

### **Standard 3.4: Effective Use of Fiscal Resources**

***The institution develops, maintains, and enhances its educational services and operational functions through the effective use of fiscal resources. Financial resources support and sustain the mission and promote equitable achievement of student success. (ER 18)***

- CHC's fiscal resources are carefully managed to support:
  - High-quality instruction
  - Student support services
  - Faculty and staff development
  - A high-quality learning environment
- Budgetary decisions are made collegially based on institutionally established priorities.
- The College continues to:
  - Expand course offerings, including distance education (DE)
  - Enhance student services
  - Increase scheduling efficiencies to better meet student demand and schedule flexibility
- Fiscal planning supports the mission and ensures equitable access and outcomes for all students, despite limited funding due to the State's SCFF and reduced growth funding to SBCCD.
- Financial and institutional planning are integrated through:
  - Annual Planning and Program Review (PPR)
  - District-wide resource allocation processes
  - Alignment of fiscal planning with Strategic Directions in the Educational Master Plan (EMP)
- Despite reductions in growth funding under the State's SCFF, CHC remains committed to promoting equitable student achievement.
  - Strategic use of district reserves

- Additional funding from grants, partnerships (e.g., San Manuel donations), and categorical programs

### **Standard 3.5: Mission-Based Financial Planning and Stakeholder Participation**

***The institution's mission and goals are the foundation for financial planning. Financial information is disseminated to support effective planning and decision-making and provide opportunities for stakeholders to participate in the development of plans and budgets.***

- Financial planning at CHC is directly tied to the mission via:
  - PPR process requiring budget requests to be aligned with EMP Strategic Directions
  - Resource allocation based on prioritized objectives from department-level planning
- Financial planning is grounded in CHC's mission and is aligned through the **Comprehensive Master Planning process**.
  - Facility objectives and financial strategies are linked to the **Strategic Directions of the Educational Master Plan** through "Educational Linkages."
- Senior leadership and the **Office of Institutional Effectiveness and Planning (OIERP)** regularly disseminate budget information and multi-year forecasts.
- Transparency and stakeholder engagement occur through:
  - College and District Budget Committees
  - Crafton Council (with staff, faculty, students, and managers)
  - Board of Trustees meetings
  - Updates from Administrative Services to Crafton Council and campus-wide governance groups
  - Ongoing efforts are made to improve campus-wide understanding of fiscal processes and budget transparency.
- Financial tools such as **Financial 2000**, **Oracle**, and **Questica** ensure access to budget data for departments and leaders across the District