Modesto Junior College Recommendation Five

Visiting team finding fall 2011: In order to fully meet the standard, the team recommends the college strengthen and clarify the linkages and complete the cycle within the planning and budget process to ensure institutional effectiveness; engage in consistent systematic evaluation of the process; and codify, publish and adhere to the process. In addition, the college must integrate student learning outcome assessment results into the planning and budget process and strengthen the integration of technology planning with integrated planning and resource allocations. (Standards I.B.4, I.B.5, I.B.6, I.B.7, II.A, II.B, III.C.2, III.D.1)

Visiting team finding fall 2012: The college has recently created a resource allocation process that integrates learning outcomes assessment data into the program review process; however, the entire process still needs to be written and shared with the campus community, and it needs to show the linkages between assessment, program review, and the different college councils (ACCJC letter Feb. 11, 2013)

MJC has codified, published, and adheres to its process for budget development and resource allocation. The process incorporates student learning outcomes assessment to inform spending and is reviewed annually to ensure effectiveness of institutional process. Modesto Junior College meets the standards for integrated planning and budget process.

A new governance structure with expanded participatory councils was implemented fall 2012, evaluated spring 2013, and revised fall 2013 to enhance the decision-making process at Modesto Junior College [5.01, 5.02]. The new governance structure evolved through the revision and adoption of the MJC participatory decision making handbook, Engaging All Voices, and in consultation with the Academic Senate [5.03, 5.04] (also discussed in response to recommendation 6). The new decision-making structure provides a framework for flow of inputs and recommendation pathways leading to transparent decision-making grounded in accountability and communication.

Budget Development and Resource Allocation

Resource Allocation Council (RAC) is the shared governance group charged with making recommendations to College Council (CC) regarding the college’s processes for institutional budget development including:

• development and implementation of a process by which unit program reviews and the college strategic goals are linked to resource allocations;
• prioritization of expenditures based on the process described above.
The RAC has established guiding principles that serve as the foundation for budget and resource allocation consideration and recommendation for the college [5.05]. The framework for budget development and resource allocation relies primarily on program review for resource requests and includes an open opportunity for resource allocation requests to be brought forward during the annual budget development process.

The $ graphic was designed to illustrate the process and framework for both budget development and resource allocation at Modesto Junior College [5.06]. The budget development and resource allocation framework relies on collegial consultation throughout the process and is flexible to support allocation of funds from a variety of sources throughout the academic year.

**Resource Requests**

Resource requests primarily originate from the program review process through which the department, division, and associated governance council prioritize the requests to best support student learning and institutional effectiveness. Program review is focused on program improvement, which includes analysis of student learning outcomes, student achievement data and workforce needs [5.07]. Resource requests are also initiated by the campus community early in the spring term to address emerging needs, new priorities, revised learning outcomes, or strategic initiatives since the program review. The resource request form requires the initiator to link the request to student learning outcomes, college goals, or strategic initiatives [5.08].

The resource allocation requests are integrated with the requests derived from program review at the division level. The requests are ranked by the division before being submitted to the Instruction Council and Student Services Council for consideration. In some cases, resource requests are fulfilled at the division level through general fund, restricted fund, and grant funds. The prioritized requests not fulfilled at the division level are forwarded to the governance councils for consideration and prioritization before being forwarded to the RAC.

**Resource Allocation**

RAC designates available resources to specific resource requests. The council upholds the guiding principles as they identify the resource requests that best align with the funding restriction, if any [5.04]. The council recognizes and respects the difficult responsibility of allocation of limited resources that are insufficient to fulfill the requests. To facilitate unbiased consideration, the council may discuss priorities or develop a rubric for fund expenditures, before review of specific requests. Resource allocation recommendations are forwarded to College Council as consent agenda items for recommendation to the president.