FY 2019 BUDGET INFORMATION
AND
REQUEST SYSTEM

Office of Budget and Planning
August 2017

FY 2019 BUDGET INFORMATION AND REQUEST SYSTEM

TABLE OF CONTENTS

Section 1: Overview

This section provides a general overview of the budget information and request system

These instructions provide guidance for developing your unit's annual budget request for the fiscal year beginning July 1, 2018 and ending June 30, 2019 (FY 2019). Information provided in your budget submission will be used to assist in the development of Mason's amendments to the state as well as for local budget allocations for FY 2019. The process of developing the University's FY 2019 annual budget will allow the institution to pursue funding to achieve institutional goals, objectives and priorities.

The process of developing the University's FY 2019 budget includes a requirement that units identify how they would manage budget reductions should they be required. As we continue to find ways to increase administrative efficiencies, it is important to receive this feedback should the revenue environment dictates such a revision. We are asking that units indicate how your resources would be aligned should a **2% or 5%** reduction be required.

Although you are only required to submit 2% and 5% reduction scenarios, use this opportunity to determine what other measures you would potentially take should other reduction amounts be required. This is an opportunity to discuss within your units how specific funding levels would impact operations in your area.

These instructions apply to non-academic Educational and General and all Auxiliary Enterprise units.

Key Information

The Budget Information and Request System (BIRS) is being used for FY 2019. Designated tabs, one for Budget "Requests" and the other for Budget "Reduction" Scenarios will be utilized for this process.

Important Dates

Date	Action
August 29	Budget Information and Request System and Instructions available
September 29	Budget requests and reduction scenarios due from units
October-November	Budget information discussions between units and the Office of Budget and Planning as needed
December	Governor's Budget for FY 2019 available
February-March	Communication from the Office of Budget and Planning to units

Section 2: FY 2019 Budget Requests

This section provides details on requirements for budget request submissions

The FY 2019 annual budget request is a submission of your highest 1-2 priority funding need which would change your unit's current FY 2018 funded level. Your unit's budget requests must be submitted via the on-line *Budget Information and Request System* and are due by **5:00 p.m., September 29, 2017**.

Content of a Good Request

The following elements are contained in a good budget request.

1. *Quality* - The quality of your submission is important. Remember: Decision-makers may have only your description as a basis for evaluating your unit's proposal. You will need to thoroughly explain <u>what</u> the proposal involves and <u>why</u> the proposal should be funded. Be as thorough and complete as you can. Be concise but feel free to provide all the narrative you think necessary to fully explain each request.

2. *Document* - Be sure to include with your submission any supplementary documents, background information, or other material you think will support your submission and explain your proposal. Please attach the materials with the on-line submission as per the on-line instructions.

3. *Complete* - You must respond to all the items in the required format.   If you do not complete an entry you will get an error message and will be unable to submit your request.

Budget Request Criteria and Categories

Budget requests are limited to those necessary to meet one of the strategic goals listed below.

Goals for Students:
   1) Innovative Learning; 2) Accessible Pathways; 3) Return on Investment
Goals for the Community:
   4) 100,000 Career-Ready Graduates; 5) Innovation Engine; 6) Community Builder
Goals for Faculty and Staff:
   7)   Well-being; 8) Diverse Academic Community; 9) Support Teaching and Scholarship Excellence
Goals for the World:
   10) Elevate Research; 11) Research of Consequence; 12) Global Learning Platform

Please note that you will also be asked to select the pertinent subcategory within each category.

See Appendix A starting on page 12 for brief descriptions.

Further detailed description for each goal can be found in:

George Mason University Strategic Plan 2014 – 2024
(http://strategicplan.gmu.edu/wp-content/uploads/2013/07/GMU_Strategic_Plan_Web.pdf).

Budget Request Guidelines

Each budget request should justify an action or strategy proposed to address a critical issue. The action proposed in each request should be evaluated on its own merit, independently of any other proposals. Under certain circumstances, several strategies or actions may be interrelated and cannot be viewed independently. If so, they may be grouped together in one request package. Your contact in the Office of Budget and Planning (http://budget.gmu.edu/staff-listing/) can provide guidance if you have questions about whether to submit a request.

To be considered complete, your unit's FY 2019 annual budget request submission must include the following major elements.

1. Description and justification narrative - For each individual request your unit submits, you must provide a description and justification narrative to assist decision makers in consideration of funding the request.

2. Prioritization - Your requests must be prioritized in a concluding single list. Please identify those requests that merit the top 1-2 highest priority for your unit.

3. Category and Subcategory – Your request should be linked to strategic goals.

4. Financial Detail - For each request, the personnel and non-personnel financial requirements must be detailed.

Section 3: FY 2019 Budget Reductions

This section provides details for Budget Reduction Scenarios

Your unit's budget reduction strategies must be submitted via the on-line *Budget Information and Request System* and are due by **5:00 p.m., September 29, 2017**.

Budget Reduction Criteria and Rates

To maintain administrative efficiency, it is important for all of us to be strategic and plan for the potential resource constraints should they become necessary. All units are required to submit two reduction scenarios; 2% and 5%. Each scenario should be within its own Reduction Form.

Budget Reduction Scenario Guidelines

To be considered complete, your unit's FY 2019 reduction scenarios must include the following major elements.

1) Reduction Title - For each individual reduction scenario, you must provide a brief title indicating a summary of your strategy.

2) Description of Reduction - For each reduction scenario, a detailed narrative description must be provided to indicate what service levels, etc. would be impacted.

3) Category - For each reduction scenario, indicate the category or categories that apply:
    i)   Reduce Personnel Costs
    ii) Improved Business Practices & Efficiencies
    iii) Reduce Discretionary Expenses
    iv) Reduce or Eliminate Current Services
    v)   Other (please provide additional information about this category in the description of each reduction scenario)

4) Fund Type – For each reduction scenario, indicate whether the fund types is:
    i)   AE (Auxiliary Enterprises)
    ii) E&G (Educational and General)

5) Reduction Percentage – Select the pertinent reduction percentage, 2% and 5%, per reduction plan.

6) Enter Reduction Information by major account groupings – If your scenario includes a reduction to personnel, please enter FTE and dollars in the major account categories corresponding to your reduction scenarios. Fringe will calculate based on the approved fringe rates. Direct Expenditure (DE) is available for non-personnel reductions.

Section 4: Budget Information and Request System Access, Training, and Instructions

This section provides details and links to the on-line budget information and request system and instructions.

Access

Submit requests and reduction scenarios on-line via the Budget Information and Request System found through the Budget Office website at https://provapps.gmu.edu/budget/Default.aspx.

Or access the system directly via http://budget.gmu.edu and click on Budget Information and Request System.

Login:

Clicking on the Budget Information and Request System will take you to the Mason Central Authentication Service (CAS) login screen where you will be asked to enter your Mason Net ID and Password. To bookmark this page for future use, press **Ctrl-D** or type in the URL https://provapps.gmu.edu/budget/Default.aspx.

If you believe you should have access to the system and cannot log in with your Mason credentials, please contact Jieping Li at 3-8648, or email her at jli17@gmu.edu.

Training

One-on-one training for the Budget Information and Request System will be offered to those who need training. Please contact your budget analyst, or Jieping Li at 3-8648 or jli17@gmu.edu to schedule training.

System Instructions

Menu:

After a successful login to Budget Information and Request System, you will be able to access the following menu items.

1) Request Form – Use this tab to submit new budget requests for FY 2019 as well as review budget requests that were submitted for FY 2018.

2) *Reduction Form* – Use this tab to submit budget reduction scenarios for FY 2019 as well as to review budget reduction scenarios that were submitted for FY 2018.

1) Submit a New Request

Click the "Add New Request Form" to complete a new request.
Click "View Previous Year Data" to see FY 2018 Budget Requests.

Unit – If you only have access to one unit, your unit will default for you. If you have more than one unit, you will need to select your unit from the drop-down list.

Request Title – provide a request title that is descriptive and concise. The request title is limited to 50 characters. Since the unit has been identified, there is no need to include your unit name in the request title.

Description – Provide a <u>brief</u> paragraph describing this request, including how the resources requested will be used. The opportunity to provide more detail or additional justification will be an option after the initial submission.

Respond to the Request Justification Questions - Provide a brief paragraph answering the following questions.

· **How will this request support Mason's strategic goals?**
Provide a brief statement of how this request aligns and supports Mason' strategic goals if funding is provided.

· **What are the measurable outcomes that will be realized if this funding is supported, and over what period of time?**
Briefly identify the measurable outcomes that will be realized if the funding is provided.

· **What are the ramifications and alternative plans if this funding is not provided?**
Indicate what the ramifications and alternative plans are if funding is not provided for the request.

Fund Source – select one of the following fund sources from the drop-down list:

- **AE Self-Generated** - Auxiliary Enterprise self-generated is support from self-generating activity;
- **AE Student Fees** - Auxiliary Enterprise student fees is university support from student fees;
- **E&G Central -** Educational and General central funding is university support from state appropriations, tuition, or miscellaneous revenue;
- **E&G Self Supporting** - Educational and General self-supporting is support from self-generated activity;
- **Indirect –** Indirect Cost Recovery;
- **Private Funds or Other** – if support from private sources or other. If the funding for the request comes from either the *combination or other* funding sources, please provide information as to how much is from each source in the area for additional justification.

*Please note, if your request is funded by a combination of central and self-supporting funds, please select the primary funding source and include in your description the complete funding resources.

Priority - rank the requests priority (numerically) compared to other requests for the unit. A total of two requests are allowed. All budget requests must be prioritized in a concluding, single list. If you try to submit a request with a duplicate priority, you will be asked to reorder the priority of your requests. No alpha characters are allowed. Please note, a priority number of 99 is held for university wide central requests and should only be used with specific direction from the Office of Budget and Planning.

Category and Subcategory - consistent with the priorities as set forth for the university, each request must be linked to one of the budget request categories. Mason's priorities for the FY 2019 supports the goals listed in the university's 2014-2024 strategic plan. Specifically the priorities should be linked to one of the following goals:

Goals for Students:
1) Innovative Learning; 2) Accessible Pathways; 3) Return on Investment
Goals for the Community:
4) 100,000 Career-Ready Graduates; 5) Innovation Engine; 6) Community Builder
Goals for Faculty and Staff:
7) Well-being; 8) Diverse Academic Community; 9) Support Teaching and Scholarship Excellence
Goals for the World:
10) Elevate Research; 11) Research of Consequence; 12) Global Learning Platform

Once you select your Category, you will be asked to select the appropriate SubCategory.

If the request generates revenue, please check the box and attach a file with additional details.

Funding Request Information - Enter the funding information indicating the dollars needed to support the request. Please use salary dollars and FTE for the Faculty, PT Faculty, Graduate Assistant, Administrative Faculty, Classified, and Wage categories. The fringe benefits will calculate automatically. You are given the opportunity to indicate whether the funding will be permanent base funding or one-time special funding. Do not use a comma separator or dollar sign when entering dollar values.

Request Total – The system will calculate a total based on the values you provided.

If everything is accurate, you can now select one of the following options:

- *Save for Later* will allow you to save your request in Draft form.

- *Submit Request Form* will allow you to formally submit your Budget Request Form.

Please note: You will be able to print your requests once they are either saved or submitted. You will receive error messages if you do not answer all questions or provide incorrect data for FTE or salaries. Please contact your budget analyst (http://budget.gmu.edu/staff-listing/) or Jieping Li if you have problems submitting your requests.

If you decide you wish to delete a request that is in a draft or submitted state, or wish to make changes to a request previously submitted, please contact Jieping Li or Barbara Clark.

2) Submit Reduction Scenarios

Choose the 'Add New Reduction Form' option, then "Add New Reduction Form" to begin a new reduction scenario.
Click "View Previous Year Data" to see FY 2018 Budget Reduction Strategies.

Unit – If you only have access to one unit, your unit will default for you. If you have more than one unit, you will need to select your unit from the drop-down list.

Reduction Title – provide a reduction title that is descriptive and concise. The reduction title is limited to 50 characters. Since the unit has been identified, there is no need to include your unit name in the reduction title.

Description – Provide a brief paragraph, describing this reduction, including how the resources would be aligned should a reduction be necessary. Each reduction scenario requires a unique reduction plan.

Fund Type – Select whether this reduction strategy applies to:

    (1) AE (Auxiliary Enterprise), or
    (2) E&G (Educational and General)

Reduction Rate – For each scenario a reduction rate percentage will apply:

    (1) 2%
    (2) 5%

The value of your reduction rate percentage will populate based on your FY18 Revised Budget as of August 14th, 2017.

Category - Select the reduction categories that address your strategy:

  (1) Reduce Personnel Costs
  (2) Improved Business Practices and Efficiencies
  (3) Reduce Discretionary Expenses
  (4) Reduce or Eliminate Current Services
  (5) Other (please provide additional information about this category in the description of each reduction scenario)

*Please note, you may select more than one category as long as the total matches your reduction target. Once values are entered for one or more of the above categories, please click on the "Calculate" button in order for summing to occur. If you make modifications after the calculation has occurred, you will need to click on the "Calculate" button to recalculate.

Funding Reduction Scenario Information - Enter the funding information indicating the dollars needed to support the reduction. Please use salary dollars and FTE for the Faculty, PT Faculty, Graduate Assistant, Administrative Faculty, Classified, and Wage categories. The fringe benefits will calculate automatically. Do not use a comma separator or dollar sign when entering dollar values.

Reduction Total for each scenario – The system will calculate based on the values you provided.

If everything is accurate, you can now select one of the following options:

▪ *Save for Later* will allow you to save your request in Draft form.

▪ *Submit Reduction Form* will allow you to formally submit your Budget Reduction Scenario.

Please note: You will be able to print your reduction scenarios once they are either Saved for Later, or Submitted. You will receive error messages if you do not answer all questions or provide incorrect data for FTE or salaries. You will be prompted with a warning should your reduction plan not equal your reduction target. Please contact your budget analyst (http://budget.gmu.edu/staff-listing/) or Jieping Li if you have encounter problems submitting your reductions.

Should you wish to delete an item in either a draft or submitted state, please contact Jieping Li or Barbara Clark.

Appendix A - Budget Request Criteria Categories

Priorities should be linked to one of the following University Strategic Plan goals:

Goals for Students –

Goal 1: Innovative Learning – Deliver a transformative signature Mason Learning Experience that is experiential, global, and technology-rich.

Initiatives:
- Provide opportunities for experiential and integrative learning in all programs. This can include research, field work, internships, co-op (paid professional experience related to a student's course of study), and service learning.
- Provide opportunities for all students to take part in a meaningful global experience. Examples are study abroad, an internship with an international organization, or an online course with international students.
- Create new and innovative physical and virtual learning spaces.

Goal 2: Accessible Pathways – Provide multiple pathways and delivery formats to serve the needs of different students.

Initiatives:
- Create new collaborations with Virginia community colleges and other institutions to facilitate affordable access.
- Strengthen pathways for international student access.
- Create online pathways for students to complete the general education requirements in high-demand disciplines and to extend our reach to students who cannot attend class at our campuses.

Goal 3: Return on Investment – Enable all graduates to pursue meaningful lives and successful careers.

Initiatives:
- Adopt a tuition policy that supports a quality education while delivering best-in-class return on investment for students.
- Create systems to assess and showcase workplace competencies.
- Establish innovative partnerships with employers to support career readiness and strengthen career-support services for students and alumni.

Goals for the Community –

Goal 4: 100,000 Career-Ready Graduates – Produce the talent needed to drive economic growth in our region over the next decade.

Initiatives:
- Increase enrollment of high-potential students who contribute to our diversity.
- Increase graduation rates, including raising the six-year graduation rate to 78 percent.
- Create new programs in high-demand disciplines and diverse delivery formats. These will include Mason online and partnerships with Northern Virginia Community College and local industry.

Goal 5: Innovation Engine – Contribute to the economic vitality of the region by driving innovation and creating learning partnerships with private and public organizations.

Initiatives:
- Create spaces and networks of innovation, collaboration, and business acceleration and incubation.
- Create a university-wide executive education center that offers high-quality, nondegree, and custom programs for public and private organizations and professionals.
- Strengthen culture, programs, and systems to encourage and support faculty and student entrepreneurship.

Goal 6: Community Builder – Contribute to the cultural vitality of our community through regional partnerships and commitments to the arts, athletics, and community engagement.
Initiatives:
- Achieve Carnegie Community Engagement classification.
- Partner with regional constituencies to plan future developments that enrich our communities.
- Strengthen our role as a meeting point for the enjoyment and engagement of art and athletics.
- Be the region's hub for lifelong learning.

Goals for Faculty and Staff –

Goal 7: Well-being – Become a model well-being university that allows all of its members to thrive.
Initiatives:
- Bring compensation of faculty, staff, and graduate assistants to competitive levels.
- Establish a university-wide center for the advancement of well-being.
- Build curricular and co-curricular programs that help students achieve well-being outcomes.
- Provide our communities and alumni with access to well-being assessment and practices.

Goal 8: Diverse Academic Community – Create an inclusive and diverse academic community that reflects the diversity of the National Capital Region.
Initiatives:
- Recruit, retain, and advance diverse faculty across disciplines and ranks.
- Build a diverse administration and staff.
- Promote an organizational culture where diverse members of our community can thrive.

Goal 9: Support Teaching and Scholarship Excellence – Provide an environment and resources to support and encourage academic innovation and excellence.
Initiatives:
- Reward and promote innovation and excellence in scholarship, teaching, and global and community engagement.
- Create flexibility in faculty roles and rewards to support strategic plan initiatives.
- Improve support and infrastructure for innovation and excellence in teaching and scholarship.

Goals for the World –

Goal 10: Elevate Research – Expand research and enhance standards of scholarship across disciplines.
Initiatives:
- Achieve Carnegie Very High Research classification.
- Improve research infrastructure including faculty support, space, and start-up funds.
- Increase PhD graduates and decrease time to degree.

Goal 11: Research of Consequence – Strategically focus on multidisciplinary domains of great societal and economic consequence where we can make a difference.
Initiatives:
- Invest in research areas of great societal, economic, and global consequence.
- Create at least five multidisciplinary institutes.
- Translate discoveries from our research to society.

Goal 12: Global Learning Platform – Create partnerships and other arrangements to support student and faculty mobility and collaboration.
Initiatives:
- Build a global learning platform through partnerships and other forms of presence to support student and faculty mobility.
- Create a "U8" network of universities in key international hubs, committed to collaborating in joint global problem solving.
- Cultivate a global mindset in our student body, faculty, and staff.