assistance in identifying the goals, values and attitudes that will prepare them for transfer, work, and/or an enriched personal life.

Student-Centered Environment

The college develops and promotes a safe environment in which student success is the focus of all endeavors, with the entire college community dedicated to this end. The college community is committed to engaging students in the academic environment both within and outside the classroom, and seeks to foster a campus climate in which all members of the college community recognize the importance of engaging with students and with each other to support student success.

Robust Enrollments

The college engages in deliberate and conscientious efforts to attract and retain an optimum number of students in order to serve community needs and maintain a foundation for continuing excellence in all we do. This approach to enrollment development involves all members of the college community, and is predicated upon a continuing commitment to quality and on establishing and sustaining an entrepreneurial mindset in all members of the college community.

Planning

The college embraces a comprehensive, inclusive planning model ensuring opportunities for participation for all stakeholders in the strategic planning process. The college is committed to continuous improvement, utilizing a constituent feedback loop, as well as the integration of planning, resource allocation, and institutional assessment.

Resource Stewardship

The college is a responsible and effective steward of its financial resources, supporting the achievement of its mission and goals through a participatory planning and allocation process. The college actively pursues additional resources at the local, state, and national level from both private and public sources.

Employee Development

The college attracts and retains the optimal number of the highest quality personnel and encourages, supports, and participates in continuous upgrading of skills, knowledge, and leadership skills through programs and services designed to maintain a faculty and staff who are knowledgeable and current in their fields, demonstrate an appropriate level of technological competence, and are engaged, energetic, and involved in the success of the college and the community.

Technology and Facilities

The college promotes a commitment to campus technology and facilities. Students are provided a rich technical environment with current technology for the access and delivery of resources to support their academic choices. Employees are provided access to evolving technology and resources sufficient to support the college community.

JCC provides both students and employees with exceptional facilities that are aesthetically pleasing, well-maintained, “green” where possible and adequate to house a constantly shifting population and evolving institutional goals.

Culture of Evidence

The college systematically gathers, analyzes, and acts on evidence about student learning, satisfaction, and engagement. The college similarly assesses the accomplishments and activities of each department, and scans the external environment for challenges and opportunities. The college uses this data analysis to improve student learning and institutional effectiveness, to prioritize budget items, and to develop strategic planning goals.

Community Needs and Economic Development

The college provides high quality education and training experiences to meet the changing and diverse economic development, workforce, and personal enrichment needs of the communities it serves.

Social Responsibility and Sustainability

The college promotes a commitment to a campus culture in which students and employees:

- weigh the ethical merits of their decisions in relation to individual conduct and global citizenship.
- act with respect and understanding for all, regardless of differences.
- follow the ideals of “Sustainability” in which JCC both educates students about these ideals and provides a healthy learning environment with an elevated sense of and adherence to environmental stewardship.

Partnerships

The college encourages the development of internal partnerships that make the most effective use of our collective knowledge, skills, abilities, and resources. Similarly, the college develops or participates in external partnerships that strengthen the community, promote progress in the region, and enhance our ability to provide programs and services.

Timeline for Strategic Planning 2018-2019

Tuesday, September 25, 2017	PC recommends 2018-19 Strategic Institutional Directions to LC
Friday, November 10, 2017	2018-19 Strategic Institutional Draft Directions are presented at the faculty meeting
Week of November 13, 2017	2018-19 Strategic Institutional Draft Directions are presented at the student senate meetings
Tuesday, December 5, 2017	2018-19 Strategic Institutional Draft Directions are presented at the staff council meeting
Monday, December 11, 2017	PC Completed Final Draft of Strategic Institutional Directions
Tuesday, December 12, 2017	BOT Approval Strategic Institutional Directions for 2018-19
Wednesday, January 10, 2018	2018-19 PBA Guidelines Distributed
February 21 to 28, 2017	PBA Conversations
Wednesday, March 21, 2018	Leadership Council meets to discuss PBA Conversations
Friday, April 13, 2018	Plan Approval and Initiative Prioritization Complete
Monday, May 14, 2018	Final Draft of Budget Complete
Monday, May 14, 2018	Final Divisional Plans Complete
Tuesday, May 22, 2018	BOT Approves Budget

Due dates for unit/department draft goals and divisional draft plans are determined by each division.

PBA College Community Conversations

PBA college community conversations schedule is below and all will be held in ARSC Weeks Room, Cattaraugus County Boardroom, and North County Extension Boardroom. Members of the JCC President's Council and Leadership Council are expected to attend all conversations. Others are invited to participate as schedules and interest allow.

Area	Date	Time
2017 PBA Update Presentations	Wednesday, February 21, 2018	11:30 - 1:00
President's Office	Wednesday, February 21, 2018	1:00 - 2:30
Academic Affairs	Friday, February 23, 2018	1:30 - 3:00
	Wednesday, February 28, 2018	3:00 - 4:30
Administration	Thursday, February 22, 2018	11:00 - 12:30
Catt. County Campus, CE, and External Partnerships	Friday, February 23, 2018	9:00 - 10:30
Enrollment Management and Institutional Advancement	Monday, February 26, 2018	2:00 - 3:30
Student Development	Wednesday, February 28, 2018	10:00 - 11:30

PBA Initiative Form

JAMESTOWN COMMUNITY COLLEGE PLANNING, BUDGETING, AND ASSESSMENT (PBA) INITIATIVE FORM

Division: [Click to choose an item.](#) **Priority #** [Click here to enter text.](#)
Department: [Click here to enter text.](#)
Contacts: [Click here to enter text.](#)
Project Title: [Click here to enter text.](#)
Funding Source: [Click to choose an item.](#)
Cost: [Click here to enter text.](#)

A. **Description** (Brief summary of initiative—what will be accomplished?)

B. **Core Values** (Brief explanation of how the initiative aligns with Core Values—limit two.)

C. **Strategic Institutional Directions** (Brief explanation of how the initiative promotes the Strategic Institutional Directions—limit two)

D. Collaborating Entities (Identify participating and/or collaborating units/departments/divisions—indicate approval and willingness to support or participate.)

Blank response box for Collaborating Entities.

E. Rationale (Explain in one to two paragraphs the reason for this planning request, supporting information and data, the anticipated impact on the linked objectives, and/or the benefit to the department/division/college.)

Blank response box for Rationale.

F. Assessment/Accountability (Describe expected outcomes including how and when success will be measured)

Blank response box for Assessment/Accountability.

G. **Budgeting:** (personnel or technology request must be reviewed by the Human Resources and Information Technology departments)

1. Salaries:
2. Benefits:
3. Capital/equipment:
4. Other/contractual:
5. Describe any reallocation of existing funds:

New Funds Requested

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