

## **Office of Administration and Finance**

TO: SUNY Orange Budget Managers

FROM: Linda Dauer, Vice President for Administration and Finance  
Agnes Wagner, Comptroller

RE: AY18-19 Planning/Budget Preparation Timeline

DATE: September 29, 2017

Last year SUNY Orange boldly attempted to align planning and budgeting processes using the PIP tool to ensure that the campus was getting maximum utilization of its limited resources, especially since the College has been experiencing enrollment declines. It was hoped that the PIP tool would be the campus repository for all department and unit goals, initiatives, action steps, and resources needed and thereby allow for improved, data-informed, strategic decision-making. Last year's planning/budget preparation process and timeline were fast and furious, but for the most part, extremely successful! Every division – its goals, initiatives, resources - was represented in PIP, providing a high level of transparency for the planning & budget process. Although the process was not perfect, it provided a wealth of information, allowed the need for instructional equipment and technology to “bubble up” resulting in a \$250,000 grant from the Foundation, fostered grant writing opportunities, and served as a communication tool within departments, divisions, and the institution as a whole.

The AY18-19 planning and budgeting process will be similar to last year, and equally as challenging, since the enrollment decline trend for most of the Northeast continues. The college will make every effort to create a budget that will further advance the college in a positive direction, accomplish its strategic goals, and find new ways to increase enrollment and retention.

### **Helpful Hints on each Process:**

#### **Budget Process:**

- All department original budgets will “roll-over” automatically to AY18-19.
- At February Assembly there will be a brief presentation by the VPFA or Comptroller covering budget/financial highlights and a review of the budget gap, strategic priorities, and challenges.
- President and VPs will make final budget decisions after considering feedback/input from Cabinet and PBIE.

#### Planning Process:

- Goals, initiatives, action steps, and resource needs submitted through PIP will provide a wealth of information for those writing and submitting grant proposals and for identifying fundraising opportunities.
- Request all department and unit managers to discuss possible initiatives with their department personnel prior to entering information into PIP.
- PIP training is scheduled for Tuesday, October 3 at 11:00am, Wednesday, October 4 at 3pm, Thursday, October 12 at 11:00am in Middletown at RCSE 014, and October 4 at 3pm in Newburgh (Room is TBD).
- All department and unit managers will enter goals, initiatives, action steps, and resources (requests for new budget dollars) into PIP by December 1, 2017; AVPs by December 15; VPs by January 2.
- Only completed initiatives entered into PIP will move forward to the Prioritization Process.

#### Prioritization Process:

- PBIE will be hosting several budget forums during the month of February 2018 for faculty, staff, and students, to discuss the completed initiatives entered into PIP. Based on forum feedback and other committee work, PBIE will provide a report to Cabinet on their recommendations on which initiatives should be implemented in the AY18-19, giving a higher priority to initiatives that will assist in increasing the college's Enrollment and Retention.
- On April 2018, Cabinet will discuss the recommendations provided by the PBIE committee and agree on its recommendation to the President and VPs.
- President and VP's will meet to finalize budget decisions for AY18-19.

#### Communication Process:

- During May Assembly a communication will be provided on which initiatives, if any, were selected as well as the proposed AY18-19 Budget.

Please feel free to contact Agnes (4904), Christine (4763), or Linda (4905) with any questions you might have.

We ask that you pay careful attention to the planning/budget preparation timeline. ***The deadlines must be met if we are to successfully submit a balanced budget.***

**Proposed AY 18-19 Planning/Budget Preparation Timeline**

|                       |  |
|-----------------------|--|
| Sept - Dec 1, 2017    | Department and Unit Managers develop AY18-19 annual goals, create initiatives, outline action steps, & determine resources (new budget dollars) needed. Enter goals, initiatives, action steps, and resources (budget requests) into PIP.  |
| December 15, 2017     | AVPs develop area AY18-19 goals, action steps, resources needed after thorough review for department/unit PIP submittals.  |
| January 2, 2018       | VPs develop and review area AY18-19 goals, action steps, resources needed.   |
| February 2018         | At Assembly a brief presentation by the VPFA or Comptroller covering budget/financial highlights, a review of the budget gap, strategic priorities, and challenges.  |
| February - March 2018 | PBIE will be hosting several budget forums during the month of February 2018 for faculty, staff, and students, to discuss the completed initiatives entered into PIP. Based on forum feedback and other committee work, PBIE will provide a report to Cabinet on their recommendations on which initiatives should be implemented in the AY18-19, giving a higher priority to initiatives that will assist in increasing the college's Enrollment and Retention. |
| March 2018            | Discussion on closing budget gap in baseline budget, finding dollars to apply to strategic initiatives, reallocation of budget dollars within department budgets, and discussion of what to do if State expectations are not met.  |
|                       | Board of Trustees determination/vote on tuition rates.   |
| April 2018            | Cabinet will discuss the recommendations provided by the PBIE committee as well as its own recommendations.  |
|                       | Expectation that the State Budget is passed timely. Complete compilation of Budget documentation to be viewed and disseminated to County, county auditors, and college community.  |
|                       | Operating Budget is Balanced   |
| May 2018              | Communications will be provided on which initiatives were selected as well as the proposed AY18-19 Budget.   |
|                       | Comptroller's Office enters detail budget into Banner.   |
|                       | Board of Trustees approves budget.   |
|                       | Submit Budget Request Booklet to County and gather data needed for county auditors.  |
| June 2018             | County auditors arrive on campus.  |
| July 2018             | County auditors communicate to County completion of audit, so then Public Hearing, Legislature Committee Meeting (presentation by auditors), and Full Legislature Vote on budget can be put on County Calendar.  |

## Resource Planning Tips

- Resource budget requests should be for new dollars only, not use of existing budget dollars.
- **Personnel/Staffing:**
  - All new positions need to be properly justified. Use provided justification forms. Cut and paste as much information from justification form into PIP as possible. Forward completed justification form to your supervisor (AVP/VP).
  - Faculty Position Salary – For full-time faculty position use salary amount listed in Appendix C-1 of collective bargaining agreement.
  - Adjunct Faculty Position Salary – Use salary amount listed in Appendix C-2 of collective bargaining agreement.
  - Staff Position Salary – Contact Human Resources for reasonable salary amount based on role and responsibilities.
  - Fringe benefits:
    - Fully benefited employee – 42.6%
    - Hourly employee – 8.4% (includes amount for worker’s comp insurance)
  - Minimum wage:
    - Pay rates
      - \$10.40 as of January 2018
      - \$11.10 as of January 2019
  - New positions – should consider and include one-time initial costs, such as:
    - Laptop - \$1,000 (Resource tab – “Equipment”)
    - Furniture - \$1,500 (Resource tab – “Equipment”)
    - Training (Resource tab – “Training”)
    - Other (Resource tab – “Other”)
- **Computers**
  - Campus will adhere to a 4-year replacement cycle for computer labs.
  - The campus computer replacement plan is operational. Only make computer requests for new computers or software that would not be included in the current replacement plan.
- **Equipment/Furniture:**
  - Capital equipment and room renovation requests > \$500 will be submitted on the Resource tab in PIP as an “Equipment” or “Facility” resource needed. For estimates on facility-related projects, please contact the Facilities Department for assistance developing the estimate to ensure the dollar resources requested are reasonable and adequate.
  - Provide description of equipment/furniture, quantity needed, est. cost per unit, building and room location.
  - Is it new or replacement?
- **Class/Office Room Renovation:**
  - Request on Resource tab under “Facility”.
  - Provide brief description of project & location.
  - If requesting renovation, is it statutory or voluntary?
  - New flooring – requesting tile or carpet?
  - Are there IT requirements? If so, provide details.
  - Describe intended use of space.
  - Construction/Electrical/Plumbing requirements? If so, provide details.
  - Contact facilities for estimated cost of project.

## Glossary of Terms

**Action Steps** – A planned series of actions designed to achieve an objective/initiative.

**Balanced Budget** – A budget where total revenues equal total expenses.

**Baseline Budget Model** – A tool that will be used by the President/VPs/Cabinet to view the AY18-19 operating budget at the institutional level based on key assumptions, projected AY17-18 financials, known increases, etc. in order to make data-informed strategic decisions. It will be created by the VPAF & Comptroller.

**Cabinet** – President, VPs, AVPs, and other senior management staff.

**Capital equipment and room renovation requests** – Requests > \$500 that include alterations to physical space and/or purchases that need to be coordinated with or made by Facilities. Examples include but are not limited to: purchasing of classroom furniture, purchasing and installing window treatments (i.e. blinds, shades), reconfiguring walls within a building, painting a space, replacing flooring, installing light fixtures, etc.

**Goal** – An observable and measurable end result that you wish to achieve or accomplish during this academic year. It should support an institutional goal within SUNY Orange’s Strategic Plan 2015-2020.

**Initiative** – Specific approach, or process that will help you in achieving one or more of your goals this academic year. It should be specific, measurable, realistic, and timely.

**PBIE** – SUNY Orange’s Planning & Budgeting for Institutional Effectiveness Committee that will helping to facilitate campus budget forums.

**Planning** - Information provided in the PIP planning module by a budget manager. This includes the goals that promote the mission of the unit, and the initiatives designed to help achieve those goals.

**Reallocation** – Transferring budgeted funds from one account code to another or from one organization to another in order to more accurately reflect spending patterns.

**Rollover original base budget** – Each department has an original base budget. Each year that budget “rolls over” to the following year. For example, in AY18, let’s say the Finance office has a budget of \$50,000. In AY18-19, that \$50,000 budget will rollover. It will only change if a resource was requested in PIP and approved.