



Planning & Budgeting Council Orientation

PBC Co-Chairs: Diana Tedone-Goldstone and Maria Huning

September 2, 2026

Agenda

Part 1: Who are we? What is Participatory Governance?

Part 2: Participatory Governance Roles and Responsibilities

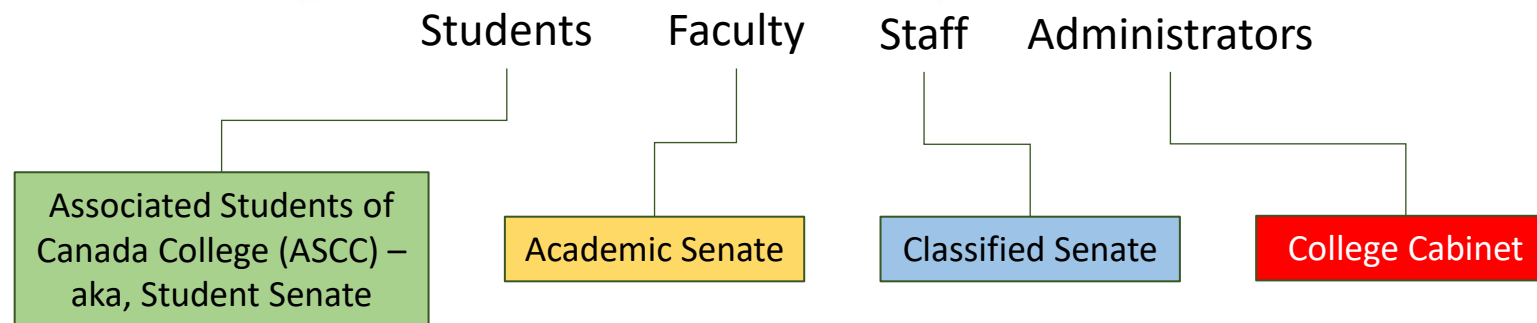
Part 3: The College Planning and Budgeting Cycle

Participatory Governance is 4 constituency groups working together for student success!



College constituency
groups...

...represented by:



Part 2: Roles and Responsibilities

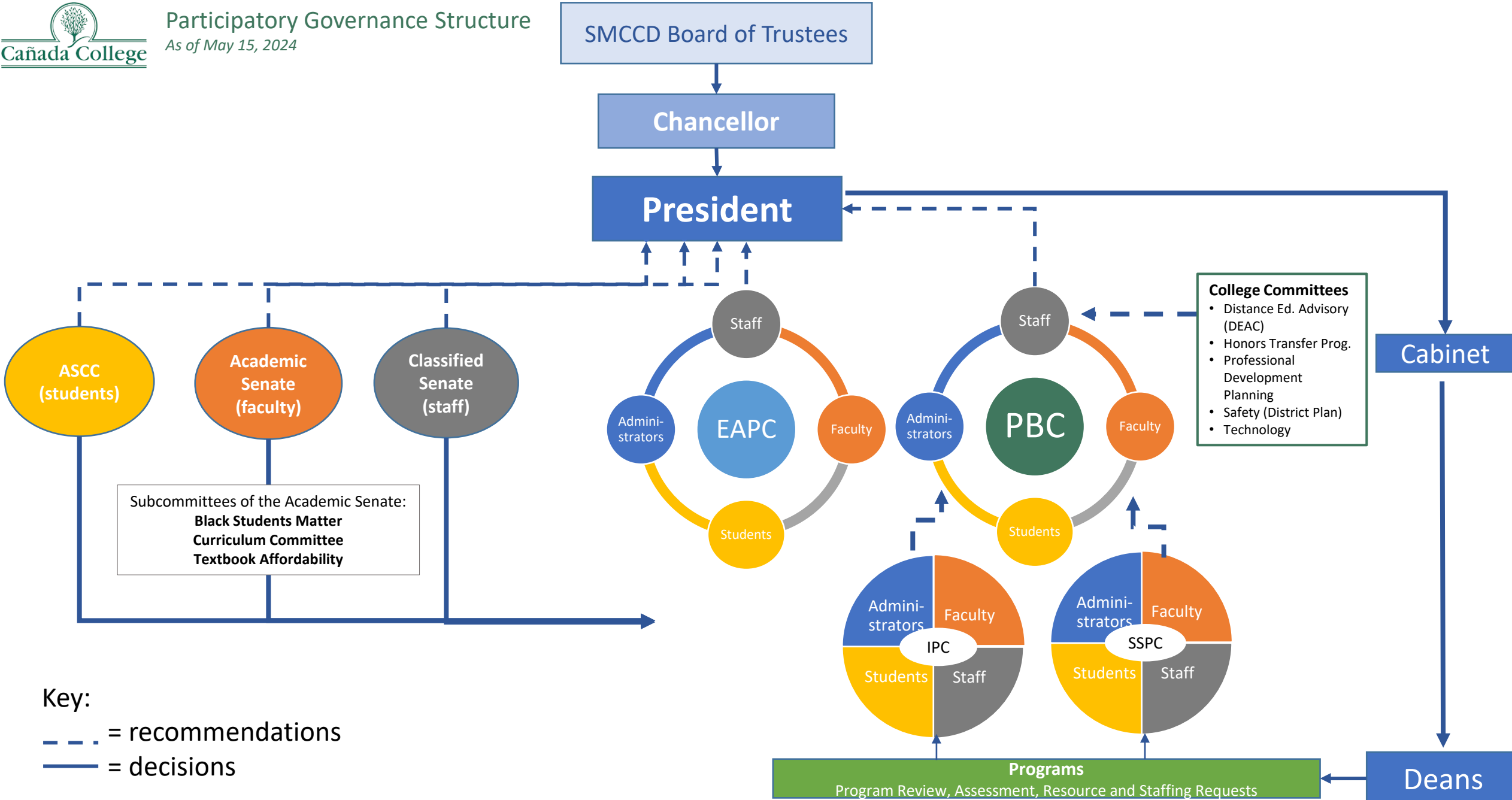
- Participatory Governance Bodies at Cañada College
- Roles and Responsibilities of Academic, Classified, and Student Senates
- Roles and Responsibilities of Council Members
- Roles and Responsibilities of College Committee Members

Participatory Governance Manual

<https://canadacollege.edu/pgm/>

Participatory Governance Definitions

Council	A primary participatory governance body: PBC, IPC, SSPC, and EAPC, whose membership is representative of all four college constituency groups—students, faculty, classified staff, and administration
Senate	Academic, Classified and Student Senates each represent a single college constituency group. (These may include subcommittees per their bylaws.)
College Committee	Participatory governance bodies (with <i>at least</i> one of each of the four college constituency groups in their membership) each responsible for a specific plan. College Committees complete the following: • Draft the plan (based on the college plan template to ensure alignment with college goals and accreditation objectives/standards) • Solicit input and seek approval for plan from each Planning Council • Submit plan to PBC for final review and approval • Monitor college-wide implementation of the committee plan • Report annually to PBC on the progress made toward achieving the committee plan
Task Force or <i>ad hoc</i> Work Group	Small groups created by a Planning Council or a Committee for a short time—less than a year—for a defined “task” or purpose. The membership of the Task Force relies on topic experts, interested parties, and may include representation of college constituency groups as determined by the founding Planning Council or Committee.
Operational Groups	Operational groups, for example, like iDeans or College Council, serve College functions or specific purposes related to college operations. Likewise, Professional Development (Article 13) or Evaluation Guidance Committees fulfill faculty contract obligations. They serve operational functions per the faculty contract. Operational groups are not college participatory governance planning committees.



Norm Setting

- **VALUE OUR COMMUNITY:** Maintain a collegial and constructive environment focused on solutions and future planning
- **USE “I” STATEMENTS:** Everyone speaks from their own experiences
- **ONE MIC, ONE VOICE:** Respect means one colleague speaks at a time
- **MAKE SPACE, TAKE SPACE:** Colleagues should be aware of how much they are speaking. If they feel they are speaking a lot, they should let others speak, and if they find themselves not talking, they should try to contribute some comments, ideas or suggestions
- **ASSUME THE BEST:** Assume your colleagues are speaking with the best intentions and do not mean to offend anyone
- **CORRECT GENTLY, BUT DO CORRECT:** If colleagues say something that hurts you or you’re unpacking, politely address what was said. Letting comments slip by only makes the space less safe and increases the difficulty of building successful partnerships
- **LEAN INTO DISCOMFORT:** Be willing to experience some discomfort in discussions, and learn from it as a team
- **UPHOLD COMMITMENTS:** The key to a safe and successful team is honoring your commitments and communicating if challenges come up

Supporting Student Participation at Cañada

- Use acronyms mindfully
 - Spell out an acronym on first use in order to avoid distancing people from a conversation/information item
- Facilitate student participation during governance meetings. Consider multiple approaches, such as:
 - Check-ins with student representatives during meetings
 - Follow-ups after a meeting to see if there are confusions
 - Buddy system: identify a fellow committee member who can provide more immediate answers, feedback, and encouragement
- Practice critical pedagogies when students participate, ensuring students have equal voice (minding potential infantilizing)
 - Every perspective deserves to be understood

PBC Responsibilities

The purpose of the Planning & Budgeting Council is to advise and make recommendations to the President on matters pertaining to:

- Institutional priorities
- Policies and procedures
- Accreditation
- Program Review processes
- How to prioritize expenditures to advance the College goals
- Budget development
- College-wide planning
- Governance issues
- Issues regarding college facilities, maintenance, and operations
- Issues regarding campus climate
- Any other issue affecting the well-being of the College at large

PBC Responsibilities:

- oversees and facilitates Cañada's planning processes, including the Annual Strategic Plan, the Educational Master Plan
- ensures that the Instructional Planning Council (IPC) and Student Services Planning Council (SSPC) implement annual cycles of Program Review as well as Student Learning Outcomes and Service Area Outcome assessments that allow for continuous improvement.
- ensures that College Committees fulfill their responsibilities for shaping and implementing college plans related to their area of expertise (e.g., distance education, technology, etc).
- establishes ad hoc work groups and subcommittees to address college planning needs and priorities.
- serves as the College's Accreditation Oversight Committee with particular focus on ensuring that the College meets all of the requirements and standards set by the Accrediting Commission for Community and Junior Colleges (ACCJC).
- hosts regular presentations and discussions of the College budget.
- reviews feedback on current budgeting processes and makes recommendations for improvement, such as the processes for requesting personnel and non-personnel items.
- ensures the Office of Planning, Research, and Institutional Effectiveness (PRIE) conducts an annual evaluation of college participatory governance processes and makes recommendations for any areas identified for improvement.

Roles & Responsibilities of all PBC members

- Communicating
- Representing your constituency while keeping your “college-wide” hat on → wearing multiple hats!
- Honoring your responsibility for the overall well-being of the College as a whole
- Ultimately: recommendations to President

PBC Members: expectations of service

- Members will commit to attend and prepare for Planning & Budget Council (PBC) meetings
- Members will notify co-chairs if unable to attend scheduled meetings
- Meetings will start on time
- Members will provide information to and solicit feedback from constituent groups.
- Members may be removed or asked to resign by consensus of the other members, after three (3) absences in one semester.

Roles & responsibilities of all College Committee members

- Ensure balanced participation by all four campus constituencies
- Ensure participation of some issue-area experts from across the College and/or the District (as needed)
- Create (or update) Bylaws per PBC approved template
- Understand the changes approved by PBC regarding the role and responsibilities of all college-wide committees
- Review the Education Master Plan and Strategic Enrollment Management Plan to identify those aspects of each Plan for which the Committee should take responsibility
- Update or revise the Committee's Plan and vet those changes with each Planning Council before coming to PBC for approval
- Monitor college-wide implementation of the Plan and report to PBC if progress is or is not being made (at least annually)

Part 3: The College Planning & Budgeting Cycle

- Integrated Planning and Budgeting Cycle
- Program Review, Priority Setting and Resource Allocation
- Basing decisions based on data

Cañada College Annual Integrated Planning & Budgeting Calender				Key:	Budget		Staffing		Planning		Resources		Evaluation	
	Activity	Responsible Party	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July
Budget	Develop budget parameters based on program review	Admin & Faculty								X				
	Draft budget based on Division priorities, staffing approvals	VPAS									X			
	Submit tentative budget to District	VPAS										X		
	Finalize position control	VPAS											X	
	Finalize budget and submit District	VPAS	X											
	Approve budget (Budget of Trustees)	President, VPAS		X										
Staffing	Submit proposals for faculty reassigned time	Faculty			X									
	Review faculty proposals for faculty reassigned time	IPC				X								
	Review, consult, and make decisions on faculty reassigned time	VPI					X	X						
	Confirm timeline and process for program review cycle	PBC										X		
	New position process (part of program review resource request process)	Divisions			X	X								
	Announcement of approved new positions	President					X	X						
College and Program Planning	Set annual priorities	Leadership Retreat	X											
	Approve annual priorities (annual plan for EMP implementation)	PBC		X										
	EMP priority work groups established and begin work	President		X	X									
	Prepare and present progress reports to PBC	Committees/EMP leads								X	X	X		
	Approve progress reports and any new 3-year plans from Committees	PBC								X	X	X		
	Update data dashboards and packets for program review	PRIE											X	X
	Post SLO and PLO assessment reports	VPI	X											X
	Conduct program review and update program plans	Programs/Deans/VPs	X	X	X	X								
Resource Requests	Peer evaluation of comprehensive program reviews	IPC/SSPC				X	X							
	Complete program review or annual updates to request resources	Programs				X								
	PBC hosts personnel request presentations. Senates prioritize requests.	PBC/Senates				X	X							
	Prioritize non-personnel resource requests	Divisions							X	X				
	Certify prioritization of resource requests	PBC								X				
	VPAS presents mid-year budget update and forecast for next year	VPAS								X				
Evaluation	Announce results of resource request process	VPAS										X		
	Conduct ILO assessment	PRIE										X	X	
	Consider results of ILO assessment and plan accordingly	PBC		X	X									
	Establish governance evaluation instrument	PBC/PRIE								X				
	Evaluate governance process	PRIE									X	X		
	Consider resluts of governance evaluation and determine actions	PBC		X	X									
	Present updated college metrics (Institution Set Standards)	PRIE/PBC			X	X								

Cañada College Strategic Planning Calendar	2022-23	2023-24	2024-25	2025-26	2026-27	2027-2028
Educational Master Plan 2022-27	Year 1	Year 2	Year 3	Year 4	Year 5	EMP Planning Year
Committee Plans:						
Distance Education Plan			Year 1	Year 2	Year 3	
Facilities Master Plan (District)	Year 1	Year 2	Year 3	Plan Amendment (2025-30)		
Professional Development Plan			Year 1	Year 2	Year 3	
Strategic Enrollment Management Plan		Year 1	Year 2	Year 3	completed	completed
Student Equity & Achievement Plan	Year 1	Year 2	Year 3	Year 1	Year 2	Year 3
Technology Plan			Year 1	Year 2	Year 3	
Transfer Plan*				Year 1	Year 2	Year 3
Committee plans operationalize and help monitor the implementation of the goals and strategic initiatives established in the Education Master Plan by topic						
*Plan developed and monitored by the Cañada Transfer Advisory Board (not a committee)						

Working on College Plans Together

Each year our collaborative work on our strategic priorities starts at our [Summer Leadership Retreat](#) and continues all year in our college Councils, Committees, and ad hoc work groups.

Information on how to get involved is posted on our [Cañada Collaborates website](#)

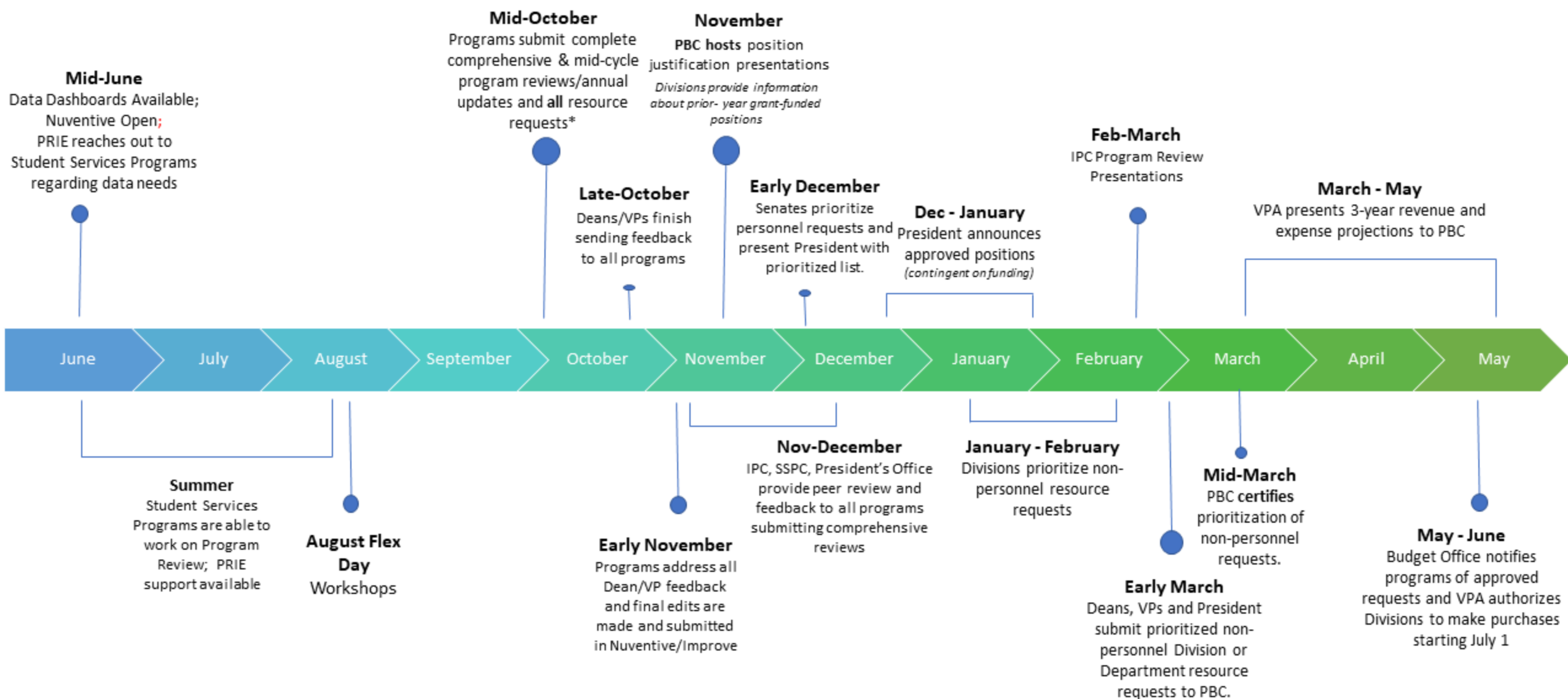


Program Review

PURPOSE: Program review is the process through which constituencies on a campus take stock of their successes and shortcomings and seek to identify ways in which they can meet their goals more effectively.

- A candid self-evaluation supported by evidence
- Guides internal decision making
- Provides external accountability (accreditation)
- Connects program review with the college mission, planning, and budgeting
- Faculty and Student Service Programs describes and documents what they do and why they do it
- Instructional Program Review is faculty led: at Cañada the Academic Senate delegates process of peer review of program reviews to IPC
- SSPC facilitates the peer review of student services program reviews
- The President's Office facilitates the peer review of administrative program reviews

Cañada College: Program Review Timeline



Revised by PBC on April 5, 2023

*Resource requests include an Annual Update in non-comprehensive program review years.

Important Dates for the 2026-2027 Program Review Cycle

- **Before October 16, 2026:** Submit your completed Comprehensive Program Review or Annual Update, Goals and Resource Requests in Nuventive.
- **Before October 30, 2026:** Deans and VPs provide feedback on submitted program reviews.
- **Before November 6, 2026:** Review your supervisor's feedback and incorporate it into a final submittal of your Comprehensive Program Review or Annual Plan in Nuventive.

If you need a deferral, please visit the [Final Deadline Extension & Defferal Process page](#).

June 12, 2026	Nuventive/Improve and Data Dashboards open; PRIE available to provide custom data. PRIE data dashboards are updated.
August Flex Day	Program Review Training open to all
September & October Divisions/Department Meetings	Divisions or departments discuss program reviews at monthly meetings
October 16, 2026	All Comprehensive Program Reviews, Annual Updates, Goals and Resource Requests DUE in Nuventive
October 30, 2026	Supervisors (Deans and VPs) complete their feedback on submitted program reviews in Nuventive
November 6, 2026	All responses to supervisor feedback are due and final submittals of all program reviews and materials are DUE in Nuventive
November 18, 2026	Administrative Peer Review session
November 18, 2026	PBC Hosts Position Proposal Presentations
November 20 or December 4	IPC Peer Review session
Early December	Senates Prioritize New Position Requests and Recommend to President
December 9, 2026	SSPC Peer Review: fully submitted to the programs
February and March Division/Department Meetings	Divisions/departments and VP Offices meet to prioritize non-personnel resource requests
February 10, 2027	SSPC Program Review Presentations
March 17, 2027	PBC Certifies Prioritization Process & Collects Division Summaries
March 19, 2027	IPC Instructional Program Review Presentations

PBC Role in Resource Prioritization

The College uses Program Review as evidence for justifying new and replacement positions.

For New Personnel Requests, three distinct processes exist:

- [Process for New \(non-temporary\) Positions](#)
- [Process for Vacancy Replacements](#)
- [Process for Externally-funded and other Temporary Positions](#)

For new position requests, PBC hosts an all-governance group meeting where programs can make presentations about new positions needed. Host a college-wide discussion of strengths and weaknesses for the position proposals. All members of the college community are invited to participate in the discussion.

For Non-personnel Requests:

- After Divisions complete the process of prioritizing resource requests, PBC must certify that the prioritization process has been followed. PBC will collect a brief summary of the process used by each Division from a Dean and a Program Review Author (representative) from each Division. The summary includes answers to the following questions:
 - Do all prioritized resource requests align with and support the College's Mission, Vision and Values? If No, please explain.
 - Please provide a brief summary of how your Division went about the resource request prioritization process during this cycle. Include any rubrics, tools, or other information you considered during your process.
- Once PBC certifies the process, forward the non-personnel requests in priority order to the President.

Questions & Answers