

**MARQUETTE UNIVERSITY  
MEMORANDUM**

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**TO:** Provost, Deans and Vice Presidents

**FROM:** Jay Kutka, Budget Director

**DATE:** February 20, 2015

**RE:** Fiscal Year 2017 (FY17) Operating Budget Timeline

The FY17 budget building process is well underway. At this time, Finance would like to remind departments of important events associated with the budget process. Attached you will find the budget timeline which provides the sequence followed to compile the various components of the operating budget as well as the responsible departments (See Attachment A). In summary that process is as follows:

Each fiscal year numerous meetings and communications that occur between the Budget Office, departmental managers and leadership regarding the university's goals, priorities and financial position. Submission letters outlining timelines for determining operational revenues and expenses and capital projects are sent out to individual departments each spring. Periodic updates on the budget development progress are provided on the Budget and Finance & Audit websites, in university publications, and in reports to various groups and committees such as the Finance Partners, ULC, Cabinet, etc.

All budget requests are vetted and prioritized by the Provost on the academic side and the President on the non-academic side before submission to the University Financial Planning Review Committee (UFPRC) for final review. Historically the Provost and President requested that any decisions regarding prioritization and approval/denial be communicated by their respective offices to the units for confidentiality reasons. After approval by the Board of Trustees, the Budget Office directly informs each area of the permanent budget and any changes that have been approved. Communication for FY16 budgets to all units is scheduled for the end of February 2015.

One important date on the attached timeline is the finalization of the enrollment projections on October 12, 2015. After final enrollment projections are received the university's FY17 budget position will be better understood.

All units are asked to submit all new program proposals and operating requests on a newly created SharePoint site which can be accessed by clicking on the following link <https://sp.mu.edu/sites/nppbs>. All requests should be uploaded to this SharePoint site by June 30, 2015. A folder for each department has been established. Submissions that are approved to move forward will be compiled and presented to the UFPRC to be considered in addition to any needed budget reductions. Of course, any operating increases will have to be offset either by additional revenue, budget reductions or expense reallocation.

Please feel free to contact me if you have any questions on the budget timeline or process or see the Budget Office website at <http://www.marquette.edu/budget/>.

Thank You.

Jay Kutka

**MARQUETTE UNIVERSITY**  
**Budget Building Timeline**

**January:**

- 1) Capital Planning Group is informed of due dates for capital project submissions to the Budget Office
- 2) Total university upcoming fiscal year approved operating and capital budgets are posted to Budget Office web-site

**February:**

- 1) Budget Office begins work to develop operating projections for three upcoming fiscal years
  - a. Projections are based on current operational trends. Projections will help identify operational concerns and opportunities for upcoming fiscal year budget building
  - b. Projections will be adjusted throughout the year as trend data or actual projections are provided
- 2) Budget Office begins process of developing communications for the previous approved merit pool to the university and units. All related documents and spreadsheets are developed for distribution to units to aid in assigning employee merit
- 3) University Financial Planning and Review Committee (UFPRC) reports on subcommittee assignments. Current subcommittee assignments include work in Financial Resource Task Force, Growth Incentives Program, and Strategic Initiatives Pool
- 4) Budget Office communicates to all university units upcoming year's operating budgets, headcount, enrollment targets and discount
- 5) Academic units review faculty salary recommendations and Provost Office distributes faculty contracts to college

**March:**

- 1) Review all university agreements
  - a. Agreements include, but are not limited to: Law School, Dental School, and Childcare Center
  - b. All agreements are reviewed to ensure targets are being achieved and if adjustments to operational budgets are required
- 2) Budget Office develops previously Board of Trustee approved fiscal year operational budget with approved reductions and additions. Adjusted budget is uploaded into the Marquette Budget System (MBS)
- 3) UFPRC continues to report on subcommittee assignments. Current subcommittee assignments include work in Financial Resource Task Force, Growth Incentives Programs, and Strategic Initiatives Pool
  - a. UFPRC reviews innovation proposals
- 4) Office of Finance develops a SharePoint Site to collect all university new program proposals and operational requests

**April:**

- 1) Budget Office revises working budget assumptions, based from ongoing trend data, for upcoming fiscal year. Assumptions include, tuition, room and board, enrollment, financial aid, merit, non-tuition revenue, discretionary and non-discretionary expenses
  - a. Projections will be adjusted throughout the year as trend data or actual projections are provided
- 2) Preliminary enrollment numbers are provided to Budget Office from Enrollment Tactical Committee
- 3) Budget Office develops timeline for merit as well as preliminary merit allocations for units

**May:**

- 1) Budget office begins reviewing fringe benefit costs such as:
  - a. Health Care
  - b. Tuition Remission
  - c. Workers Compensation
  - d. Social Security
  - e. TIAA/Cref
- 2) Budget liaisons input assigned merit for staff and review operating budgets for accuracy
- 3) Merit verification is sent to Provost and Vice Presidents for verification – Written approval is needed
- 4) Budget Office to request from units budgets for all restricted and endowed accounts
- 5) Approved fiscal year budget is made live in MBS system

**June:**

- 1) Adjust budget building assumptions for tuition, fees, room and board, and other non-tuition components based on projections and current trend data
  - a. Projections will be adjusted throughout the year as trend data or actual projections are provided
- 2) Begin work with Enrollment Tactical Committee (ETC) to develop projected undergraduate and graduate discount
- 3) Budget Office requests from all university units new program proposals or other revenue opportunities – Proposals that have been identified to move forward in the budget building process are due to Budget Office by end of June
- 4) Memo is sent to university Deans, Vice Presidents and Program Directors requesting for operational increases for contractual and /or regulatory compliance
- 5) Request from Raynor Library and Law School capital book needs for upcoming fiscal year
- 6) Budget Office requests from Informational Technology Services contract maintenance projection for upcoming year
- 7) Office of Risk Management to develop university insurance expenses

**July:**

- 1) Consult with Deans from Professional Schools to determine tuition rates for upcoming fiscal year
- 2) Begin work with health care consultant to determine financial impact for upcoming fiscal year budget building
- 3) Review tuition and fee rates of other Jesuit Universities as well as other peer institution
- 4) Comptroller's Office provides projected depreciation for upcoming fiscal year
- 5) Develop funding projection for capital budget, less prior commitments, for Capital Planning Group

**August:**

- 1) ETC provides updated draft / preliminary enrollment projections for upcoming fiscal year
- 2) Request from Graduate School an update on graduate health insurance needs
- 3) Budget Office to request all non-tuition revenue components from dental kits, clinical fees, parking services, athletics, investment income, unrestricted contributions, and endowment
- 4) Request from Comptroller's Office university interest and principal payment schedule for both operating and capital budget
- 5) Budget Office prepares summary of new program submissions, operating additions and reductions for Provost and Cabinet to review

**September:**

- 1) Capital Planning Group submits to Budget Office the recommended capital project selections for upcoming fiscal year and UFPRC review
- 2) Budget Office revises working budget assumptions, based from ongoing trend data, for upcoming fiscal year. Assumptions include, tuition, room and board, enrollment financial aid, merit, non-tuition revenue, discretionary and non-discretionary expenses
- 3) Schedule and begin University Financial Planning and review Committee (UFPRC) meetings
  - a. Update committee on current university projections
  - b. Discuss working budget assumptions and implement changes recommended by UFPRC
  - a. UFPRC reviews new program submissions, operating budget requests, and proposed operating reductions submitted by Provost and Administrative Areas
  - c. UFPRC reviews prior year financial profiles of university units
  - d. Subcommittee updates are forwarded to Presidential Cabinet
  - e. Other
- 4) Working budget building assumptions are submitted to the Board of Trustees at September meeting

**October:**

- 1) University Enrollment Tactical Committee submits final enrollment projections for inclusion into budget projections

- a. Enrollment projections could adjust projections in room and board, food costs, and contract maintenance
- 2) Budget Office seeks confirmation of financial aid funding needs for both undergraduate and graduate
- 3) University operating projections are adjusted for submission to UFPRC
- 4) Graduate School provides any available update on graduate health insurance
- 5) UFPRC makes operating and capital budget recommendations to President

**November:**

- 1) President accepts or rejects UFPRC recommendations
  - a. UFPRC potentially adjusts budget as needed
- 2) Board materials are developed and submitted for publication

**December:**

- 1) Operational and Capital budgets are submitted to the Board of Trustees for approval