STRATEGIC BUDGET PLANNING
FISCAL YEAR 2018
The following Principles, in order of importance, will serve to guide decision making:

- Preserve the health, safety and security of our students, faculty, staff and visitors.
- Preserve the integrity and excellence of the educational programs and services through which the College realizes its mission.
- Preserve the institutional integrity of the College, including our obligations to staff, faculty, and students (e.g. scholarships).

In implementing these principles, decisions were also be guided by the institutional strategic priorities, in particular, the need to preserve and enhance the College's long-term financial well-being.

*Updated April 9, 2008*
KEY BUDGET PERFORMANCE INDICATORS
APPROVED BY THE BOARD OF TRUSTEES

1. Percentage of the operating budget allocated to direct student support (instruction & research, academic support, student services and institutional scholarships & waivers) – should be no less than 67% of the total educational & general operating expenses.

2. Affordability/Access – level of funding allocated for institutional scholarships & waivers (Tuition Discount Rate) – Maximum = 16% and minimum = 10%.

3. Level of funding allocated for strategic investments – minimum target = 2% of operating expenses.

Approved July, 2012
TCNJ’s Strategic Budget Planning & Assessment Cycle

STEP 1
President and governance groups review long-term Financial Plan for FY2017 – FY2025
FALL 2016

STEP 2
Submission of FY2018 OMB State Budget Request. Annual budget memo issue to departments with planning assumptions to prepare operating budget requests
NOVEMBER 2016 – FEBRUARY 2017

STEP 3
Cabinet and Deans review division/schools budget requests. Annual Tuition Hearing – public Board of Trustees meeting
MARCH – APRIL 2017

STEP 4
Budget presentations to Faculty & Staff Senates, SGA and Unions. Leadership Retreats –Trustees, Cabinet, CSPP
APRIL – MAY 2017

STEP 5
Budget presentations to the Business & Infrastructure and Executive Committees of the Board of Trustees
JUNE 2017

STEP 6
The President finalizes budget plan, Business & Infrastructure Committee reviews and recommends to the Board of Trustees for approval
JULY 2017

STEP 7
The President’s Welcome Back Address communicates the fiscal year strategic initiatives to the campus community
SEPTEMBER 2017

STEP 8
President’s Annual Report, Audited Financials, Key Financial Performance Indicators and Budget Reports
OCTOBER 2017

FY2018 ANNUAL BUDGET CYCLE
STEP 1 – STRATEGIC PRIORITIES ARE REVIEWED BASED ON THE COMMITMENT TO PRODUCE AN OPERATING BUDGET THAT REFLECTS AN ALIGNMENT WITH THE COLLEGE’S STRATEGIC PLAN.

TCNJ’s Strategic Priorities

- Priority I: Attract and retain talented students, faculty, and staff into a diverse, inclusive, and healthy campus.
- Priority II: Enhance Signature Experiences
- Priority III: Promote the college’s distinctive identity to enhance institutional and program recognition at the national level.
- Priority IV: Build, operate, and maintain a safe, sustainable, and accessible physical and technological infrastructure that supports high-caliber learning.
- Priority V: Achieve a sustainable financial model that allows the college to realize its vision while maintaining quality and affordability for the students it serves.

TCNJ’s Strategic Planning

- Strategic planning at TCNJ involves a need to make disciplined, informed decisions about the goals that we will and will not pursue.

STEP 1
President and governance groups review long-term Financial Plan for FY2017 – FY2025
FALL 2016
STEPS 2 & 3 – PRESIDENT’S UPDATES TO CAMPUS LEADERSHIP. SCHOOLS/DIVISIONS BEGIN THE BUDGET DEVELOPMENT FOR THE NEXT FISCAL YEAR.

**STEP 2**
Submission of FY2018 OMB State Budget Request. Annual budget memo issue to departments with planning assumptions to prepare operating budget requests

**NOVEMBER 2016 – FEBRUARY 2017**

- Impact of the Governor’s budget recommendations.
- Update of the budget planning assumptions and challenges.
- Analysis of the prior year expenditure patterns and identify budget allocations to fund strategic initiatives.

**STEP 3**
Cabinet and Deans review division/schools budget requests. Annual Tuition Hearing – public Board of Trustees meeting

**MARCH – APRIL 2017**

- Initiatives that require “new money” will be funded based on alignment with the College’s strategic priorities.
- New budget requests must be submitted as “ActionPaks” in the budget development software (BudgetPak).
- Initiatives using existing resources (budget reallocations) will become part of the department’s base budget.
STEPS 4 & 5 – STRATEGIC PLANNING RETREATS BY CAMPUS LEADERSHIP. FUNDING NEEDS FOR STRATEGIC INITIATIVES AND BUDGET ALLOCATIONS ARE PRIORITIZED.

**STEP 4**
- Budget presentations to Faculty & Staff Senates, SGA and Unions. Leadership Retreats – Cabinet and CSPP
- APRIL – MAY 2017

**STEP 5**
- Budget presentations to the Business & Infrastructure and Executive Committees of the Board of Trustees
- JUNE 2017

- Strategic priorities are refined at retreats and form the basis for next the fiscal year areas of focus.
- Budget presentations to CSPP, Faculty Senate, Staff Senate, Student Government Association and Union leadership.

- Multi-year budget plan assumptions, key budget performance indicators and funding earmarked to implement action items within the College’s strategic plan.
- Cabinet finalizes funding allocation to implement the approved strategic projects for FY2018.
- Budget presentations to the Business & Infrastructure and Executive Committees of the Board of Trustees.
STEPS 6 & 7 – APPROVAL OF STRATEGIC BUDGET PLAN AND COMMUNICATION TO THE CAMPUS COMMUNITY OF FISCAL YEAR 2018 STRATEGIC OBJECTIVES.

**STEP 6**

The President finalizes budget plan, Business & Infrastructure Committee reviews and recommends to the Board of Trustees for approval.

**JULY 2017**

- President reviews and approves the budget plan with final funding allocation decisions.
- Budget Plan (including funding for strategic priorities) reviewed by the Business & Infrastructure Committee.
- Business & Infrastructure Committee recommends fiscal year budget plan to the Board of Trustees for approval.

**STEP 7**

The President’s Welcome Back Address communicates the fiscal year strategic initiatives to the campus community.

**SEPTEMBER 2017**

- Communication to the campus community – FY2018 strategic projects, accountability and funding allocated to support these initiatives.
STEP 8 – TRANSLATE STRATEGIC PRIORITIES INTO MEASURABLE TERMS AND DOCUMENT THE COLLEGE’S OVERALL PERFORMANCE (QUALITATIVE AND FINANCIAL).

Annual Performance Assessment

- President’s annual report – synthesize the results of TCNJ’s qualitative and quantitative performance indicators.

- Audited Financials – Annual financial report including management’s discussion and analysis of the College’s overall financial performance for the fiscal year.

- Key Financial Performance Indicators and Budget Reports include – Level of funding allocated to primary purpose (direct student support), level of investments for strategic projects, TCNJ’s overall level of fiscal health - Composite Financial Index (Operating Margin Ratio, Return on Net Asset Ratio, Primary Reserve Ratio and Viability Ratio).