

BUDGET AND RESOURCE COMMITTEE

1. Purpose

- The Committee will recommend to the President the annual operating budget for the College.
- Generally, the budget process will start with the President's budget guidelines for the year. The Vice-Presidents or other senior administrators will present the budget requests for their units to the Committee. The Committee will review the requests and make recommendations at the macro level—for academic programs, student support services, institutional support and auxiliary services, management of facilities, etc.—about allocation, reallocation, and reduction of resources. As part of the budget process the Committee needs to review the staffing resource changes which take place at the institution, and needs also to be involved in the evaluation of staff needs and priorities of the planning units
- In conjunction with the above, the Committee will recommend an enrollment reserve and a general reserve.

2. Membership

President	1
VPs	4
Academic Deans	4
Faculty Senate (President, President-elect, Chair of Budget Committee) *	3
Faculty at large (appointed by College President) *	3
Students (2 undergrads, 1 grad, appointed by College President) *	3
Affirmative Action Officer	1
COSAC *	1
Executive Director of Development	1
Assistant VP for Facilities and Planning	1
Budget Director	1
Assistant VP for Budget, Planning, and IR	1
Dean of Academic Information Services and of Libraries	1
Director of Administrative Computing	1
Director of College-Wide Events	1

- The President will select one of the 3 at large faculty members as the chair of the Committee.

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- The starred (*) members of the Committee will serve staggered, 2-year terms, except for students, who will serve 1-year terms. Such members may be reappointed once.
- With the agreement of the Committee members, subcommittees and task forces of the Committee may be formed. Such bodies will be permitted to draw some of their membership from Brockport College community members who are not members of the Budget and Resource Committee.
- Other members of the Brockport College community may be invited, when appropriate, for meetings or parts of meetings of the Committee.

3. Meetings

The Committee will meet every two weeks for two hours, September through June. Additional and optional meetings should be scheduled in case of need. Periodic meetings during the summer are held as needed.

4. Communication

- While the deliberations of the Committee are confidential, the final recommendations of the Committee are made available to the College community and are presented formally by the President.
- The Committee should devise processes for briefing and debriefing those who submit proposals for the planning pool.

Reference

Kent John Chabotar, 'Managing Participative Budgeting in Higher Education,' *Change* magazine, September/October, 1995"

Budget and Resource Committee

1. Guidelines

The President communicates—both orally and in writing—to the Budget and Resource Committee

- Both the limits of the Committee's authority, and
- His expectations of the Committee.

Limits

To begin with, the Committee must understand clearly that it is only making a *recommendation* about the annual budget to the President, and not the final decision. The President may amend or reject the recommendation of the Committee without consulting the Committee again.

Expectations

Additionally, the President may set *goals* that the Committee is expected to meet or *constraints* within which the Committee must operate. The following are examples of goals or constraints:

- The budget must be balanced.
- The budget must provide for an enrollment reserve of no less than \$ 300,000. If the reserve proves unnecessary then the funds will be available for development of new programs or for reallocation to existing programs.
- The budget must provide for a general reserve of no less than \$200,000.

2. Process

The Vice-President for Administrative Services writes a letter to the campus community which announces the budget process, the limits and expectations, and the calendar.

The Budget and Resource Committee prepares the annual all funds budget recommendation on two levels:

- It makes recommendations about major maintenance and capital projects and other *institution-wide* budget drivers.
- It also makes recommendations about budgets at the level of *major area*—about staffing levels, operating expenses, new initiatives, etc. For the purposes of SUNY Brockport budgeting, the major areas will be Academic Affairs, Administrative Services, Student Affairs, and College Relations. The Vice-Presidents will summarize and submit the area requests.

3. Evolution

The Budget and Resource Committee may over time recommend to the President changes to any of the aspects of the budget process.