

**MARQUETTE UNIVERSITY
FISCAL YEAR 2020 BUDGET BUILDING
MEMORANDUM**

TO: Provost, EVP, Deans, Vice Presidents, Theme Leaders, Directors, and Business Liaisons

FROM: Joel Pogodzinski - Chief Financial Officer
Lora Strigens - Vice President – Planning and Strategy

DATE: May 5, 2018

SUBJECT: Fiscal Year 2020 (FY20) Operating and Minor Capital Budget Process

At this time, we are starting the budget building process for FY20. Attached you will find the budget building timeline, which provides the sequence followed to compile the various components of the operating budget (See Attachment A). The Office of Finance and the Office of Facilities Planning and Management are asking all units to submit budget requests for general operating, strategic initiatives, and minor capital for FY20, FY21, and FY22. Process information is as follows:

Fiscal Year 2020 to 2022 Budget Requests

All budget requests are vetted and prioritized by the Executive Leadership Team (President, Executive Vice President for Operations, and Provost) for their respective units. The process to request operational budget and minor capital projects is detailed below.

Operational and New Program Requests (Deans, Vice Presidents, Directors, and Business Liaisons)

During the period from **May 5, 2018** to **July 13, 2018** all units can begin to submit new program proposals and operating requests on the Budget SharePoint site, which can be accessed by clicking: [Budget Requests](#). A folder for each college, department, or initiative has been established and contains a budget request spreadsheet.

Beyond Boundaries Requests (Theme Leaders)

Requests for Beyond Boundaries tactics will also be accepted **May 5, 2018** thru **July 13, 2018**. Theme leaders are encouraged to collaborate with unit Deans and/or Vice Presidents that will be impacted by a tactic and develop three-year operational funding estimates. Requests can be submitted on the Budget SharePoint site, which can be accessed by clicking on the following: [Beyond Boundaries](#). A folder named “Beyond Boundaries” has been established and contains a subfolder for each one of the six themes. Each folder contains a request spreadsheet.

Minor Capital Requests (Deans, Vice Presidents, Directors, Theme Leaders, and Business Liaisons)

The university continued to utilize project portfolio management methodology by inputting requested capital projects into Microsoft Project Server. Minor project submissions (Projects less than \$15 million) can begin **May 11, 2018** thru **June 15, 2018**. All units including Beyond Boundaries Theme Leaders that need to request a minor capital project are encouraged to submit requests by visiting the web-site: [Minor Capital](#).

Business Initiative Plans (M12)

Theme leaders will be contacted in a separate correspondence to confirm and/or update three and ten-year business initiatives (M12) by **July 13, 2018**.

Please feel free to contact Jay Kutka at 288-7481 if you have any questions on submitting operational or minor capital requests.

Thank you.

MARQUETTE UNIVERISTY
Budget Building Timeline
Fiscal Year 2020 (FY20)

April:	<p>Budget Office Review university agreements to ensure targets are being achieved and if adjustments to operational budgets are required</p> <ul style="list-style-type: none"> • Agreements include, but are not limited to: Law School, Dental School, Athletics, Aspin Center and Childcare Center • Budget Office populates the FY19 budget targets within fall and summer 2018 registration reports. • Budget Office provides OIRA with the FY19 budgeted enrollment for use in the enrollment projection templates • Develop three-year operating budget projections <p>Projections are based on current operational trends and will help identify operational concerns / opportunities for upcoming fiscal year budget building Projections will be adjusted throughout the year</p> <p>Enrollment Projection Committee (April 27, 2018) Provide enrollment estimates for FY20, FY21, and FY22</p> <ul style="list-style-type: none"> • Undergraduate (on-line, international, transfer) • Graduate School • Graduate School of Management • On-line Graduate • On-line Undergraduate • Summer School • J-Term • Aspin Center • Dental School • Law School <p>FY19 Approved Budget Communication (April 27, 2018) Communicate to all units budget increases (revenue / expenses / personnel) for upcoming fiscal year</p>
May:	<p>Deans, Vice Presidents, and Business Directors (May 5, 2108 – July 13, 2018) Provide new program proposals / initiatives or other revenue opportunities / operating requests to SharePoint Site</p> <p>University Planning and Infrastructure Committee (UPIC) (May 11, 2018) Send out approved FY19 minor capital projects and communicate FY20, FY21, and FY22 minor capital project selection process.</p> <p>Department of Human Resources (May 15, 2108) Provide estimates for fringe benefits expenses such as:</p> <ul style="list-style-type: none"> • Merit pool • Health Care • Tuition remission • Workers compensation

	<ul style="list-style-type: none"> • Social security • TIAA
June:	<p>University Planning and Infrastructure Committee (UPIC) (June 15, 2018) Final minor capital project submissions due.</p> <p>Enrollment Projection Committee (June 18, 2018) Provide tuition rates and related financial aid for FY20, FY21, and FY22</p> <ul style="list-style-type: none"> • Undergraduate • Graduate School • Graduate School of Management • On-line Graduate • On-line Undergraduate • Summer School • J-Term • Aspin Center (5-year Proforma) • Dental School (5-year Proforma) • Law School (5-year Proforma) • Preliminary university financial aid budget <p>The Aspin Center, Dental School and Law School must provide a complete 3-year operating statement since these programs operate under separate agreements.</p> <p>Deans and Business Directors (June 26, 2018) Provide (updates, adds and/or eliminations) of lab and course fees</p> <p>Office of Student Affairs (June 26, 2018) Provide occupancy, rates, fees, and expenses for FY20, FY21, and FY22</p> <ul style="list-style-type: none"> • Undergraduate housing rates • Apartment rates • Occupancy by hall • Food Cost • Student Health Fee • UPASS • Student Activity Fee (MUSG) • Rec and Wellness Fee (MUSG) <p>Budget Office (June 28, 2018)</p> <ul style="list-style-type: none"> • Develop tuition and fee benchmarking of all Jesuit Universities and other peer institutions. For review by the University Financial Planning and Review Committee • Develop funding projection for minor capital budget, less prior commitments for UPI • Incorporate all Executive Leadership Team approved new programs / Beyond Boundaries / M12 initiatives into FY20, FY21, and FY22 operating and minor capital budgets <p>Comptroller's Office (June 28, 2018) Provide projected annual depreciation, interest, and principal expense for FY20, FY21, and FY22</p>

	<p>University Planning and Infrastructure Committee (June 28, 2018) Submit to Budget Office the recommended minor capital project selections for FY20, and forecast for FY21, and FY22</p> <ul style="list-style-type: none"> • UFPRC to review submission
July:	<p>Budget Office (July 9, 2018) Schedule University Financial Planning and Review Committee (UFPRC) meeting:</p> <ul style="list-style-type: none"> • Update on current university projections (3-year) • Discuss working budget assumptions • Review prior year financial profiles of university units • Request all non-tuition revenue components from dental kits, clinical fees, parking services, athletics, investment income, unrestricted contributions, and endowment • Prepare summary of new program submissions, operating additions and reductions for Executive Leadership Team to review <p>Information Technology Services (July 9, 2018) Provide contract maintenance projections for FY20, FY21, and FY22</p> <p>University Advancement (July 13, 2018) Provide FY20, FY21, and FY22 projections for unrestricted, temporary restricted and endowment contributions</p> <p>Deans, Vice Presidents, and Business Directors (July 13, 2018) Provide new program proposals / initiatives or other revenue opportunities / operating requests to SharePoint Site</p> <p>Beyond Boundaries (July 13, 2018) Beyond Boundaries committees to provide FY20 and out year projections and updates to Budget Office</p> <p>Business Initiative Plans (July 13, 2018)</p> <ul style="list-style-type: none"> • Leaders to provide FY20 and out year projections and updates to Budget Office
August:	<p>Enrollment Projection Committee (August 3, 2018) Provide any update to enrollment FTEP and credit hour projections for FY20, FY21, and FY22, if needed</p> <ul style="list-style-type: none"> • Undergraduate • Graduate School • Graduate School of Management • On-line Graduate • On-line Undergraduate • Summer School • J-Term • Aspin Center • Dental School • Law School <p>University Financial Planning and Review Committee (August 9, 2018)</p>

	<p>Presents tuition & fees, housing rates, merit and preliminary enrollment to Executive Leadership Team for review</p> <p>Deans and Bursar’s Office (August 9, 2018) Final request to provide (updates, adds and/or eliminations) of lab and course fees to Bursar’s Office</p> <p>Graduate School (August 9, 2018) Provide an update on graduate health insurance needs for FY20, FY21, and FY22</p> <p>Executive Leadership Team (August 9, 2018) Submit new programs and initiatives priorities to Budget Office and approval of rates and merit</p> <p>Budget Office (August 13, 2018)</p> <ul style="list-style-type: none"> • Compile discretionary budget requests from Budget SharePoint Site • Revise FY20, FY21, and FY22 projected budgets, based from ongoing trend data, and input from Executive Leadership Team for upcoming fiscal years. Assumptions include tuition, room and board, enrollment, financial aid, merit, non-tuition revenue, discretionary and non-discretionary expenses • Review new program submissions, operating budget requests, and proposed operating reductions submitted by Provost and Administrative Areas • Meet with ELT to review university budget and working assumptions August 30, 2018 – Tuition Rate, Merit, Room and Board Rates
September:	<p>Budget Office (September 10, 2018) Working budget building assumptions are submitted to the Board of Trustees. Assumptions, which includes:</p> <ul style="list-style-type: none"> • Proposed tuition rates and student fees • Proposed housing increase • Proposed merit increase • Other <p>Schedule meetings with ELT to review budget status</p> <ul style="list-style-type: none"> ○ September 27, 2018 – Headcount and operating budget
October:	<p>Graduate School (October 3, 2018) Provide final estimate on graduate health insurance to Budget Office</p> <p>Information Technology Services (October 3, 2018) Provide any updates to the contract maintenance projections</p> <p>Office of Student Affairs (October 3, 2018) Update occupancy and expenses resulting from final enrollment for FY20 and related enrollment projections for FY21 and FY22</p> <p>University Planning and Infrastructure Committee (October 3, 2018) Submit to UFPRC any revisions to the recommended minor capital project selections for FY20, FY21, and FY22</p>

	<p>Budget Office (October 10, 2018)</p> <ul style="list-style-type: none"> • University operating budget projections are adjusted for submission to UFPRC • Revise FY20 minor capital budget if needed • Schedule meetings with Senior Leadership to review operating budget <ul style="list-style-type: none"> ○ October 25, 2018 - Enrollment, discount, minor capital, & other revenue <p>Enrollment Projection Committee (October 22, 2018) Submit final enrollment FTEP and credit hour projections for inclusion into FY20, FY21, and FY22 budget projections</p> <ul style="list-style-type: none"> • Undergraduate • Graduate School • Graduate School of Management • Summer School • J-Term • Aspin Center • Dental School • Law School • Provide final estimates of university financial aid budget for both unrestricted and restricted <p>University Financial Planning and Review Committee (October 22, 2018) Review and submit FY20 operating and minor capital budgets to Executive Leadership Team</p> <p>Executive Leadership Team (October 31, 2018)</p> <ul style="list-style-type: none"> • Reviews UFPRC proposed FY20 operating and minor capital budget
November:	<p>Budget Office Schedule meetings with Senior Leadership to review budget status</p> <ul style="list-style-type: none"> • November 1, 2018 – Overall operating and minor capital budget review • November 8, 2018 – If needed <p>Board of Trustee materials are developed for FY20 and submitted for publication</p>
December:	<p>Budget Office (December 7, 2018) Proposed FY20 operational and minor capital budgets are submitted to the Board of Trustees for approval</p>
January:	<p>Budget Office (January 30, 2019) University FY20 approved operating and minor capital budgets are posted to Budget Office web-site</p>