

# Financial Planning Principles, Criteria and Data Elements

## General Principles

1. Budget development at Lane Community College is guided by *institutional plans, program review, annual department plans*, and other planning efforts. All plans support the college's Core Themes and Strategic Plan to further mission fulfillment.
2. Faculty, staff, and managers regularly review, analyze and engage with both standard data elements and department-specific performance measures through annual department planning and five-year program review processes. This process results in a cycle of continuous improvement planning and assessment.
3. Implementation plans from both the department/program and institutional level include measurable outcomes, timelines, assessment plans, and resource needs/implications.

## Investment and Reduction Criteria

In times of investment (surplus resources), resources are prioritized as follows:

- a. Approved program review implementation plans
- b. Addressing current institutional priorities and Strategic Directions
- c. Support of essential services and physical infrastructure
- d. Support of critical/demonstrated local or regional workforce need
- e. Support of innovation in the learning, co-curricular and operational environment
- f. Demonstrated, measurable, sustained return on investment; college-wide impact

In times of reduction (budget deficit), reductions are considered using the following criteria:

- Impact to students
- Avoidance of involuntary layoffs of permanent employees
- Program performance relative to established goals, college standards, and benchmarks
- Centrality to college mission
- Program or service demand
- Local and regional workforce needs and post-graduation outcomes
- Transfer articulation to four-year universities

**Data Elements**

<b>Data Elements Used in Program Review, Annual Department Planning, and Budget Development</b>		
May 2017		
<b>Arts &amp; Sciences Academic Departments</b>	<b>Professional &amp; Technical Academic Departments</b>	<b>Student Affairs &amp; College Services Departments</b>
Student FTE	Program Headcount	College Headcount
-By SUBJ	Program Waitlists	-new students
- w/ College Now, w/o College Now		-returning students
-By Program/Department/Discipline	Student FTE	
- w/ College Now, w/o College Now	-By SUBJ	Student FTE
-Collegewide	- w/ College Now, w/o College Now	- w/ College Now, w/o College Now
- w/ College Now, w/o College Now	-By Program/Department/Discipline	
	- w/ College Now, w/o College Now	Program/Department Specific Activity
	-Collegewide	e.g. Participation, Financial Aid applications processed, advising sessions, square footage, listenership
	- w/ College Now, w/o College Now	
Capacity	Capacity	Capacity
Student Demographics	Student Demographics	Participant Demographics
<b>2</b>	<b>Five Year Student Success Indicators</b>	
Course completion rates	Course completion rates	Course completion rates
-By SUBJ	-By SUBJ	-Collegewide
-By Program/Department	-By Program/Department	
-Collegewide	-Collegewide	
Credential attainment	Credential attainment	Credential attainment
<i>program and collegewide</i>	<i>program and collegewide</i>	<i>collegewide</i>
-Credit degree	-Credit degree	-Credit degree
-Credit certificates	-Credit certificates	-Credit certificates
-Non-Credit certificates	-Non-Credit certificates	-Non-Credit certificates

Data Elements (continued)

Arts & Sciences Academic Departments	Professional & Technical Academic Departments	Student Affairs & College Services Departments
FTE	FTE	FTE
-Faculty FTE	-Faculty FTE	-Faculty FTE
-Classified Staff FTE	-Classified Staff FTE	-Classified Staff FTE
-Manager FTE	-Manager FTE	-Manager FTE
-Student Worker FTE	-Student Worker FTE	-Student Worker FTE
Ratios	Ratios	Program/Department Specific Ratios
-Faculty/Student	-Faculty/Student	-e.g. Staff FTE to FA awards, Staff FTE to program participants
-All department/Student	-All department/Student	
-Cost	-Cost	-Cost
<i>personnel, M&amp;S, other</i>	<i>personnel, M&amp;S, other</i>	<i>personnel, M&amp;S, other</i>
Direct Costs by SUBJ	Direct Costs by SUBJ	Direct Costs
Direct Costs by Program/Department	Direct Costs by Program/Department	
-Revenue	-Revenue	-Revenue
Direct Revenue by SUBJ	Direct Revenue by SUBJ	Fees
Direct Revenue by Program	Direct Revenue by Program	Grants & Contracts
State Revenue by SUBJ	State Revenue by SUBJ	Transfers
State Revenue by Program	State Revenue by Program	Other
5 Transfer & Employment Data		
-Transfer rates	-Job availability	
	-Wages	
6 Department-Specific Indicators		
Data specific to department programs and services. Examples may include CLO mapping data, CCSSE data, advisory committee feedback, program accreditation data, program review data, safety records, satisfaction surveys.		
7 College-Wide Indicators		
Core theme indicators		
Strategic direction measures		