

Procedure Number: 10	Effective Date: 10 Oct 2013
Policy Title: Budget and Planning	Revised: 18 Aug 2014; 13 Feb 2015; 20 Oct 2015
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Budget and Planning

STATEMENT: The purpose of College Administrative Procedure No. 10 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 of our campus constituencies.
- Promote engagement, collaboration, transparency and accountability.
- Provide faculty and staff the opportunity to propose, develop, and prioritize programs 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.
- Establish a process that can be effectively communicated among our campus constituencies.

PROVISIONS:

1. UNIVERSITY PLANNING

1.1. Strategic Planning. The University shall engage in a comprehensive strategic planning process in accordance with State law. Such a 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, our "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 vivid, compelling, well understood, and 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 and strategic priorities 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 our ability to achieve our 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 the University's mission as well as the 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 BUDGET PREPARATION
 - 2.1. Annual Review of Planning Elements. On or before October 1st of each year, the President's Cabinet shall meet to review the University's Implementation Plan and receive status update reports on each project in the plan. 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's Cabinet.

2.2. Revenue estimate. On or before November 1st of each year, the Chief Financial Officer, the Provost, and the Vice President for Student Services/Registrar shall present to the President's Cabinet a preliminary estimate of projected revenues for the next fiscal year.

2.2.1. The projections shall include proposed estimates of revenue from tuition and fees, auxiliary enterprises, State appropriation and all other sources.

2.2.2. The projections shall include the method employed to determine their revenue estimates including projected enrollment.

2.2.3. The projections shall be shared with the Board of Governors Finance Committee at their next regular meeting.

3. ANNUAL PLANNING AND BUDGET PROCESS – ACADEMIC UNITS

3.1. Department and Program Meetings. On or before December 1st of each year, each academic department and program shall meet to prepare and submit to the appropriate dean a report that includes a proposed budget for the next fiscal year. At its meeting, each academic department and program shall:

3.1.1. Review the University's Institutional Master Plan. All unit goals and strategies shall be in alignment with the Vision and Implementation Plan of the Institutional Master 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. A list of major accomplishments achieved by the program or department during the last academic year as well as those anticipated by the end of the current academic year;

3.1.2.3. The long-term objectives of the department for the next five years, including projected enrollment;

3.1.2.4. The unit goals and strategies for the next academic year. For each goal and strategy, the unit must indicate which specific element of the University's vision statement or a specific implementation plan goal is addressed.

3.1.2.5. A listing and analysis of all relevant program assessment data.

3.1.2.6. Any proposed curriculum or other program changes to take effect at the beginning of the next academic year.

- 3.1.2.7. A list of the highest budget priorities, if any, which may include requests for:
 - 3.1.2.7.1. New faculty or staff;
 - 3.1.2.7.2. Major equipment (costing in excess of \$500);
 - 3.1.2.7.3. New facilities or modifications to existing facilities.
 - 3.1.2.8. A list of external sources of funding that currently support the department or program and any additional external support that is anticipated in the next academic year;
 - 3.1.2.9. A list of any proposed budget deletions or reallocation of current funds.
- 3.2. College/School Meetings. On or before December 15th 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 of the departments and programs and a proposed budget for the college or school for the next fiscal year. At their meeting, the deans, chairs and program directors shall:
- 3.2.1. Review the University's Institutional Master Plan.
 - 3.2.2. Prepare a proposed budget for the next fiscal year that includes a list of the college or school's three highest priorities in terms of proposed strategies or budget modifications and any proposals for modifications of tuition and fees.
- 3.3. Deans Council Meeting. On or before February 1st of each year, the Provost and deans of the colleges and schools shall meet to prepare and submit to the President's Cabinet a report that includes the reports of the departments and programs and a proposed budget for academics for the next fiscal year. At their meeting, the Provost and deans shall:
- 3.3.1. Review the University's Institutional Master Plan.
 - 3.3.2. Prepare a proposed budget for the next fiscal year for submission to the President's Cabinet that includes the highest priorities in terms of proposed strategies or budget modifications and any proposals for modifications of tuition and fees.
4. PLANNING AND BUDGET PROCESS – ADMINISTRATIVE DEPARTMENTS
- 4.1. Department and Program Meetings. On or before December 1st of each year, each administrative department and program shall meet to prepare a proposed budget for the next fiscal year. At its meeting, each administrative department and program shall be required to:

- 4.1.1. Review the University's Institutional Master Plan. All unit goals and strategies shall be in alignment with the Vision and Implementation Plan of the Institutional Master 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. Program and/or department name;
 - 4.1.2.2. A list of major accomplishments achieved by the administrative department or program during the last fiscal year as well as those anticipated by the end of the current fiscal year;
 - 4.1.2.3. The long-term objectives of the administrative department or program for the next five years including its anticipated impact on enrollment;
 - 4.1.2.4. The unit goals and strategies for the next academic year. For each goal and strategy, the unit must indicate which specific element of the University's vision statement or a specific implementation plan goal is addressed;
 - 4.1.2.5. Any proposed departmental or program changes for the next fiscal year;
 - 4.1.2.6. A list of the highest budget priorities, if any, which may include requests for:
 - 4.1.2.6.1. New staff;
 - 4.1.2.6.2. Major equipment (costing more than \$500);
 - 4.1.2.6.3. New facilities or modifications to existing facilities.
 - 4.1.2.7. 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;
 - 4.1.2.8. A list of any proposed budget deletions or reallocation of current funds.
- 4.2. Department Head Meetings. On or before February 1st of each year, each department head will meet with the program directors, coaches or other chief administrative officers in their administrative 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 program directors, coaches or other chief administrative officers shall:
 - 4.2.1. Review the University's Institutional Master Plan.

- 4.2.2. Prepare for submission a proposed budget for the next fiscal year that includes a list of the highest priorities in terms of proposed strategies or budget modifications and any proposals for changes to fees and prices.

5. BUDGET PREPARATION

- 5.1. Proposed Budget. On or before February 15th of each year, the President's Cabinet shall prepare a proposed budget for the next fiscal year. As part of this process, the President's Cabinet shall:
 - 5.1.1. Consider the internal and external factors that the University may confront in the next fiscal year;
 - 5.1.2. Make final determinations regarding estimates of enrollment, proposals for tuition and fee changes and other matters related to revenue generation;
 - 5.1.3. Receive the proposed budgets from the Provost, administrative department heads and campus committee chairs for the next fiscal year that include a list of their priorities in terms of proposed strategies or budget modifications;
 - 5.1.4. Prepare a proposed budget for the next fiscal year.
- 5.2. Final Budget. A final budget for the next fiscal year shall be submitted for approval at the April meeting of the Board of Governors.
 - 5.2.1. On or before March 15th of each year, the President's Cabinet shall submit the final budget for the next fiscal year to the Finance Committee of the Board of Governors or any other committee of the Board of Governors, as directed.
 - 5.2.2. The President's Cabinet shall make any changes or other modifications to the final budget submission as directed by the Board of Governors or the Finance Committee or any other duly authorized committee of the Board of Governors.
- 5.3. Campus Presentation. On or before the conclusion of the University's spring semester, the Chief Financial Officer shall present to the campus, in an open meeting, the budget for the next fiscal year as approved by the Board of Governors. This presentation shall:
 - 5.3.1. Set forth the manner in which the proposed budget is in alignment with the Institutional Master Plan of the University.
 - 5.3.2. Identify any changes or modifications made to the Implementation Plan.