

THE COLLEGE AT
OLD WESTBURY
STATE UNIVERSITY OF NEW YORK

OFFICE OF THE PRESIDENT

Date: April 5, 2002

To: Faculty Members, College at Old Westbury

From: Dr. Calvin O. Butts, III, President



Re: Budget & Planning Committee

Parameters of the Budget and Planning Committee were established in September 2001. This represented a joint effort of the Faculty Senate Executive Committee along with representatives from my administration. A copy is attached for your review. This memorandum further clarifies the evolving role of the Budget and Planning Committee in our College's governance.

The BPC should be a committee that is advisory and supportive in nature, with its primary purpose being to provide recommendations on budget matters to the President and administrators. The BPC should adopt a strategic, institutional-wide perspective when deliberating matters pertaining to the College's budget. By doing so, it will become proactive and perform budget reviews that focus on what is needed to attain the mid and long-term goals of the College. In line with this perspective, the BPC must consider the College as a whole and place the better interests of the College ahead of the relative importance of a particular program, activity or function to any one division or department. In this capacity, the BPC can help by:

- 1. Serving as an oversight committee.** The BPC can periodically review divisional and departmental operating budgets and the College's capital plan as part of an ongoing planning and budget process. Responsible administrators, staff and faculty can appear before the BPC and dialogue about the purposes and costs of the major programs and activities included in their budgets. The BPC reviews can be designed to determine: (1) the overall reasonableness of initiatives and budgets, and (2) how well they relate to the College's mission, vision and guiding principles. As an outcome of such reviews, the BPC can provide recommendations to the President and administrators. Feedback on the BPC recommendations is expected from such officials either in writing or during a subsequent meeting;
- 2. Developing flexible College budgets.** For contingency planning purposes, the BPC can develop several College budgets based on different levels of funding after reviewing all divisional budgets and the College's overall budget. From these reviews the BPC can provide recommendations to the President as to which functions, programs and activities are to be included at specified levels of funding. Such recommendations should be prioritized based on a well-defined and accepted framework. Along with these

recommendations, the BPC should provide the President qualitative and quantitative impact statements that clearly identify those significant items and costs excluded from the College budget at the various levels of funding;

- 3. Preparing a set of budget principles.** Principles will be very helpful when undertaking tasks such as developing flexible budgets and in achieving targeted reductions in a logical, consistent manner that will ensure all stakeholders' views are considered. Once the set of principles has been prepared, it should be sent to the President for consideration and approval with the recommendation that it become an integral part of the College's overall system of internal controls;
- 4. Establishing a budget calendar of events.** Such calendar should coincide with SUNY's budget requests and deadlines and also consider the College's calendar of events. BPC and other group meetings can then be scheduled to timely address appropriate items and responsible College personnel can receive advance notification if they are expected to discuss items in their budgets;
- 5. Performing analyses for the budget office and other departments.** The BPC work groups can assist others by performing budget and benchmarking analyses on both the operating (for the division, department or office) and capital plan budgets as needed. Some of the tasks to be performed may include: (1) determining the College's actual cost of providing an undergraduate education; (2) developing a simple but effective campus system of recharges based on demand; (3) preparing detailed, comprehensive analyses needed to justify future increases in College fees; (4) brainstorming and assisting in the development of new revenue streams for the College; and, (5) estimating the cost of projects in the capital plan.

Under the structure described above, the BPC and its work groups can have meaningful input on budget matters and play a greater role in ensuring that future major budget expenditures are closely linked to the values and vision of the College. The interaction among administrators, staff and faculty, along with a better understanding of the BPC's role in the planning and budgeting process, should produce a form of shared governance acceptable to all College constituents.

SUNY College at Old Westbury
College-wide Budget and Planning Committee (BPC)

A. Objectives:

1. To make recommendations to the President on all major matters pertaining to budgetary policy, campus development and planning.
2. To disseminate information across the campus related to budgeting, planning and campus development, as well as to solicit input and feedback from campus constituencies.

B. Membership:

The Budget and Planning Committee shall consist of:

6 faculty members chosen by the President on the Faculty Senate's recommendation. The Chair of the Faculty Senate, ex officio;

9 members of the administration chosen by the President;

1 student member appointed by the Student Government Association (SGA).

The President shall appoint the Chair of the Committee. The Committee shall recommend a Vice Chair to the President from among the faculty members if the chair is an administrator or from among the administrative members if the chair is faculty.

C. Charge:

The Committee shall have the following responsibilities:

1. To recommend priorities for the allocation of college-wide resources (within the framework of the New York State Budget Allocation Process for SUNY).
2. To review and evaluate campus development planning and make recommendations on proper implementation.
3. To undertake specific "ad hoc" assignments from the President through designated sub-committees (enlisting additional non-committee members as appropriate).

D. Procedures:

The Budget and Planning Committee shall meet regularly and may call emergency meetings with the President's approval when necessary. It may invite appropriate College personnel to attend its meetings to assist it in the proper completion of its responsibilities.

To this end, the Committee shall be provided with the appropriate fiscal information needed to develop recommendations.

The Chair of the Committee shall set the agenda for all meetings, in consultation with the President, and shall assume responsibility for disseminating information to the College community as well as to solicit appropriate input and feedback.

The Chair or the Vice Chair of the Committee shall report regularly to the Faculty Senate.

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9/7/01