BALL STATE UNIVERSITY BUDGET REDESIGN INITIATIVE

Central Unit Leadership Presentation

June 6, 2019

HURON

Draft: For Discussion Purposes Only
Deliberative Document

Discussion Topics

1) Review budget initiative timeline, guiding principles, and select model components

2) Introduce new budget model governance and process

3) Present best practices for support unit budget presentations

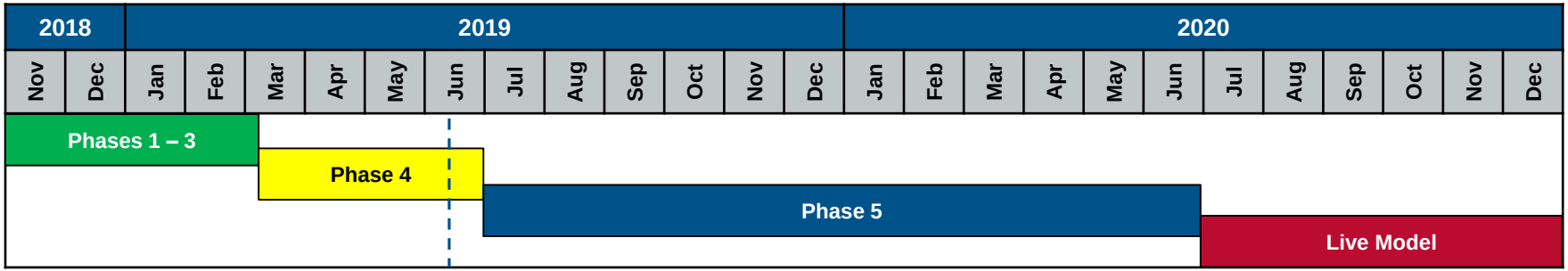
4) Introduce service level agreements

5) Facilitate question and answer session

© 2019 HURON CONSULTING GROUP INC.

Implementation Timeline

The timeline below outlines an 18-24 month transition to implement a new budget model.



Phase	Overview
1. Due Diligence and Visioning	Develop a clear understanding and vision through an assessment of current resource allocation practices
2. Financial Modeling	Build-out a “pro-forma” model to provide a platform for testing different model alternatives
3. Consensus Building	Address change management through methodical, data-driven stakeholder engagement
4. Infrastructure Development	Develop supporting tools, processes, and governance to carry out budget development
5. Partnership Year	Test a new model to understand outcomes if the new model were implemented

© 2019 HURON CONSULTING GROUP INC.

Guiding Principles

The budget model will promote student success, stimulate strategic growth, encourage innovation and entrepreneurship, and support interdisciplinary and institutional excellence. It will also be characterized by the principles below:

1	Develop a dynamic budget model that aims to stimulate intentional growth and advance the University's mission and strategic plan
2	Align resources with institutional priorities through broader participation in the budget development process to incentivize instruction, scholarship, and student success for all units
3	Reward performance, creativity, innovation, and collaboration and hold units accountable for resource stewardship to contribute to the University's collective fiscal health
4	Provide a transparent metrics-based approach to resource allocation that also generates discretionary funds to be used for mission critical areas and strategic priorities
5	Use a simple methodology that enhances management decision-making, accountability, and long-range planning
6	Leverage valid, reliable, and verifiable data so that the budget model serves as a strong predictor of positive operating performance

© 2019 HURON CONSULTING GROUP INC.

Budget Model Income Statement

Fund Types / Restriction

Allocable and Direct Revenues

Unit Organization

Direct Expenditures

Support/Central Unit Allocations

Central Funding Mechanism

		Primary Unit											Support Unit	
		CAP	CAP	CAP	CCIM	CFA	COH	CSH	MCOB	TC	Burris & Indiana Academy	Academic Units Total	Auxiliary Units Total	Support Units Total	University Total
		Unrestricted	*Restricted*	*Total*	*Total*	*Total*	*Total*	*Total*	*Total*	*Total*	*Total*	*Total*	*Total*	*Total*	*Total*
1															
2	**Revenues**														
5	**Total Undergraduate Tuition**	F	F	F	F	F	F	F	F	F	F	F	F	##	F
8	**Total Graduate Tuition**	F					F	F					F	##	F
11	**Total Online Tuition**	F					F	F					F	##	F
12	Program & Course Fees	##					##	##					##	##	##
13	Other Student Fees	##					##	##					##	##	##
14	Less: Undergraduate Aid	F					F	F	F	F	F	F	F	##	F
15	Less: Graduate Aid	##					##	##	##	##	##	##	##	##	##
16	**Total Tuition & Fees**														
17															
22	**Total State Appropriations**	F	F	F	F	F	F	F	F	F	F	F	F	##	F
23	Grants & Contracts	##	##	##	##	##	##	##	##	##	##	##	##	##	##
24	Indirect Cost Recovery (IDC) Revenue	##	##	##	##	##	##	##	##	##	##	##	##	##	##
25	Gifts	##	##	##	##	##	##	##	##	##	##	##	##	##	##
26	Sales, Services, & Other	##	##	##	##	##	##	##	##	##	##	##	##	##	##
27	**Total Other Revenues**														
29	**TOTAL REVENUES**														
30															
	Expenditures														
31	Faculty - Contract Wages	##	##	##	##	##	##	##	##	##	##	##	##	##	##
32	Faculty - Professional Wages	##					##	##	##	##	##	##	##	##	##
33	Faculty Wages	##					##	##	##	##	##	##	##	##	##
34	Staff & Student Wages	##					##	##	##	##	##	##	##	##	##
35	Benefits	##					##	##	##	##	##	##	##	##	##
36	**Total Wages and Benefits**														
37															
38	Supplies, Equipment & Other	##					##	##	##	##	##	##	##	##	##
39	Travel	##	##	##	##	##	##	##	##	##	##	##	##	##	##
40	Utilities, Maintenance & Renovations	##	##	##	##	##	##	##	##	##	##	##	##	##	##
41	Rent	##	##	##	##	##	##	##	##	##	##	##	##	##	##
42	Services	##	##	##	##	##	##	##	##	##	##	##	##	##	##
43	Depreciation	##	##	##	##	##	##	##	##	##	##	##	##	##	##
44	**Total Supplies, Services and Other**														
46	**TOTAL DIRECT EXPENDITURES**														
48	Transfer In	##	##	##	##	##	##	##	##	##	##	##	##	##	##
	Transfer Out	##	##	##	##	##	##	##	##	##	##	##	##	##	##
50	**MARGIN BEFORE SUPPORT UNIT COST ALLOCATIONS**														
53	**Allocated Administrative Support Unit Costs**														
54	Academic Support	F					F	F	F	F	F	F	F	##	F
55	Administrative Services	F					F	F	F	F	F	F	F	##	F
56	Employee Services	F					F	F	F	F	F	F	F	##	F
57	Facilities	F					F	F	F	F	F	F	F	##	F
58	IT	F	F	F	F	F	F	F	F	F	F	F	F	##	F
59	Libraries	F	F	F	F	F	F	F	F	F	F	F	F	##	F
60	Research Administration	F	F	F	F	F	F	F	F	F	F	F	F	##	F
61	Student & Enrollment Services	F	F	F	F	F	F	F	F	F	F	F	F	##	F
62	**Total Allocated Administrative Support Unit Costs**														
65															
66	**MARGIN AFTER SUPPORT UNIT COST ALLOCATIONS**														
69	Participation Fee Payment	F					F	F	F	F	F	F	F		F
70	**MARGIN AFTER PARTICIPATION FEE PAYMENT**														
72	Subvention Fund Disbursement	M					M	M	M	M	M	M	M		M
73	Strategic Investment	M	M	M	M	M	M	M	M	M	M	M	M		M
74	**MARGIN AFTER FEE PAYMENT AND DISBURSEMENT**														

© 2019 HURON CONSULTING GROUP INC.

Organization Overview

An incentive-based model classifies organizational units into two categories based on the key attributes described below.

Primary Units

- Ability to influence revenue generation:
  - Price
  - Quantity
- Cover direct costs with generated revenue
- Fully-allocated central (support unit) costs
- Accountable for performance, retaining both surpluses and losses
- Pay participation fee to support subvention

Support Units

- Limited-to-no ability to influence revenue
- Provide services and/or support to academic, research, and auxiliary units
- No allocation of central costs
- Accountable for optimal service levels
- Encouraged to justify funding levels through benchmarking
- Accountable for fiscal performance
- IT, HR, and Facilities may have service-level agreements with select primary units

© 2019 HURON CONSULTING GROUP INC.

Primary Units Organization

Select units were classified as Primary Units and then organized into two categories: Academic and Auxiliary.

Primary Units	
Academic Units (8)	**Auxiliary Units (3)**
▪ College of Architecture and Planning ▪ College of Fine Arts ▪ College of Communication, Information and Media ▪ College of Health ▪ College of Sciences and Humanities ▪ Miller College of Business ▪ Teacher's College ▪ Burris & Indiana Academy	▪ Athletics ▪ Housing and Dining ▪ Vehicle Facilities and Parking

© 2019 HURON CONSULTING GROUP INC.

Support Units Allocations

The proposed model allocates the majority of revenues directly to colleges, leaving the university's infrastructure unfunded. In order to support these units, the model pools and allocates support unit's net costs using select variables.

Cost Pool	Allocation Metric
Academic Support	Student Headcount
Administrative Services	Total Direct Expenses
Employee Services	Total Employee Headcount
Facilities	Net Assignable Square Ft.
Information Technology	Total Institutional Headcount
Libraries	Student Headcount + Faculty Headcount
Research Administration	Grants and Contracts Revenue
Student & Enrollment Services	Student Headcount

Notes:
- Functional organization depicted for model development does not represent an institutional reorganization will occur/is required.
- Costs allocated to revenue-generating units will represent the net of each administrative service unit's revenues and expenses.

© 2019 HURON CONSULTING GROUP INC.

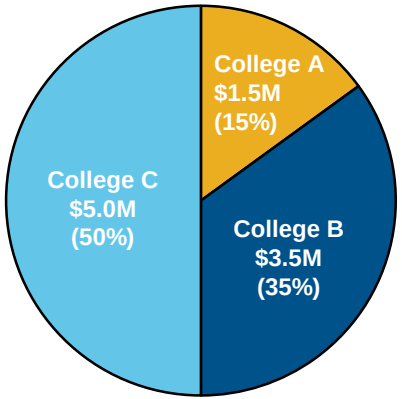
Example: Cost Allocation Calculation

Once a support unit cost pool amount is determined, activity-level metrics are used to allocate proportional expenses to Colleges. Below is an illustrative example for an IT cost pool using "Institutional Headcount" as the activity-level metric.

IT Cost Pool Net Expenditures	
IT Cost Pool Net Expenditures	$10M

Institutional Headcount Metric		
College	**Headcount (HC)**	**HC %**
College A	300	15%
College B	700	35%
College C	1,000	50%
College Total	**2,000**	**100%**

IT Cost Pool Allocation



- In this particular example, the IT cost pool would allocate $5K per institutional headcount ($10M / 2k)
- In future years, this amount will vary depending on the approved budget of the IT cost pool

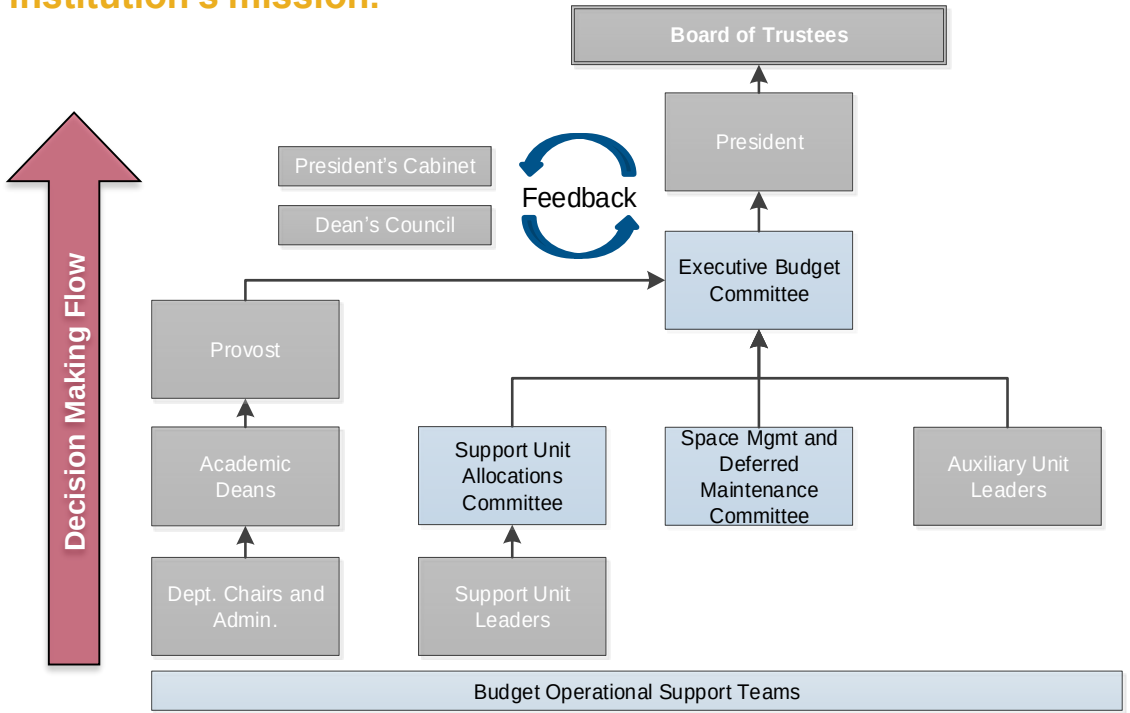
The activity-level metrics are used to allocate the net expenditures of each cost pool. Additionally, fluctuations in the activity-level metrics do not lead to corresponding fluctuations in the size of the cost pools.

© 2019 HURON CONSULTING GROUP INC.

BUDGET MODEL GOVERNANCE AND PROCESS

Budget Process Governance Overview

In the annual budgeting process, central leadership, primary units, support units, and governance committees will work in close coordination to optimize the use of BSU's resources to advance the institution's mission.



Draft: For Discussion Purposes
Deliberative Document

Note: Auxiliary Unit VP's will present their budgets to the Executive Budget Committee, Academic Unit Deans will present their budgets to the Provost, and Support Unit VP's will present their budgets to the Support Unit Allocation Committee

© 2019 HURON CONSULTING GROUP INC.

Executive Budget Committee

Ball State will have an Executive Budget Committee that recommends a university-wide budget, including subvention fund allocations, to the President and the Board of Trustees.

Roles and Charges

- **Reviews support unit budget proposals** recommended by the Support Unit Allocation Committee
- Addresses funding decisions not made by the Support Unit Allocation Committee to **recommend a unified support unit budget**
- **Reviews executive summary of primary unit financial plans**, including strategic fund requests, from budget hearings
- **Recommends a university-wide budget to the President**

Membership

- **President (Chair)**
- Provost and Executive Vice President for Academic Affairs
- Chief Strategy Officer
- VP for Business Affairs and Treasurer
- AVP and Chief Budget Officer

© 2019 HURON CONSULTING GROUP INC.

Support Unit Allocation Committee

The Support Unit Allocation Committee would meet between November and January with support unit leadership to review budget proposals, and promote service effectiveness and efficiency.

Roles and Charges

- **Reviews support unit's budget proposals,** including strategic objectives, service level demands, and workforce plans
- **Offers suggestions for performance improvement**; promotes development of service level agreements between primary units and select support units
- **Submits an executive summary of support unit budget** recommendations to the Executive Budget Committee
- **Elevates support unit budgets that have unresolved issues**, to the Executive Budget Committee

Membership

- **VP for Business Affairs and Treasurer / Chief Strategy Officer (Chair)**
- AVP and Chief Budget Officer
- Provost Designee
- 2 College Deans (or designees)
- 2 Central Unit Representatives
- Athletics
- Faculty University Senate Chair[1]
- Staff Council Designee
- University Council Designee
- AVP Institutional Research and Decision Support

Note 1: In the event the University Senate Chair is not a faculty member, a faculty member will be identified to represent the University Senate.

© 2019 HURON CONSULTING GROUP INC.

Space Management and Deferred Maintenance Committee

Roles and Charges

- **Reviews space requests**, identifies possible solutions, and makes recommendations for the use of space on campus
- **Develops policies and procedures** for space management
- Governs **allocation and brokerage** of space across campus
- Ensures facilities management distributes accurate and timely space **utilization data** to operating units for budget planning
- Supports **development of service level agreements** between facilities management and revenue-generating units
- **Prioritizes deferred maintenance needs and submits** deferred maintenance budget that includes request amount and list of deferred maintenance projects

Membership

- **AVP for Facilities Planning and Management (Chair)**
- Capital Finance Representative
- Director of Disability Services
- Student Affairs Representative
- Provost Office Representative
- Academic Systems Representation
- Auxiliaries Representative
- College Dean
- Faculty Council Designee
- Department Chair Representative

© 2019 HURON CONSULTING GROUP INC.

Proposed Operation Support Teams

In addition to the budget management structure, the following operational support teams will be established to facilitate the budget development process.

- Collect feedback on reporting outputs
- Respond to feedback through revised reporting
- Support scenario planning conducted by units

Membership:

- Budget Office
- Institutional Research and Decision Support (working with MIDAS)

- Develop and execute sub-processes for completing model development milestones
- Communicate budget development timelines and guidelines to units

Membership:

- Budget Office
- Provost Office Designee
- Institutional Research and Decision Support
- Space Planning

- Identify relevant policies impacted by new allocation rules
- Provide input on how to create policies that maximize benefit of new model for units

Membership:

- VP Business Affairs Designee
- AVP Budget Designee
- Provost Office Designee
- Sponsored Programs Designee
- Space Planning

- Respond to training requests through content development and delivery
- Assess skills needs across different stakeholder groups
- Develop training schedule and feedback forum

Membership:

- AVP Budget Designee
- Controller's Office Designee
- IT Designee
- Provost Designee
- HR Designee

© 2019 HURON CONSULTING GROUP INC.

Annual Budget Process Overview

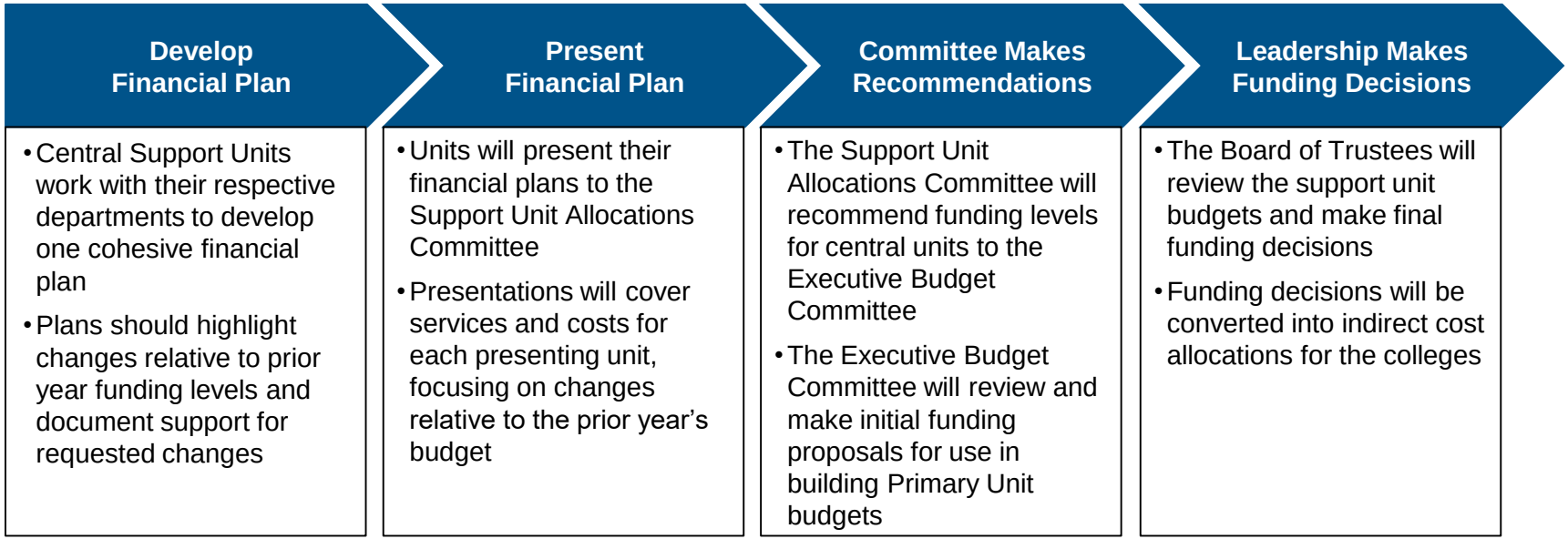
The table below outlines the proposed budget development process milestones and the groups with primary accountability and responsibility for their completion.

Model Development Component	A Collect Data & Develop Assumptions	B Develop Support Unit Budget Requests / Cost Allocations	C Develop Primary Unit Budget Requests	D Finalize Funding Decisions	E Manage Budget Throughout Fiscal Year
Process Timing	September 1st – October 31st	November 1st – January 15th	January 16th – April 30th	May 1st – June 30th	July 1st – June 30th
Primary Objective	Forecast and allocate University revenues; collect allocation variable data	Review central support budgets and convert to allocable costs	Collect funding requests from academic and auxiliary units	Review funding requests and set University budget	Manage budget based on updated forecasts and data
Process Participants	Budget Office / Provost's Office & Operational Support Teams, Academic Units	Governance Committees, Budget Office / Provost's Office & Operational Support Teams, Support Units	Executive Budget Committee, Budget Office / Provost's Office & Operational Support Teams, Deans, Auxiliary Units	BOT, Executive Budget Committee, All Units	Budget Office / Provost's Office & Operational Support Teams

© 2019 HURON CONSULTING GROUP INC.

Support Unit Budget Process

The budget development process for central support units under the new model can be divided into four milestones:



This process is intended to increase transparency surrounding the services provided by central units and their attendant costs.

© 2019 HURON CONSULTING GROUP INC.

BEST PRACTICES FOR COMMITTEE PRESENTATIONS

Overview

Huron has identified a number of best practices in creating effective budget presentations.

Recommendations for creating a strong budget presentation:

- Provide a holistic explanation to the Support Unit Allocation Committee about the unit's operations and services
- Outline activity drivers, goals, initiatives and service level demands which may impact unit budgets
- Perform sensitivity analyses related to service levels and various cost scenarios
- Collect benchmarking data to build a case for continued or supplemental funding levels
- Provide clear frameworks for programs and services, pertinent financial data (with an emphasis on trends), and explanations of any income streams and their relationships to services and programs

The Support Unit Allocation Committee is responsible for creating the framework to inform annual budget requests.

© 2019 HURON CONSULTING GROUP INC.

Potential Components

Each Central Support Unit should create its own presentation based on the subunits it represents. Some basic components are:

1. **Overview of Central Support Unit**
   - Divisions/Sub-Units Represented
   - Mission Statement
   - Goals for Future Operations
2. **Overview of Services Provided**
   - Demand or Consumption Data
   - Base-level vs. Add-on
   - Other Qualitative Metrics
3. **Metrics and Evaluation**
   - Benchmarking Data
   - Survey Data
   - Sensitivity Analysis
4. **Funding Request**
   - Historic Funding Levels
   - Expenditure Breakdown
   - Funding Request

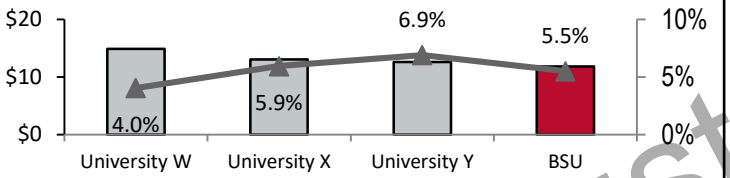
© 2019 HURON CONSULTING GROUP INC.

Benchmarking Alternatives

Peer, industry, internal, and historical benchmarking data can be analyzed to inform the Committee about a unit's effectiveness and efficiency.

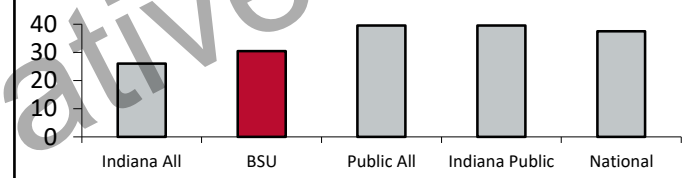
Peer Benchmarking

The chart below compares overall IT spending as well as IT spend as a percentage of overall expenditures, indicating IT spend is in line with its peers



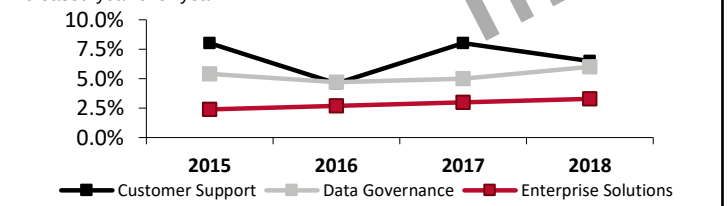
Industry Benchmarking

The chart below illustrates that the ratio of IT support staff to end-users at BSU is well below industry standards, pointing to opportunities in support productivity



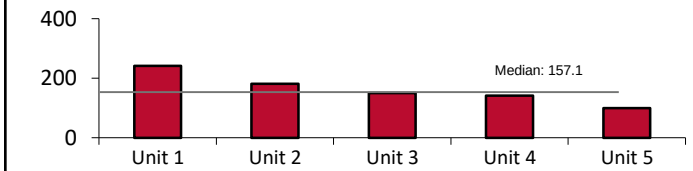
Historical Benchmarking

The chart below shows how expenditures related to different activity categories have increased year-over-year.



Internal Benchmarking

The chart below shows that select academic units on campus have a higher ratio of students per local IT FTE than others. Units with smaller local IT footprints may require additional central support



Illustrative

While it is recommended to leverage quantitative data wherever possible, other means of service evaluation should also be used to balance performance evaluation.

© 2019 HURON CONSULTING GROUP INC.

Benchmarking Resources

There are a number of resources available for peer and industry benchmarking. Some of the most widely used include:

Area	Link(s)
Academic Support	• IPEDs • NACAC • NCURA
Administrative Services	• IPEDs • NACUBO • CUPA-HR
Facilities	• APPA • SCUP
Information Technology	• EDUCAUSE
Libraries	• ALA
Research Administration	• CASE • NCURA
Student & Enrollment Services	• IPEDs

© 2019 HURON CONSULTING GROUP INC.

SERVICE LEVEL AGREEMENTS

Service Level Agreements Overview

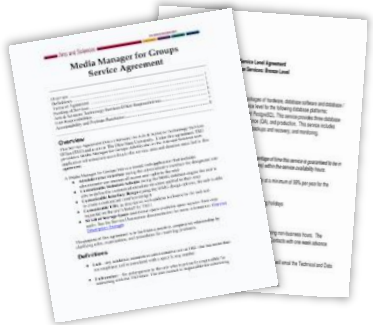
To improve end-user service levels and operations within a new model, units must establish reasonable service level agreements (SLAs).

Creating Reasonable Service Level Agreements

An SLA is an agreement or arrangement between support units and their customers / key stakeholders (e.g., academic units, auxiliary units) that defines the set of services that a provider will supply.

Reasonable SLAs between central units and its customers should be written, negotiated, and signed by both parties and include:

- The scope of services provided, including direction around what work is considered billable vs. non-billable
- Detailed performance levels for services including expected response times
- A rate structure with discrete line items for specific services



Benefits of a Well Written SLA

Benefits to Customer/Academic Unit

- Provides clear definition of baseline services and the frequency with which they will be provided
- Holds administrative units accountable
- Allows for greater control over services provided

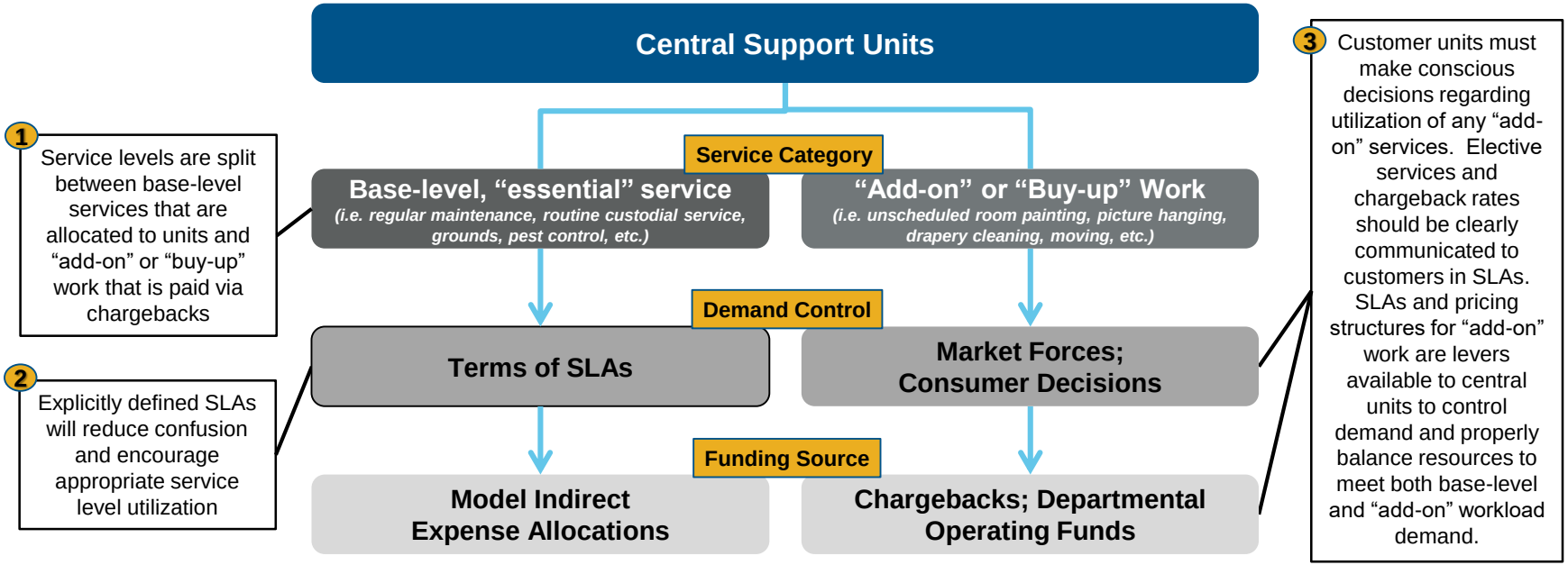
Benefits to Administrative Unit

- Provides clear reference documentation when service or cost disputes and questions arise
- More clearly defines customer expectations
- Provides a tool for developing organizational KPIs and measuring workforce effectiveness

© 2019 HURON CONSULTING GROUP INC.

Service Level Agreement Funding

The new budget model creates the need for central units to document and define service level agreements with academic and auxiliary units.



Huron recommends, at its most complex form, a simple, two-tiered funding model* that funds base-level services through a model allocation and "add-on" work through charges.

© 2019 HURON CONSULTING GROUP INC.

Service Level Agreement Details

Select Support Units will need to develop a set of Key Performance Indicators (KPIs) based on service standards that are easy to measure, widely disseminated, and openly discussed.

Develop and Measure

- Determine a set of quantifiable indicators to ensure the administrative unit is meeting its operational goals and SLA terms.
- Measure the organization against its KPIs on a regular basis and communicate these scores broadly through meetings, emails, and on a unit's website.

KPI Example, Centered on:

Customer service…
- Customer satisfaction rate as measured through surveys
- Average request completion time

Organizational efficiency…
- Measurable cost savings through cost conscious decision making
- Utility rate expenditures

Organizational effectiveness…
- Percent of preventative maintenance work orders completed on schedule
- Percent of rework handled due to failure to meet SLA expectations

Staff development…
- Percent of staff partaking in development or training
- Turnover rate
- Internal promotions

KPIs should also be used as an ***internal motivation tool***.

Healthy competition between groups needs to be encouraged to contribute to the organization's regular success with meeting goals and standards.

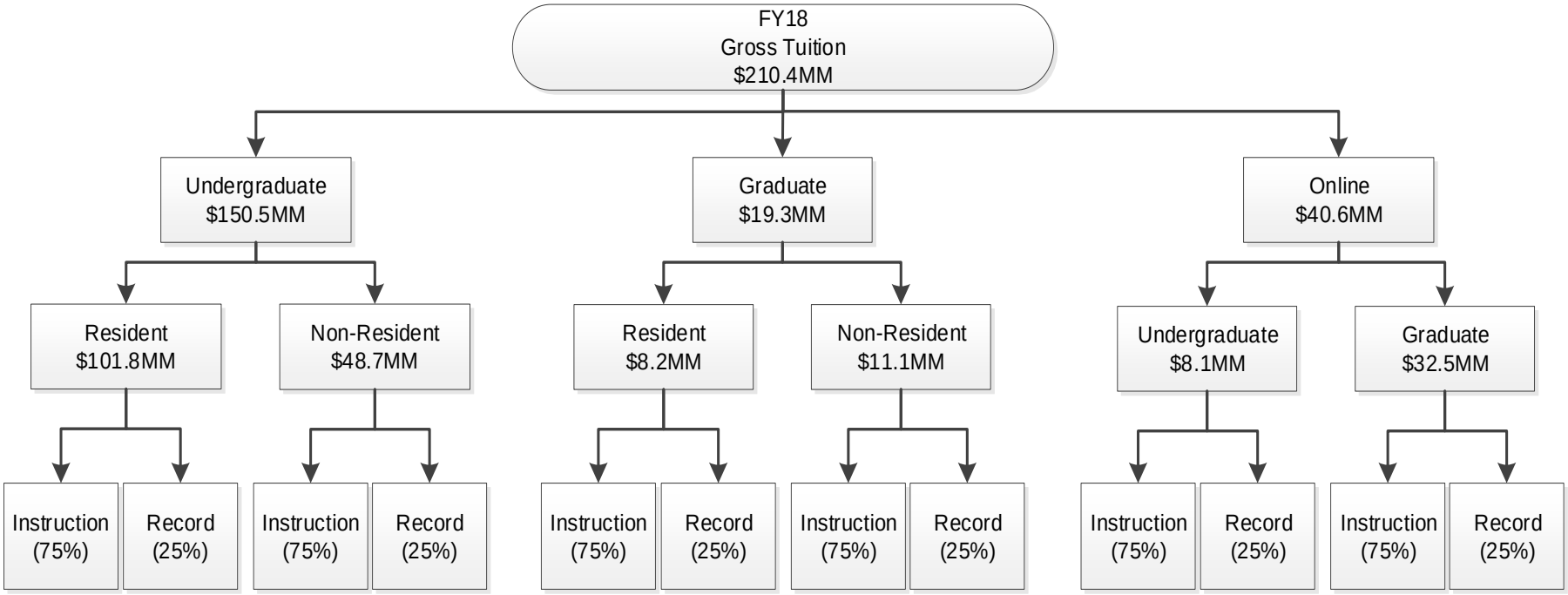
© 2019 HURON CONSULTING GROUP INC.

QUESTIONS?

APPENDIX 1:
ADD'L MODEL COMPONENTS

General Tuition Allocations

Huron worked with the Budget Office to create three major tuition categories[1]. The Steering Committee selected metrics to incentivize the College of Instruction and Record across all tuition types.



Note 1: The general ledger does not contain this level of tuition detail; the Budget Office provided the more granular tuition breakouts shown above.

© 2019 HURON CONSULTING GROUP INC.

Financial Aid

Several types of financial aid were reviewed and some components will be treated differently in the new model.

	Direct Aid	General Aid
Undergraduate Aid	$8.5MM - Will continue to flow directly to the units as recorded within the general ledger	$46.7M - Will be allocated to each of the academic units based on a College's proportional share of undergraduate tuition that they receive through the allocation methodology
Graduate Aid *(Stipends & Tuition Remissions)*	$9.8M - Will continue to flow directly to the units as recorded within the general ledger	$13.1M – Reclassified to individual Colleges based on where the graduate student is paid

Note 1: Restricted federal aid of $59.3 is removed as an equivalent amount of federal dollars are received and restricted for this use.

© 2019 HURON CONSULTING GROUP INC.

Program and Course Fee Revenue

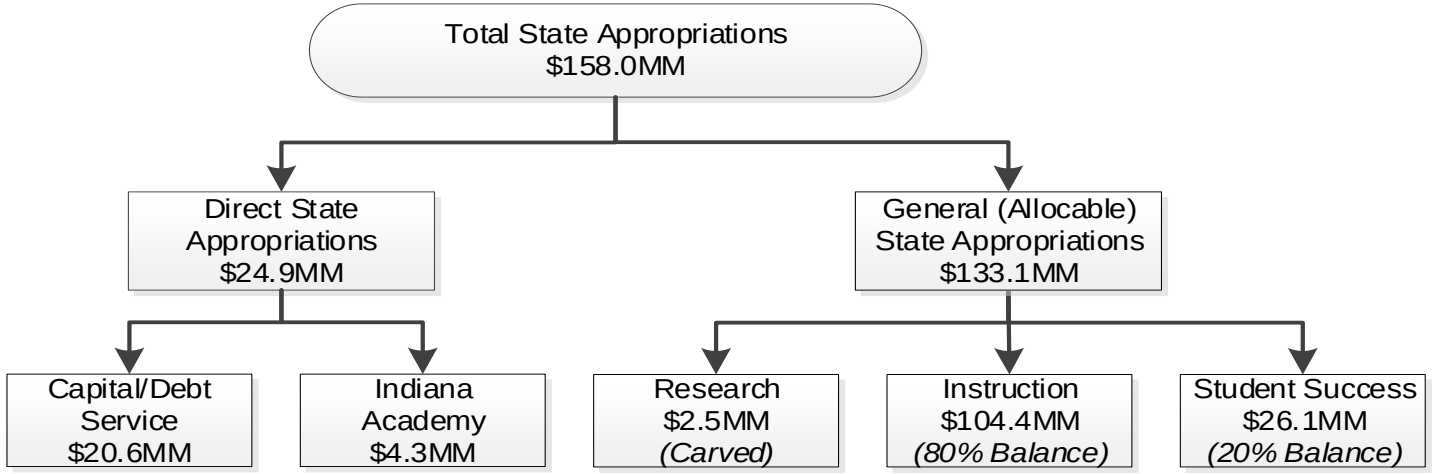
In the proposed budget model, program and course fee revenue is directly attributed to the campus unit where the revenue is generated.

Current Practice	Program and course fee revenue is received centrally, then later allocated to campus units based on a standing methodology
Proposal	Attribute 100% of program and course fees to the units where program and course fees originate
Rationale	Attributing 100% of program and course fees reflects actual amounts generated and could better support academic entrepreneurship and costs related to course development
Implications	▪ Campus units will receive 100% of the program and course fee revenue to support instructional cost and better recognize where the revenue is generated ▪ Monitor / govern how fees are stablished and/or used?

© 2019 HURON CONSULTING GROUP INC.

State Appropriation Allocations

The proposed model recognizes the nature of earmarked dollars and leverages remaining resources ($133.1MM) to align with BSU's new strategic plan and the Indiana Performance-Based Funding Model. The allocation of incentives does not apply to Auxiliaries and central units.



© 2019 HURON CONSULTING GROUP INC.

APPENDIX 2:
ADD'L PROCESS DETAILS

Outstanding Questions

To further define the budget development process under the new model, the Support Unit Allocations Committee must address the following:

Develop Financial Plan	Present Financial Plan	Committee Makes Recommendations	Leadership Makes Funding Decisions
• How do you define a "unit"? • How many "financial plans" will the Support Units Allocations Committee review? • What cost centers will be included in each plan? • What role will Service Level Agreements have in each unit's financial plans? • Do all units need one?	• What content should be presented to the Support Unit Allocations Committee? • Should all units be reviewed in-depth each year, or should there be a rotation of some units receiving more analysis than others to be able to afford a more in-depth review?	• What will be the review process after central units present their financial plans? • What guidance will the committee need from the Budget Office? • How will recommendations be communicated to executive leadership?	• How does the Executive Budget Committee want to see recommendations?

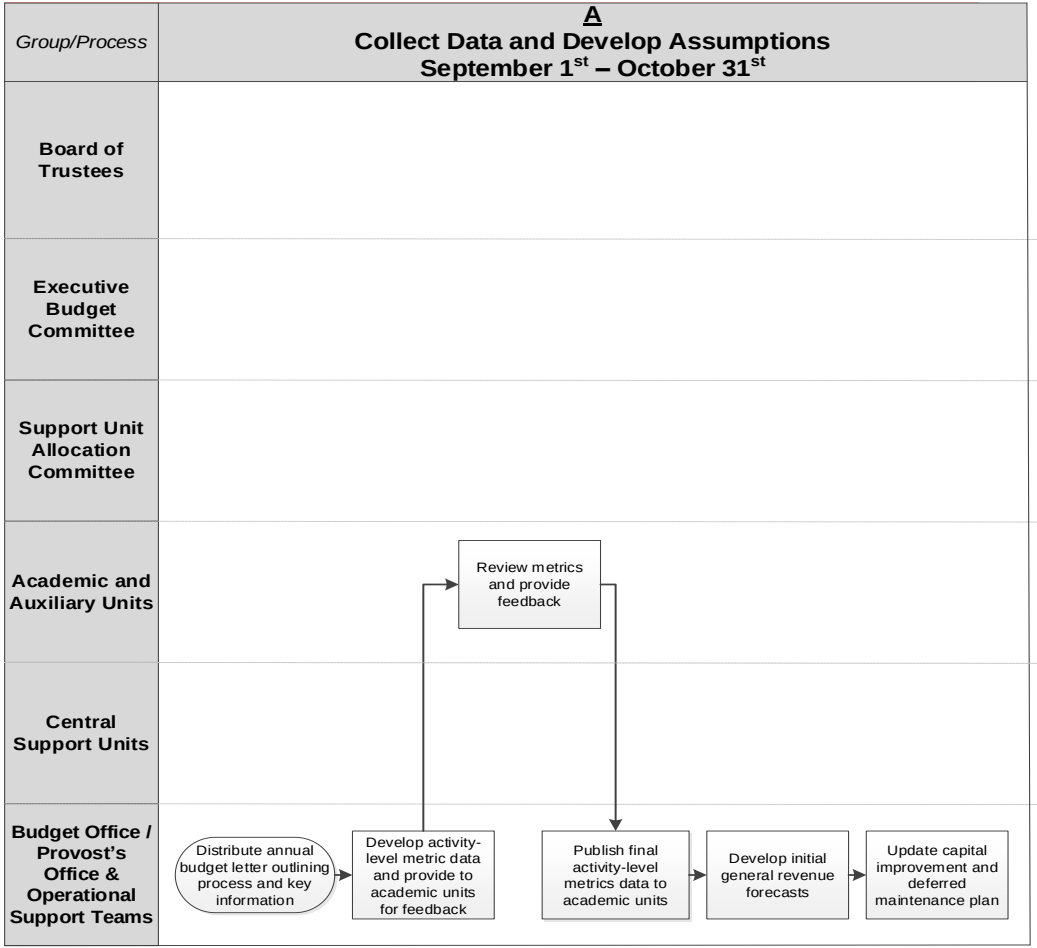
The following slides are related to Huron's experience working with other institutions, and are intended to provide context on available options.

© 2019 HURON CONSULTING GROUP INC.

A B C D E

Collect Data & Develop Assumptions

- The budget process kicks off with the distribution of the Annual Budget Letter, which contains a high-level summary of the budget environment, key dates, etc.
- The Budget Office will compile the allocation metrics, which will be reviewed by the academic units
- The Budget Office will forecast University-wide revenue & fixed cost assumptions (tuition, appropriations, etc.) as well as multiple revenue scenarios
- A capital committee will be appointed by the Executive Budget Committee every two years that will update the capital improvement plan. The deferred maintenance plan will be updated annually by the Space Management and Deferred Maintenance Committee

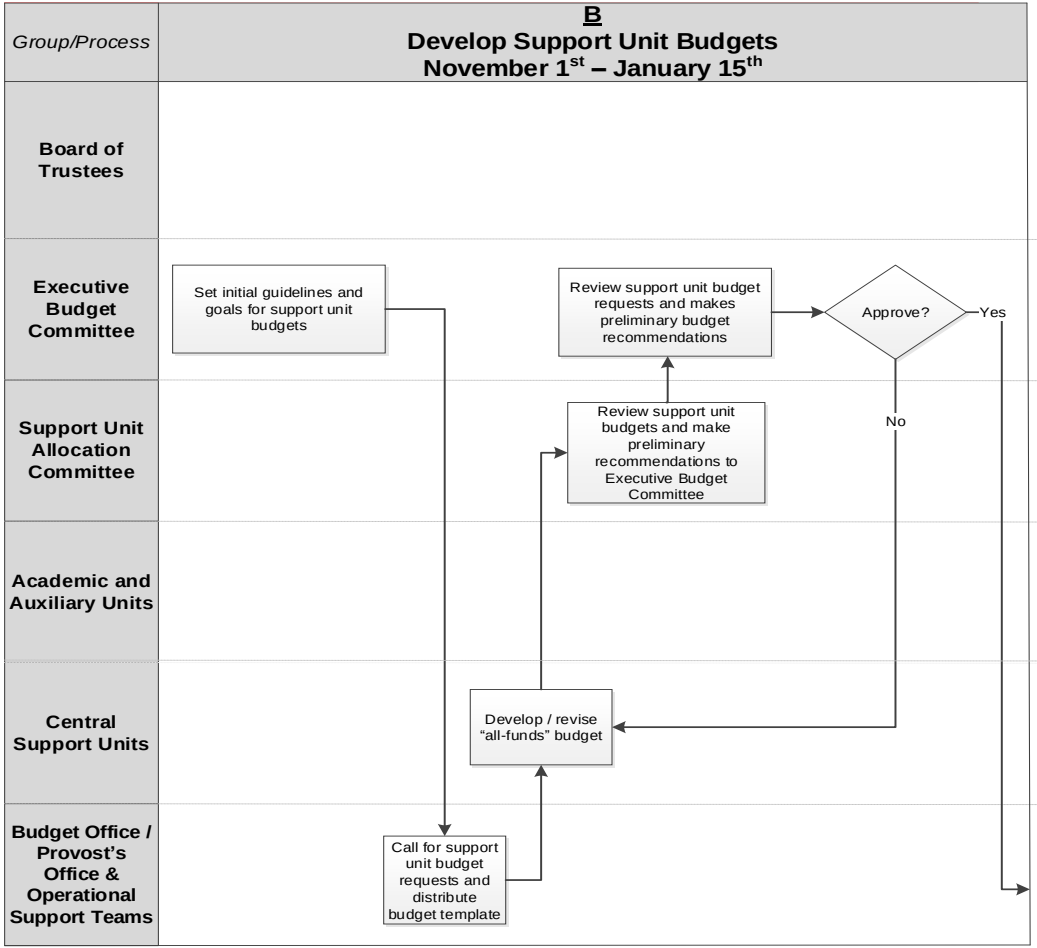


© 2019 HURON CONSULTING GROUP INC.

A B C D E

Develop Support Unit Budgets

- The Executive Budget Committee will set and communicate guidelines and goals for support unit budgets
- Central support units will develop and present budget requests to the Support Unit Allocations Committee, highlighting the services provided and costs
- The Support Unit Allocations Committee will recommend funding levels (relative to prior year) to the Executive Budget Committee, which will then make *preliminary* budgetary decisions
- Based on funding decisions, support units will make budget adjustments as needed

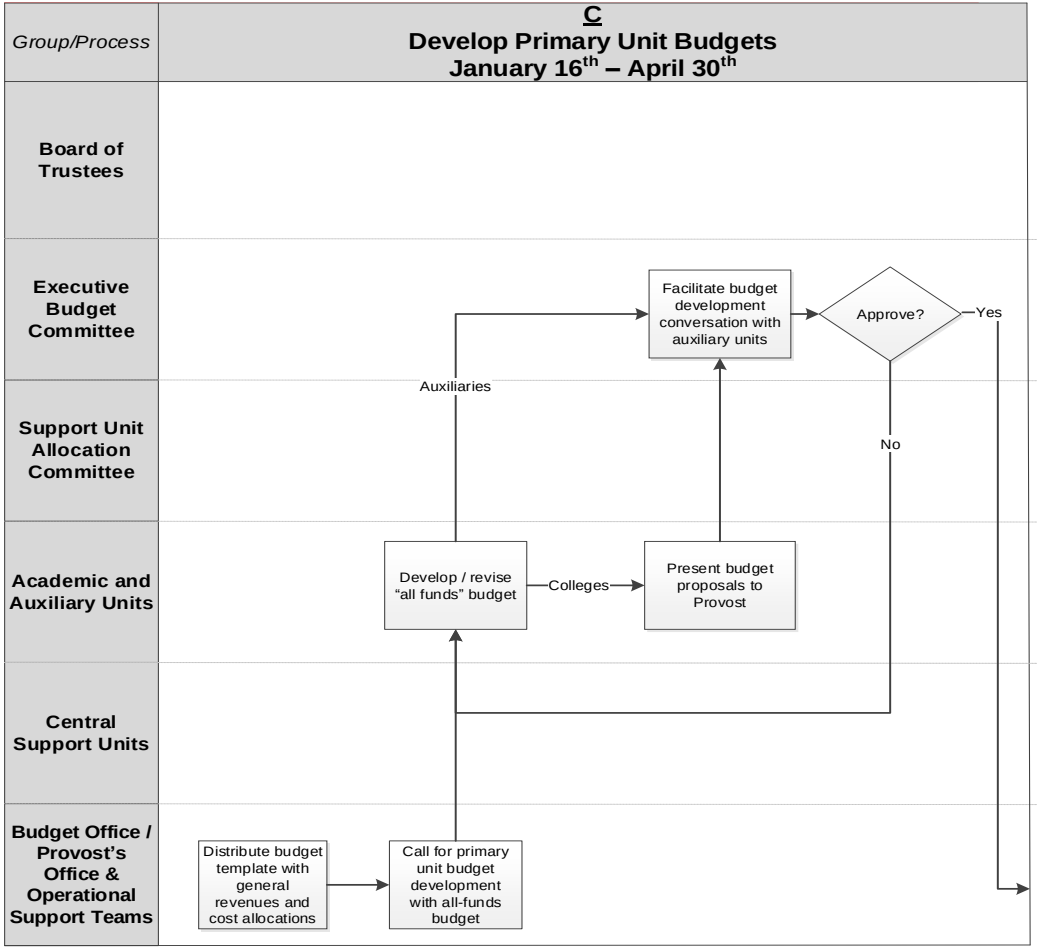


© 2019 HURON CONSULTING GROUP INC.

A B C D E

Develop Primary Unit Budgets

- Once the support cost allocations have been distributed, academic units will receive templates with their formula-allocated revenues and indirect cost allocations pre-populated
- Units will develop “all funds” budget requests by populating the template with direct revenues, direct expenses, and subvention fund requests, explaining the rationale for changes from the prior year
- Academic units will present their budgets to the Provost for consideration, while the auxiliary units will present their budgets directly to the Executive Budget Committee
- Based on *preliminary* funding decisions, academic and auxiliary units will make budget adjustments as needed



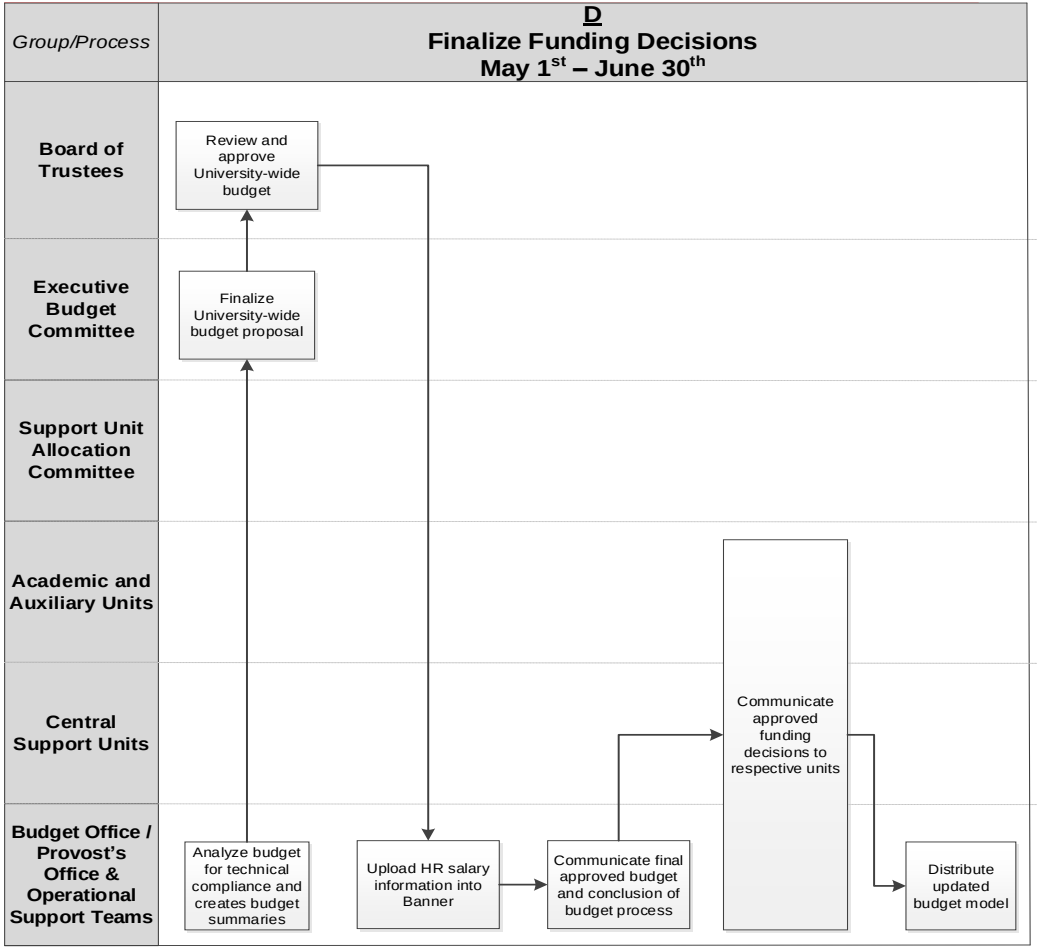
Note 1: Auxiliary Unit VP’s will present their budgets to the Executive Budget Committee, Academic Unit Deans will present their budgets to the Provost, and Support Unit VP’s will present their budgets to the Support Unit Allocation Committee

© 2019 HURON CONSULTING GROUP INC.

A B C D E

Finalize Funding Decisions

- Once initial funding decisions have been made, the Budget Office will assess the budget for technical compliance and create budget summaries
- The Executive Budget Committee will finalize the University-wide budget proposal
- The Board of Trustees will approve the University-wide budget recommended by the Executive Budget Committee
- The Budget Office will input all HR salary information into Banner, then communicate final funding decisions across the University and distribute an updated budget model

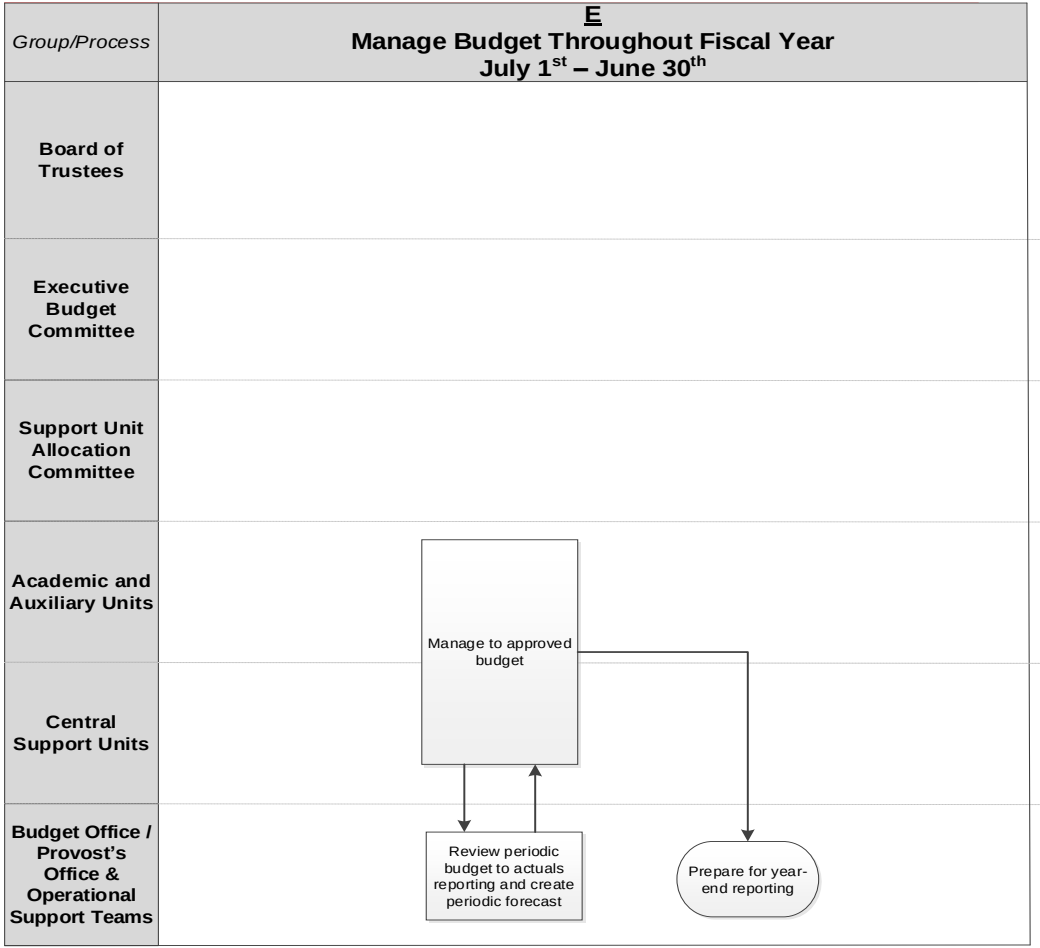


© 2019 HURON CONSULTING GROUP INC.

A B C D E

Manage Budget Throughout Fiscal Year

- Academic, Auxiliary, and support units will be expected to manage within approved budgets
- Updates will be made to the University budget throughout the year as better information for forecasts (e.g., enrollment) becomes available
- Updates to forecasts will be reflected in revised allocations (e.g., If enrollment is lower than forecasted, allocated tuition will have to decrease) and subsequent budget adjustments may be necessary
- At the end of the fiscal year the Budget Office will prepare for year-end reporting



© 2019 HURON CONSULTING GROUP INC.

THANK YOU

Submit your questions and comments to newbudget@bsu.edu