

Planning and Budget Alignment: Put the Annual Plan in the Driver's Seat

Kimberley Turner-Rush, Director of Strategic
Planning & Effectiveness

Outcomes

- Identify and establish strong campus-wide annual priorities.
- Align budget requests with annual work plans and prioritize budget requests through a transparent process.
- Improve trust and obtain buy-in across your campus through a transparent and supported annual planning and budgeting process.
- Identify the standards of relevant accreditation agencies (specifically the Higher Learning Commission) regarding budget and planning alignment.

Agenda

- Importance of Annual Work Plans
- Letting Planning Drive Budgeting
- Growing the Process
- Continuous Improvement
- Buy-In

“I don’t believe in failure. It’s not failure if you enjoyed the process.”

– Oprah Winfrey

**Why should we
budget our plan
and not plan to
our budget?**



(Editorial cartoon by Kelcie Grega)

Annual Budget & Planning Process

Annual plans provide a roadmap that allow us to focus the work of the College/University regarding

- Establish specific objectives and actionable tasks
- Alignment of resources, and
- Maintaining institutional focus on common priorities.

Three-Phased Approach

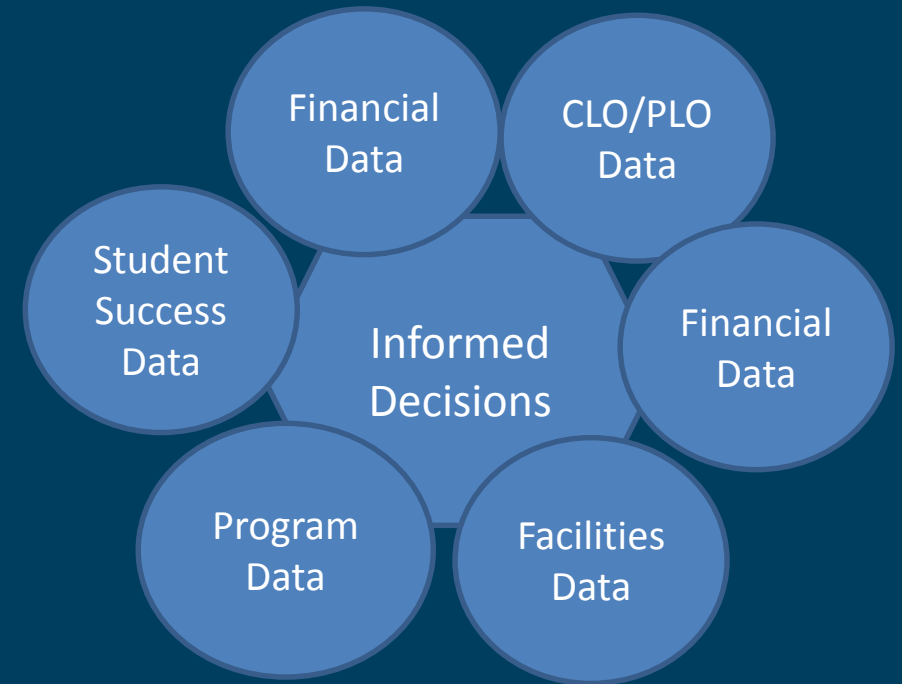
- Phase I – Planning
- Phase II – Engagement
- Phase III – Prioritization



Phase I - Planning

Step One: Cabinet Discussion of

- Academic Program Review and Assessment Reports
- Previous Year's Annual Plan's Outcomes/Evaluations/Assessments
- Annual Student Data (Survey and Institutional)
- Anticipated Changes to Budget Allocation



Phase I - Planning

Step Two: Cabinet Planning Retreat

- Identify Three to Five Annual Priorities from the Strategic Plan
- Collectively Identify Primary Leads and Supporting Divisions for each priority

“It is a capital mistake to theorize before one has data. Insensibly one begins to twist facts to suit theories, instead of theories to suit facts.

-Sir Arthur Conan Doyle (1859-1930)

Strategic Priorities

GOAL 1: PROVIDE AN INCLUSIVE AND WELCOMING ENVIRONMENT THAT MAXIMIZES COMPREHENSIVE HIGH-QUALITY LEARNING PROGRAMS AND SERVICES.

Saint Paul College is student-centric, committed to excellence in teaching and learning, and offers a wide spectrum of support services, learning opportunities, and delivery methods in education to address learners' current and future needs.

PRIORITIES FOR GOAL 1:

1. Provide seamless, comprehensive learning opportunities through innovative academic programs and services for diverse learners and development and recruitment of excellent faculty.
2. Apply technology to enhance teaching and learning to maximum effect.
3. Continually assess and improve academic programs, student services, student success and retention strategies, and instructional effectiveness and excellence.
4. Maintain current and pursue new national, regional, and professional accreditation.

Questions on Phase I?

“If you don't know where you are going, you'll end up someplace else.”

— **Yogi Berra**



Phase II - Engagement

Annual Planning Symposium

- For Staff and faculty participation
- Roundtable discussions focused on each priority
- Questions aimed to spark ideas for the annual planning process
 - Examples: From your lens (work area)...
 - How does the work you do on a daily basis help to support this priority?
 - What can the college expect to achieve in regards to this priority within the next year?
 - What resources will need to be re-allocated or added to budgets to achieve this priority?
 - What initiatives should be undertaken that will have the highest impact on: Student Success; Diversity, Equity and Inclusion; Programmatic and Financial Sustainability

PARTICIPATION
MATTERS!



Phase II - Engagement

Small Group Activity (15 minutes)

- Get together with four or five others
- Cabinet has unveiled the following three priorities for FY21
 1. Maintain current and pursue new national, regional and professional accreditation.
 2. Partner with secondary and post-secondary institutions to increase educational opportunities for learners.
 3. Effectively leverage technology to realize innovative ideas.

Phase II - Engagement

1. Maintain current and pursue new national, regional and professional accreditation.
 2. Partner with secondary and post-secondary institutions to increase educational opportunities for learners.
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- Thinking about the work you do daily, discuss how that work contributes to achieving the identified priorities.
- Are there ways you can see collaboration among departments/teams at your table that would assist in achieving the identified priorities?

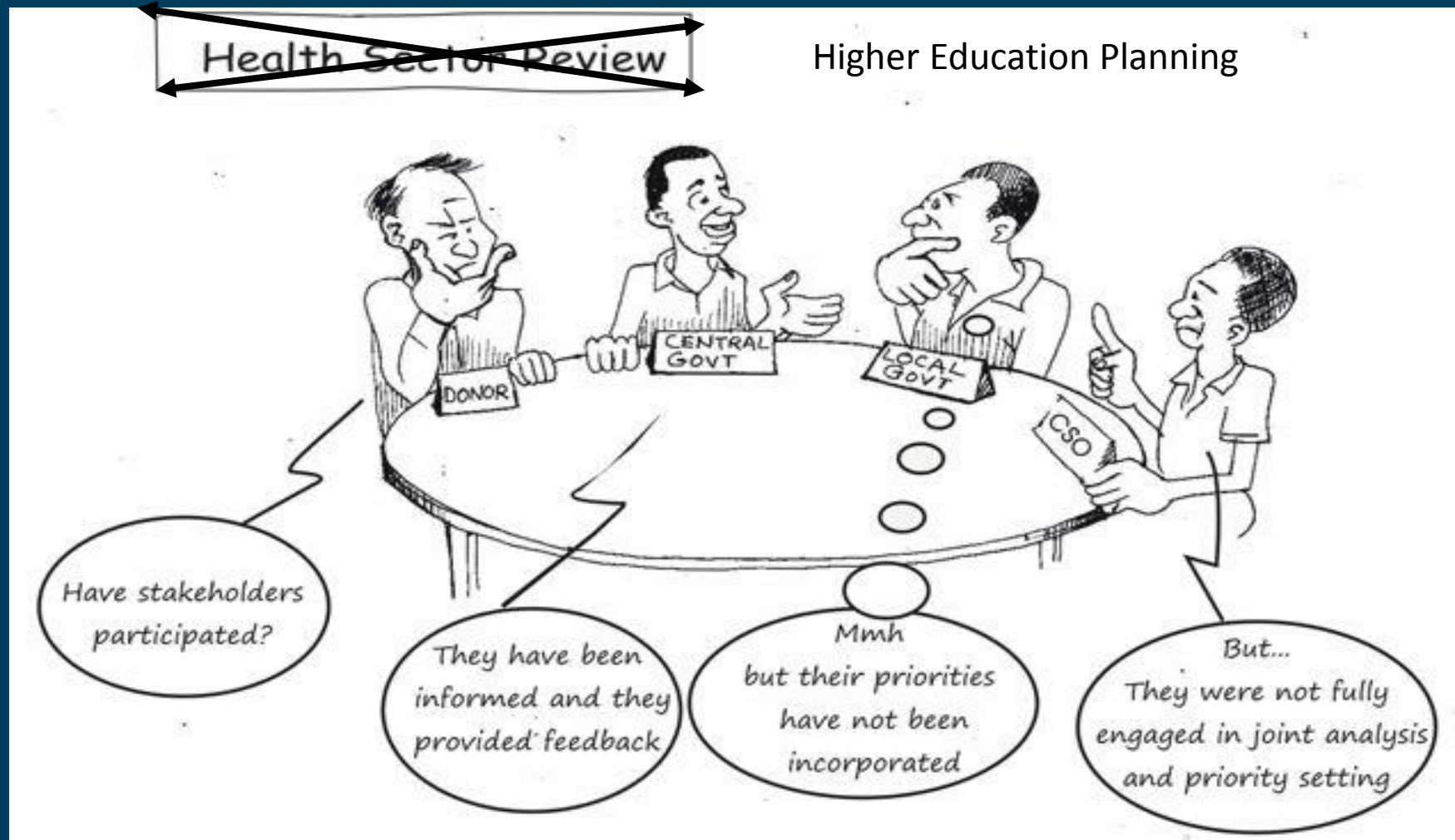


Phase II - Engagement

Town Hall Forum

- President
- Budget Update (current year)
- Priority Update (current year)
- Transition to next fiscal year's priorities

Questions on Phase II?



Phase III - Prioritization

Departmental Annual Planning Process

- Objectives
- Tasks
- Resources Needed (New)

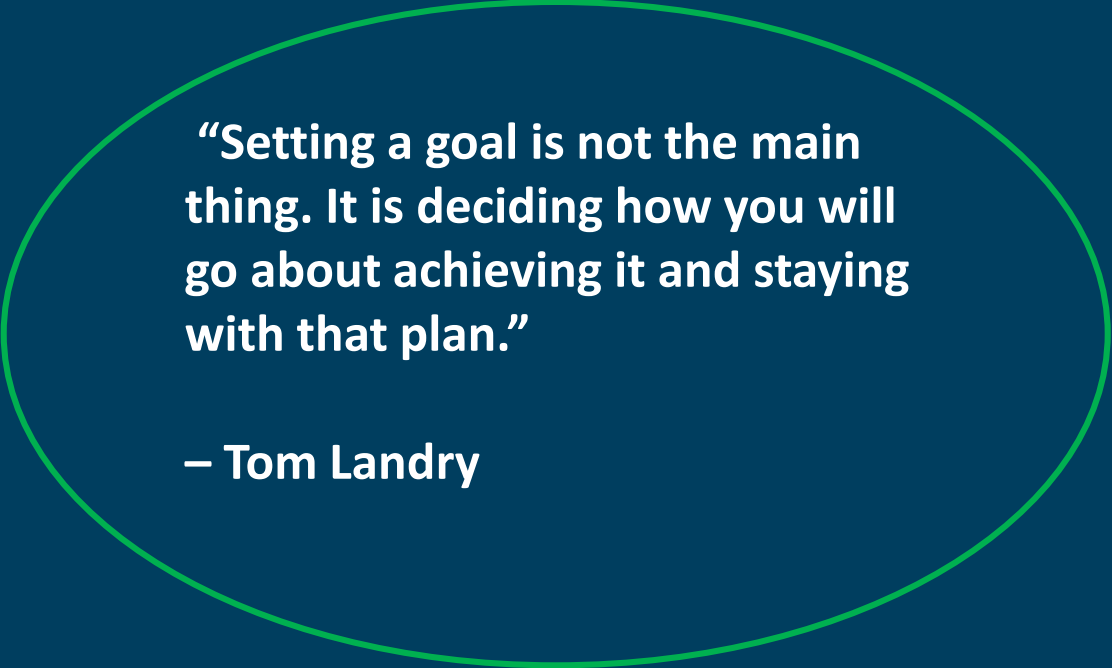
Reflection and Discussion

- How would you anticipate Phase III assisting with buy-in?
- What opportunities for faculty and staff does Phase III provide?

Phase III - Prioritization

Prioritization of Requests

- Unit / Department Level
- Division Level
- College Level



“Setting a goal is not the main thing. It is deciding how you will go about achieving it and staying with that plan.”

– Tom Landry

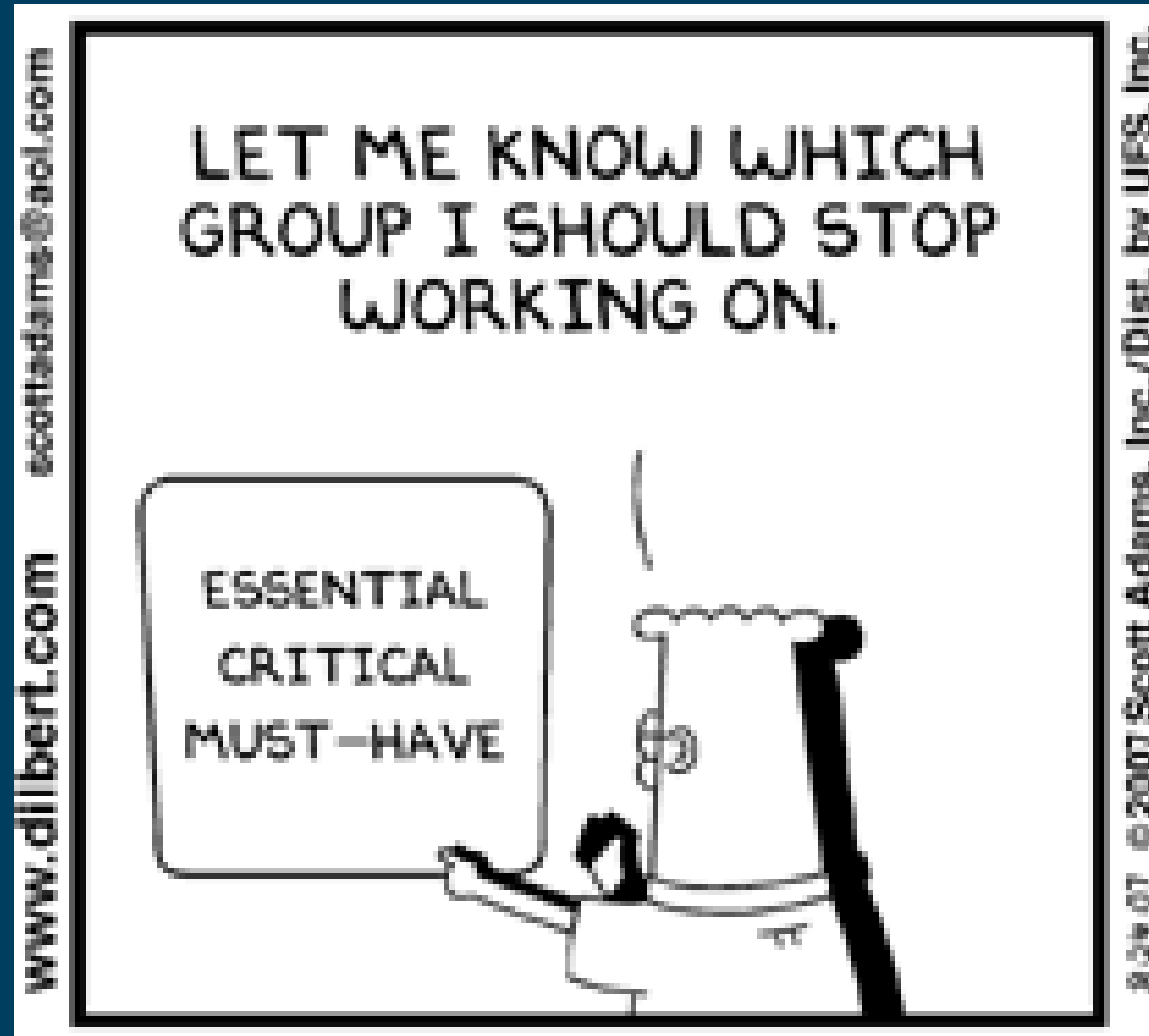
Phase III - Prioritization

College-Level Prioritization

- Each cabinet member prioritizes new requests with rubric
- Initial Budget Projections are Provided with and without new requests
- Cabinet prioritizes new requests as a college
- Draft budget is developed
- Feedback obtained (OEC)
- Final draft completed



Questions on Phase III (so far)?



Phase III – Closing the Loop

Closing the Loop & Continuous Improvement

- Leadership provided with feedback regarding budget approvals
- Entry of approved budget requests updated in SPOL
- Leadership provides feedback to faculty and staff



Phase III – Changes to the Plan

Budget Modifications/Allocations

- Running prioritized lists for new or re-allocated funds (one-time non-recurring requests)
 - Equipment, Technology, and Facilities
- Budget Modification
 - Unforeseen expenses that arise during the fiscal year
 - Unfunded Mandates
 - Decline or Increase in tuition revenue (enrollment)



Growing the Plan & Continuous Improvement

- Annual surveys
- Feedback at Town Halls
- Faculty & Staff Mixers
- Faculty & Staff Symposia
- Listening



Growth happens through continuous improvement which, in turn, develops buy-in!

Accreditation Alignment

Higher Learning Commission (HLC)

5.C. The institution engages in systematic and integrated planning.

- The institution allocates its resources in alignment with its mission and priorities.
- The institution links its processes for assessment of student learning, evaluation of operations, planning, and budgeting.

Accreditation Alignment

Southern Association of Colleges & Schools (SACSCOC)

SECTION 7: Institutional Planning and Effectiveness

Effective institutions demonstrate a commitment to principles of continuous improvement, based on a systematic and documented process of assessing institutional performance with respect to mission in all aspects of the institution.

An institutional planning and effectiveness process involves all programs, services, and constituencies; is linked to the decision-making process at all levels; and provides a sound basis for budgetary decisions and resource allocations.

Accreditation Alignment

Middle States Commission on Higher Education (MSA CHE)

Criterion 3. Consideration and use of assessment results for the improvement of educational effectiveness. Consistent with the institution's mission, such uses include some combination of the following:

Subsection e. planning and budgeting for the provision of academic programs and services

In Summary

- Annual planning focuses the work and build collaboration among departments/units
- Budgeting for your annual plan helps align resources to achieving the strategic priorities – meeting the requirements of accreditors
- Providing opportunity for engagement in the process, help ensure buy-in and support

Questions?

Kim Turner-Rush
Director of Strategic Planning & Effectiveness
Saint Paul College
kimberley.turner-rush@saintpaul.edu

