Having evaluated the annual snapshot process and recognized its shortcomings, the College has refined the process, combining elements of the previous budget system with a revised version of the annual snapshot. The system was adopted by both the Budget Committee and Program Review Committee, and is awaiting adoption by the College Council/Strategic Planning Steering Committee. To ensure continuity and coordination between the Budget Committee and Program Review Committee, one individual is a member of both committees. The Integrated Budget, Program Review and Strategic Planning Flow Chart describes graphically how the system works:

Budget Route:

1. The budget process starts with the preparation of annual budget proposals by departments and divisions. Routine rollover requests are usually based on the preceding year's spending. Discretionary funding items (formerly the "snapshot") outside of rollover requests are also submitted by departments and divisions to the Budget Committee.

2. Rollover proposals are reviewed by the Budget Committee, and recommendations are transmitted to the College Council/Strategic Planning Steering Committee for review. Discretionary proposals are prioritized by the Budget Committee *in consultation with the Program Review Committee,* and Budget Committee recommendations are sent to the College Council/Strategic Planning Steering Committee.

3. The College Council/Strategic Planning Steering Committee makes recommendations on rollover and discretionary proposals and sends them on the Board of Trustees.

4. Board of Trustees' decisions are transmitted back to the originating departments and divisions.

Program Review Route:

5. Program Review reports are initiated by departments and divisions in accordance with procedures outlined in the *Program Review Guide*.

6. Program Review Committee reviews program review reports, engages in dialog with the originating division or department, as needed, to clarify program review reports. The Program Review Committee *consults with the Budget Committee, as needed, to address requests for discretionary funding*.

7. The Program Review Committee transmits program review reports with recommendations to the College Council/Strategic Planning Steering Committee.

8. The College Council/Strategic Planning Steering Committee makes recommendations on program review reports and transmits them to the Board of Trustees.

9. Board of Trustees' decisions are transmitted back to the originating departments and divisions.