Office of Administration and Finance

TO: SUNY Orange Budget Managers

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

RE: AY19-20 Planning/Budget Preparation Timeline

DATE: September 24, 2018

SUNY Orange is continuing its efforts to align the planning and budgeting processes using the PIP tool to ensure that the college maximizes the utilization of its limited resources. The PIP tool is the college repository for all department and unit goals, initiatives, action steps, and resources needed and thereby allows for improved, data-informed, strategic decision-making.   Last year's planning/budget preparation process and timeline went well. Every division – its goals, initiatives, resources - was represented in PIP, providing a high level of transparency for the planning & budgeting process. Although the process was not perfect, it provides a wealth of information. Once again the information provided can be used to identify additional instructional equipment and technology needs that can be funded with the State's $250,000 match to last year's Foundation grant. The repository can also be used to foster other grant writing opportunities and serve as a communication tool within departments, divisions, and the institution as a whole.

The AY19-20 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 AY19-20.

- 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 Wednesday, October 3 at 3pm; Thursday, October 11 at 11:00am; Tuesday, October 16 at 11:00am in Middletown at RCSE 008; and Thursday, October 4 at 10am in Newburgh at Kaplan 233.

- All department and unit managers will enter goals, initiatives, action steps, and resources (requests for new budget dollars) into PIP by November 25, 2018; AVPs by December 15; VPs by January 15.

- Only completed initiatives entered into PIP will move forward to the Prioritization Process.

Prioritization Process:
- PBIE will gather faculty, staff, and student feedback on completed initiatives entered into PIP. Based on the feedback, PBIE will provide a report to Cabinet on their recommendations on which initiatives should be implemented in the AY19-20, giving a higher priority to initiatives that will assist in increasing the college's Enrollment and Retention and supporting the SUNY Orange Experience and Innovation Grand Street projects.

- In April 2019, 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 AY19-20.

Communication Process:
- In September 2019 a campus communication will be provided on the budget status of the PBIE Committee's AY19-20 recommendations.

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 19-20 Planning/Budget Preparation Timeline

Sept - Nov 25, 2018	Department and Unit Managers develop AY19-20 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, 2018	AVPs develop area AY19-20 goals, action steps, resources needed after thorough review for department/unit PIP submittals.
January 15, 2019	VPs develop and review division AY19-20 goals, action steps, resources needed.
February 2019	At Assembly a brief presentation by the VPFA or Comptroller covering budget/financial highlights, a review of the budget gap, strategic priorities, and challenges.
	Board of Trustees determination /vote on tuition rates.
February - March 2019	PBIE will gather faculty, staff, and student feedback on completed initiatives entered into PIP. Based on the feedback, PBIE will provide a report to Cabinet on their recommendations on which initiatives should be implemented in AY19-20, giving a higher priority to initiatives that increase the college's enrollment and retention, promote SUNY Orange Experience, and/or advance the Innovation Grand Street project.
March 2019	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.
April 2019	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
	Comptroller's Office enters detailed budget into Banner.
	Board of Trustees approves budget.
	Submit Budget Request Booklet to County and gather data needed for county auditors.
June 2019	County auditors arrive on campus.
July - August 2019	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.
September 2019	Campus communication will be provided on the budget status of the AY19-20 PBIE-ranked initiatives.

Resource Planning Tips

- Resource budget requests should be for <u>new dollars only</u>, not use of existing budget dollars.

- **Personnel/Staffing:**
  - All new positions need to be properly justified. Use 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 – 53.0%
    - Hourly employee – 14.2% (includes amount for worker's comp insurance)
  - Minimum wage:
    - Pay rates
      - $11.80 as of January 2019
      - $12.50 as of January 2020
  - 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 adheres to a 4-year replacement cycle for computer labs.
  - The campus computer replacement plan is operational and ongoing. <u>Only make computer requests for new computers or software that would not be included in the current replacement plan.</u>

- **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 AY19-20 operating budget at the institutional level based on key assumptions, projected AY18-19 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 AY19, let's say the Business Office has a budget of $50,000. In AY19-20, that $50,000 budget will rollover. It will only change if a resource was requested in PIP and approved.