

Planning Principles

- A) Input from the entire college community that is
 - Robust
 - High level
 - Supported through adequate infrastructure
 - Comprehensive in scope

- B) Transparency throughout the process; descriptions and data that are
 - Meaningful
 - Accessible
 - Searchable

- C) Identification of Financial and Educational challenges, opportunities, and trends.

- D) Adequate analytical resources
 - Supported and developed through an adequate organizational infrastructure
 - Primary data and meaning-making indices
 - Contingency and scenario analysis

- E) Long-term financial planning document, including interfaces with
 - The yearly and biennial local and State budget cycles, with accountability and tracking measures
 - Department, division and college innovation constraints on initiatives, and unit responsibilities and guidelines

Long-Range Financial Plan Outline

Draft 11.9.16

1. Introduction
 - a) Letter from finance council
 - b) Planning process
2. Executive Summary
3. Planning Framework
 - a) Mission-vision-values-strategic directions
 - b) Learning plan
 - c) Facilities Master plan
 - d) Program review & department plans
 - e) Annual budget development
4. Financial Structure & Policies
 - a) Fund and financial structure (high level)
 - b) Policies
5. Educational and Service Financial Environment & Conditions
 - a) Narrative
 - b) Ratios/metrics
6. Operating Revenues & Expenditures
 - a) Key components
 - b) Drivers and assumptions
7. Capital Expenditures
 - a) Key components
 - b) Drivers and assumptions
8. Scenario Planning
 - a) Revenue and expenditure models
 - b) Investment principles and criteria
 - c) Reduction principles and criteria
9. Strategies for 2017-2022

Planning Process, Roles, Timeline

DRAFT 11.9.16

All drafts and work will be brought to Finance Council for discussion, review, edits and approval before sharing with campus community

Revisions and edits will be ongoing

Actions and timelines will be adjusted as needed and feasible

Action	Who	Timeline	Comments
Establish planning framework and principles	Finance Council	2015-2016	Complete
Establish planning subcommittee	Finance Council	October 2016	Jen, Dennis, Greg, Robin
Create plan outline	Planning Subcommittee	November 2016	Bring to Finance Council in December
Develop planning framework and alignment content	Planning Subcommittee (Jen lead)	December 2016	Bring to Finance Council in January
Develop website and conversation kit structure	Planning Subcommittee (Robin lead)	December 2016	Work with Deborah Butler; plan to go live in mid-January
Develop content for plan sections 3 through 7	Planning Subcommittee (Jen and Greg lead)	December 2016—February 2017	Pull from existing work and documents; identify gaps and areas of additional analysis/research
Identify policy revision/review needs	Planning Subcommittee (Greg lead)	December 2016 – ongoing	Parallel process; bring to Finance Council as needed
Plan Rollout: Planning framework and alignment, planning calendar and engagement points	Finance Council	January 2017	Ask to get on College, Learning and Facilities Council agendas; Board update; campus communication; visit Deans and Directors; other groups?
Develop scenario constructs	Planning Subcommittee (leads TBD)	January – February 2017	Parallel process
Information sessions	Planning Subcommittee (leads TBD)	March 2017	Schedule information sessions for campus community – review models, assumptions, drivers
Council visits	Planning Subcommittee (leads TBD)	March 2017	
Scenario Planning Sessions	Planning Subcommittee (leads TBD)	April 2017	Campus conversations; discuss and review principles and criteria, scenario constructs; strategy generation

Develop strategy content	Planning Subcommittee (leads TBD)	April 2017	
Council visits	Planning Subcommittee (leads TBD)	April 2017	
Drafts to councils and campus community		April – May 2017	
“Final” draft to College Council		Mid-late May 2017	Need to get specific date
College Council approval		June 2017	Need to get specific date
Distribute to Board		June 28, 2017	
Board discussion and approval		July X, 2017	
Publish approved plan		July 15, 2016	