

Procedure Number: 10	Effective Date: 10 Oct 2013
Policy Title: Budget and Planning	Revised: 18 Aug 2014; 13 Feb 2015; 20 Oct 2015; 27 Sep 2018
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STATEMENT: The purpose of this procedure is to establish a planning and budget process that creates a culture of planning, strategic thinking and strategic management. In particular, the procedure seeks to:

- align the utilization of University resources with the University's primary objectives and strategic priorities as identified through a strategic planning process that included significant participation by all university constituencies;
- promote engagement, collaboration, transparency and accountability;
- provide faculty and staff the opportunity to propose, develop, and prioritize activities and initiatives within their areas of responsibility;
- respect existing administrative and academic governance structures;
- accommodate an effective degree of flexibility;
- incorporate traditional budget assumptions that serve as a foundation for the process; and
- establish a process that can be effectively communicated among campus constituencies.

The timing of events required by this procedure are contingent upon the functions of state government and may be delayed as necessary.

PROVISIONS AND DEFINITIONS:

1. UNIVERSITY PLANNING

1.1. Strategic Planning. The university shall engage in a comprehensive strategic planning process in accordance with state law. This process shall produce an Institutional Master Plan, which includes the Strategic Platform of the University, an Implementation Plan, a Campus Development Plan, and a Planning Statement.

1.1.1. Strategic Platform. The Strategic Platform of the university shall include the institution's Mission Statement, Values, and Vision.

1.1.1.1. Mission Statement. For the purposes of this procedure, the university's "mission statement" shall set forth the institution's purpose and the major activities in which it is engaged. By incorporating our values, our mission statement shall differentiate itself from other institutions engaged in similar activity.

1.1.1.2. Values. For the purposes of this procedure, "values" shall include those core beliefs that govern the university's behavior, communication, decision-making and leadership.

1.1.1.3. Vision Statement. For the purposes of this procedure, the university's "vision statement" shall set forth a description of the desired future state of the university. The vision set forth therein shall be built upon the institution's strengths and values.

1.2. Implementation Plan. The strategic planning process shall produce an implementation plan that identifies the university's primary objectives, strategies, and goals for the duration of the plan, a timeline for implementation, and the resources necessary to execute the plan.

1.2.1. Objectives. For the purposes of this procedure, "objectives" shall consist of broadly defined measures of achievement from which can be determined the extent of the university's ability to achieve its vision.

1.2.2. Strategies. For the purposes of this procedure, "strategies" shall include those programs, approaches or initiatives undertaken in pursuit of a particular objective.

1.2.3. Goals. For the purposes of this procedure, "goals" shall include the desired outcomes or outputs to be achieved by a particular strategy.

1.3. The Institutional Master Plan shall include a Campus Development Plan as required by C.S.R. 133, Series 12, §3.1 of the Code of State Rules.

- 1.3.1. The “Campus Development Plan” shall consist of a compilation of the university’s physical plant needs as they relate to its mission and Implementation Plan. These needs may include the construction of new facilities, the renovation of existing facilities, or the disposal or demolition of existing facilities.
- 1.3.2. As per the Code of State Rules, each project that pertains to new and renovated facilities shall set forth: the location of the property; need addressed; size of the property or facility; estimated cost of construction or renovation; cost and proposed funding source; scheduled completion; and the priority of the project established by the Board of Governors.
- 1.4. The Institutional Master Plan shall include a Statement of Planning, describing the details of the process implemented in the construction of the plan.

2. ANNUAL PLANNING AND HIGH-LEVEL BUDGET PREPARATION

- 2.1. Annual Review of Planning Elements. During the spring of each year, the President's Cabinet shall review the Institutional Master Plan, receive status update reports on each project in the plan, and ensure that progress is reported to the university community. Requests for modification or deletion of projects, or the addition of new projects will be considered at this time. Authority to approve such requests, to accept reports and/or to request further information on projects shall rest with the President. This update shall be shared with the Board of Governors.
- 2.2. Revenue estimate. No later than March 1st of each year, the Vice President for Finance and Administration, with inputs from the Provost and the Vice President for Student Services/Registrar, shall develop a preliminary estimate of projected revenues for the next fiscal year. This shall be presented to the President’s Cabinet and shared with the Board of Governors Finance Committee.
 - 2.2.1. The projection shall include proposed estimates of revenue from tuition and fees, auxiliary enterprises, state appropriation and all other sources.
 - 2.2.2. The projection shall include the method employed to determine revenue estimates, including projected enrollment.
- 2.3. Tuition, Fees and Prices. No later than March 15th of each year, the President’s Cabinet shall gather inputs from appropriate sources to propose any revisions to the tuition and fee schedule and prices for the coming fiscal year.
- 2.4. Proposed Budget. On or before April 1st of each year, the President's Cabinet shall prepare a proposed high-level budget for the next fiscal year. As part of this process, the President's Cabinet shall:
 - 2.4.1. consider the internal and external factors that the University may confront in the next fiscal year;
 - 2.4.2. make final determinations regarding estimates of enrollment, proposals for tuition and fee changes and other matters related to revenue generation; and
 - 2.4.3. prepare a proposed high-level budget for the next fiscal year.
- 2.5. Final Budget. A final high-level budget for the next fiscal year shall be submitted for approval at the April meeting of the Board of Governors.
 - 2.5.1. The President's Cabinet shall submit a proposed high-level budget for the next fiscal year to the Executive Committee of the Board of Governors at their March meeting.
 - 2.5.2. The President's Cabinet shall make any changes or other modifications to the final budget submission as directed by the Board of Governors, the Executive Committee, or the Finance Committee or any other duly authorized committee of the Board of Governors.
- 2.6. Campus Presentation. On or before the conclusion of the university’s spring semester, the Vice President for Finance and Administration shall present the high-level budget for the next fiscal year, as approved by the Board of Governors, to the campus. This presentation shall specify links between the approved budget and the Institutional Master Plan.

3. ANNUAL PLANNING AND EXPENSE BUDGET PREPARATION - ACADEMIC UNITS
 - 3.1. Department and Program Meetings. During the spring semester of each year, each academic department/program shall meet to prepare and submit to the appropriate dean a report that includes a proposed budget request for the next fiscal year. At its meeting, each academic department/program shall:
 - 3.1.1. Review the Institutional Master Plan to ensure that unit goals and strategies are in alignment with the Vision and Implementation Plan.
 - 3.1.2. Prepare a plan and budget request for the next fiscal year that includes the following information:
 - 3.1.2.1. program and/or department name;
 - 3.1.2.2. the long-term objectives of the department for the next five years, including projected enrollment;
 - 3.1.2.3. the unit goals and strategies for the next academic year, including which specific element of the university's vision statement or a specific implementation plan goals are addressed;
 - 3.1.2.4. a description of any significant curriculum or other changes being proposed;
 - 3.1.2.5. a list of the highest budget priorities, proposed budget deletions or reallocation of current funds; and
 - 3.1.2.6. a list of any external sources of funding that currently support the department or program and any additional external support that is anticipated in the next academic year.
 - 3.1.2.7. Any request for additional funding must include an explanation of the purpose of the funding and be supported by analysis of program assessment data or other relevant evidence.
 - 3.2. College/School Meetings. During the spring semester of each year, the dean, chairs and program directors of each college or school shall meet to prepare and submit to the Provost a report that includes the reports submitted by the departments and programs and a proposed budget for the college or school for the next fiscal year. This report shall include a list of the college or school's highest priorities.
 - 3.3. The Provost shall prepare a proposed expense budget for the next fiscal year for submission to the Vice President of Finance and Administration and the President's Cabinet that includes the highest priorities in terms of proposed strategies and appropriate supporting documentation.
4. ANNUAL PLANNING AND EXPENSE BUDGET PREPARATION – ADMINISTRATIVE UNITS
 - 4.1. Unit Meetings. During the spring semester of each year, each administrative unit shall meet to prepare a proposed budget for the next fiscal year. At its meeting, each administrative department and program shall:
 - 4.1.1. Review the Institutional Master Plan to ensure that unit goals and strategies are in alignment with the Vision and Implementation Plan.
 - 4.1.2. Prepare a proposed plan and budget request for the next fiscal year that includes the following information:
 - 4.1.2.1. unit name;
 - 4.1.2.2. the long-term objectives of the unit for the next five years including its anticipated impact on enrollment;
 - 4.1.2.3. the unit goals and strategies for the next academic year, including which specific element of the university's vision statement or a specific implementation plan goals are addressed;
 - 4.1.2.4. a description of any significant unit changes being proposed;
 - 4.1.2.5. a list of the highest budget priorities, proposed budget deletions or reallocation of current funds; and

- 4.1.2.6. a list of external sources of funding that currently support the administrative department or program and any additional external support that is anticipated in the next academic year.
- 4.1.2.7. Any request for additional funding must include an explanation of the purpose of the funding and be supported by analysis of assessment data or other relevant evidence;
- 4.2. Department Head Meetings. During the spring semester of each year, each Department Head will meet with the directors, coaches or other chief administrative officers in their department to prepare and submit to the President's Cabinet a report that includes a proposed budget for the next fiscal year. At their meeting, the department heads and their directors, coaches or other administrative officers shall:
 - 4.2.1. review the University's Institutional Master Plan; and
 - 4.2.2. prepare a proposed budget for the next fiscal year that includes a list of the highest priorities in terms of proposed strategies or budget modifications for submission to the Vice President of Finance and Administration and the President's Cabinet.

5. EXPENSE BUDGET PREPARATION

- 5.1. No later than June 1st of each year, the Provost, administrative department heads and campus committee chairs will submit a proposed detailed expense budget for their department to the Vice President for Finance and Administration that includes a list of their priorities in terms of proposed strategies or budget modifications.
- 5.2. The Vice President of Finance and Administration will work with the President's Cabinet to finalize and load the final expense budgets as soon as is practicable.