Financial Administrator Development Series
Budget Administration

Brent Johnston
Office of Planning and Budgets
Introduction
Spartans Will.

Over Arching Values
- Quality
- Inclusion
- Connectivity

Bolder By Design
- Enhance student experience
- Enrich community, economic and family life
- Expand international reach
- Increase research opportunities
- Strengthen stewardship
- Advance our culture of high performance

http://bolderbydesign.msu.edu/six-imperatives/
Growing reputational stature as a top-100 global university

- Engaged in on-going transformational change

- Advancing initiatives in --
  - Food
  - Water
  - Nuclear science
  - Research with global impact
  - Resolution of urban issues in Detroit
  - Development of a hub for innovation in learning and technology
  - Strategic enrollment planning
  - Campus neighborhoods
  - Student success
What is your profession?

- Financial Control
- Planning
- Innovation
- Management
- Building Value
Financial Control – A Beginning

- Assure consistency between planning and financial outcomes
- Continued refinement of institutional information systems
- Deployment of OOI and additional financial control elements- sub-org, sub-account
- Decentralization of fringe benefits
- Improving budgetary systems and processes to reduce redundancy, consistency, and planning certainty
- Development of dashboard and all-funds perspectives
Performance Metrics and Reporting

• Metrics organized around *Bolder by Design* to support strategic direction of the institution

• Provides ongoing insight into programmatic/initiative progress and improvement

• Consistent goals and accountability measures in order to appropriately assess performance

Planning profile summary:  
http://opbweb01.dev.ais.msu.edu/InfoPages/MenuPPSFrame.htm
Performance Metrics and Reporting
Enhance the Student Experience

Admissions Ratios
- GPA
- ACT
- Academic Standing
- Admit %
- Yield %

Entering Class Demographics
- Resident
- Domestic N/R
- International
- Ethnicity
- Gender

Affordability
- Tuition and fee rates
- Scholarships/Discounting
- Value and return
- Student indebtedness

Academic Quality
- Class size
- Grad rate
- Persistence rate
- Value added grads
- Degree production
- Rankings
- Student experience
Performance Metrics and Reporting

Enrich Community, Economic, Family Life

**Outreach & Engagement**
- Benefits/Impacts from engagement
- Primary forms of engagement
- Number of contacts annually
- Service learning & civic engagement

**Economic Impact**
- Total grants per faculty member
- Total awards
- NSH (HERD) rankings
- Distribution of federal funds
Performance Metrics and Reporting

Expand International Reach

External Rankings

- U.S. News and World Report
- Prominent International rankings
- CIC Comparison
- AAU Comparison

International Programs

- Study abroad participation
- Research with international components
- International student compliment
- International faculty
Performance Metrics and Reporting

Increase Research Opportunities

**Faculty Composition**
- Faculty demographics
- Compensation standing
- National Academy members
- Number of assistantships
- Assistantship compensation

**Internal Research Metrics**
- Research $ per faculty member
- Research lab s/f per faculty member
- Expenditures per lab s/f

**External Metrics**
- NSF (HERD) ranking, change
- AAU research performance
- ARL ranking
- Patents/Licenses
- Start-up companies
Performance Metrics and Reporting

Strengthen Stewardship

**Financial Indicators**
- Composite financial index
- Revenue/expense distributions
- Admin spending per student
- Resources per student
- Bond rating

**Advancement/Endowment**
- Annual giving
- Alumni giving rate
- Endowment growth
- Investment performance

**Energy and Utilities**
- Total unit cost
- Mix of fuels
- Construction standards
- Sustainability/conservation

**Staffing**
- Staffing compliments
- Students per administrative position
- Maintenance, grounds staffing
Planning Basics
Account Structure Overview

**General Fund:** Unrestricted operating funds; budgeted and allocated for general operations

**Expendable Restricted:** Restricted funding for sponsored projects or current gift/endowment revenue

**Designated Fund:** Unrestricted self-supporting mission related activities – fee for service

**Auxiliary Fund:** Unrestricted self-supporting non-mission activities – fee for service

Manual of Business Procedures: https://ctlr.msu.edu/combp/mbp5EBS.aspx
General Fund Account Structure

**Operations (GA):**
For day-to-day operations of departments/colleges

**Cash Management Programs (GC):**
Used to account for annual budget allocations/carryforward – no expenditures

**Technology (GL):**
Used to support Teaching and Learning Environment funds (TLE)

**Contingency (GD):**
Used to account for carryforward, unencumbered programmatic resources, flex funds – Unit priorities

**Specials (GS):** Used to account for projects/initiatives – startups, retentions, other activities – sub fund being reviewed

Manual of Business Procedures:
[https://ctlr.msu.edu/download/mbp/ex5GeneralFund.pdf](https://ctlr.msu.edu/download/mbp/ex5GeneralFund.pdf)
## Dimensions & Practice

<table>
<thead>
<tr>
<th>Operating Units</th>
<th>Separately Reviewed Items</th>
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<tbody>
<tr>
<td>Formula based on budget proposal</td>
<td>• Financial aid</td>
</tr>
<tr>
<td>• Salary increments</td>
<td>• Utilities</td>
</tr>
<tr>
<td>• Operating support</td>
<td>• Health care</td>
</tr>
<tr>
<td>• 1% reallocation</td>
<td>• Other benefits</td>
</tr>
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### Differential
- • Program allocations
- • Reductions

*All funds analysis shared at unit/central level*
Budget Equation-Values Driven

- Continuing discussion: Board of Trustees, President, Provost, Deans, Governance, Community

- Fall--Strategic Planning
  - Major challenges/opportunities (e.g., intellectual, educational, research, outreach) facing the unit
  - Goals, outcomes or benefits anticipated, and contribution to BbD?
  - Supports sustainable programmatic visions that are dynamic and responsive
  - Identify requests that align with priorities, build unique advantage, and add value
  - Build internal and external alliances
  - Use metrics to demonstrate results and accountability with clear outcomes and impacts
  - Investment from multiple sources; both internal and central
  - Reward high performing units and address non-performing and lower-priority areas
Budget Equation-Values Driven

- **Spring - Internal Budget Issues**
  - Solidify programmatic plans including reductions
  - Problem/opportunity addressed (current baseline metrics)
  - What will be done
  - Accountability: outcomes and milestones related to college and BbD metrics
  - Continue integration of college and university priorities
  - Continue progress on Boldness by Design initiatives and links requests with strategic directions outlined in the fall
  - State economic condition indicates a period of flat resource growth
  - Most investments come from reallocated funds from elsewhere in the institution
  - Seek multiple strategies for achieving goals
Planning and Budget Process

MSU Planning and Budget Process

- **Budget Reports, Data Metrics (PPS), Capital Outlay**
  - Sept-Oct

- **State Reporting, State Budget Request, Functional Budgets**
  - Oct-Nov

- **Budget Profiles, Salary Studies, Planning Meetings**
  - Nov-Jan

- **Budget and Raise Processing, Carry Forwards**
  - July-Sept

- **Budget Meetings, Budget Guidelines, Allocations**
  - May-June

- **Faculty Salaries (AAUP), RBI, OCCI, RFA, Tuition Policy**
  - Mar-April

- **FPSM Requests, College Budget Materials, Program Fees**
  - Feb-Mar
Allocations and Budgeting

Base Budget Reconciliation
Salary and Wage Allocation
Revenue Based Initiatives
Off Campus Credit Instruction
Research Facilitation Allocation
Program Allocations
Budget Profiles
(Fringe Benefits, Utilities, etc.)
Salary Distribution
(Committed Salaries and Wages)
Budget Guidelines
Budget Allocation
Budget Control Numbers
Unit Budget Planning
Budget Load in Financial System
Appropriations, Tuition and Fees, Other Revenues Projection
Cognos BI Report and Query Studio

http://opb.msu.edu/budget/cognos_planning/
Data Source for Numerous Reports

Budget and Salary Data

- All Funds Array Reports
- Functional Budget Report
- Higher Education Reporting
- PPS
General Fund Revenue Projection Algorithm

- State Appropriations
- Tuition and Fees
- Revenue Based Initiative Pass-Through
- Research Facilitation Pass-Through
- Investment and Other Income
General Fund Allocation Projection Algorithm

Allocation for Projected Expenditures

1% Program Efficiency and Reinvestment Fund (PERF)
Employee Compensation
Supplies and Services
Utilities
Financial Aid
Debt Service
Benefits
General University Operations
Pass-Through Funds (RBI and RFA)

https://opb.msu.edu/budgetApp/download/2015-16InstructionsForCompletingUnitBudgets.pdf
Institutional Overview
Higher Education Outlook

• Standard high education model unsustainable
• New models must transcend imitation of peers
• Reflect both concern for long-term stability and new innovative thinking
• Future concern: how do department/colleges work together to continue innovations with new sources of income
Attracting, Fostering, and Inspiring Talent

PURSUIT OF EXCELLENCE AND VALUE

The 2014 graduation rate of 78% outperforms the U.S. News and World Report (USNWR) predicted rate by 8%; second in the Big Ten. The 2015 USNWR ranks MSU 35th for undergraduate education amongst public institutions.

MSU retains 91% of first-year students, exceeding the Carnegie public university peer average of 88%.

Graduation Rate

Persistence Rate

MSU has 25 undergraduate and graduate programs in the top 20 nationwide. More than 90% of all 2013 graduates surveyed were employed or continuing their education.

STEM (including health disciplines) credit hours up 34% over 10 years, increasing instructional costs by over $20M annually.

MSU sustaining strengths and investing in the future of its academic programs - Highlights include: Neighborhoods, Plant Sciences, Engineering expansion, Computational Sciences, Food Production & Security, Population and Community Health, Environment-food, water, and energy.

MSU’s resident population (77%) exceeds the Big Ten average (65%) by 12%, representing approximately $90M in lost resources.

LEARNING BEYOND THE CLASSROOM

Just over 2,500 study abroad participants each year.

Approximately 1 in 4 undergraduate students participate in research experiences annually.

More than 20,000 service learning experiences.

FINANCIAL AID

Over $640M in financial aid administered annually. FY16 4.5% increase suggests 10 year growth in financial aid of approximately 300%.

MSU had 8,916 Pell Grant recipients in 2012-13. The Carnegie Peers (public & private) average is 5,016.

MSU has maintained income distribution of financial aid filers over five years.

The average debt of MSU students is $26,122, lower than the state average of $29,450. The national average is $28,950.

Fewer MSU students take out student loans (46%) than State (63%) and National (69%) peers.

Return to Overview
Building Prosperity for Michigan

STATE SUPPORT

For FY16, appropriations increase lags current Higher Education Price Index (HEPI) by over 1%, representing a loss of approximately $3M in resources.

State appropriations rank 48th for rate of change over 10 years (‘05-’15) and 43rd for rate of change over 5 years (‘10-’15) when removing Federal stimulus funds.

Since 2001-02, when adjusting for inflation, resources per student (tuition and appropriations) have only increased by $65.

HELPING MOVE MICHIGAN’S ECONOMY FORWARD

MSU’s total economic impact on the state is in excess of $5B. Of 2013 graduates with employment, 62% are employed in Michigan and 77% found employment in the Midwest.

Revenues Constant After Inflation (Reflects Reduced Appropriation)

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<th>2012-13*</th>
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<td>$16,000</td>
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<tr>
<td>$2,000</td>
<td>$0</td>
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<tr>
<td>$13,630</td>
<td>$13,695</td>
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</table>

*Expressed in 2001-02 dollars

MSU’s combination of appropriations and tuition per student trails Big Ten peers by $2,800 per student, representing over $120M in foregone resources.

MSU Innovation Center bringing cutting-edge ideas to the marketplace. During FY14, MSU Innovation Center achieved:

- 133 new invention disclosures
- 620 contracts, grants, and gifts totaling $33M
- 330 active commercial agreements

Since 2005, the MSU Product Center has:

- Assisted in launching 455 new or expanded businesses
- Increased annual sales over $328.2M
- Helped create 1,273 jobs, 676 retentions
Research, Education, and Deepening the Talent Base

**RESEARCH PORTFOLIO**

For the period 2010-2013, **MSU is 3rd in the Big Ten for rate of change** for National Science Foundation Higher Education Research & Development (HERD) report R&D expenditures.

**FRIB is a $730M facility, with Congress approving $90M for the current fiscal year.** Sponsored awards now stand at $528M, This is up more than 50% over the last ten years.

**MSU Extension** leverages over $75M in various Federal and State support, including over $24.5M in grants to focus effort on:

- Assisting the agricultural sector with production issues, risk management, and reducing environmental risk
- Preparing Michigan youth for their future as leaders and citizens
- Providing programs on obesity training, food safety, and chronic disease management
- Helping develop a robust community food system across Michigan
- Assisting Michigan Citizen’s with foreclosure prevention and financial education
- Helping to ensure the appropriate use of Michigan’s natural resources

**Faculty Compensation**

MSU currently ranks **10th in the Big Ten for total faculty compensation** and **13th for faculty salaries only**

- Competitive compensation position anticipated to diminish as post-retirement health care benefits amounts exit peer comparison calculations

**MSU research highlights** include:

- Bio/computational Evolution in Action Consortium (BEACON)
- Great Lakes Bioenergy Research Center
- Center for Advancing Microbial Risk Assessment
- Institute for Cyber-Enabled Research
- Center for Research on Ingredient Safety
- Center for Systems Integration and Sustainability
- Grand Rapids Medical Campuses
- MSU Bioeconomy Institute

**MSU AgBioResearch** focusing on developing research in:

- Food and health
- Environmental stewardship
- Secure food and fiber systems
- Total grants in excess of $60.2M

- Enhancing profitability
- Families and community vitality

**Big Ten Avg Comp. $145,283**

*Does not include Northwestern

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$0 $20,000 $40,000 $60,000 $80,000 $100,000 $120,000 $140,000 $160,000 $180,000 $200,000

Northeastern  Michigan  Rutgers  Maryland  Illinois  Penn State  Minnesota  Ohio State  Wisconsin  Michigan State  Indiana  Iowa  Purdue  Nebraska

**MSU** [VALUE]

$350M

$583M

MSU sponsored programs up 54% in ten years
Building a Better Future

Financial Framework

The MSU Financial Framework represents a group of 8 critical areas of necessary investment over the coming ten years to assure that MSU maintains its position amongst the top-100 global universities. Each critical area is under ongoing assessment to determine appropriate levels of investment over the long-term. Areas include: Academic Competitiveness, Research, Critical Space, Computing, Financial Aid, Utilities, Health Care, Just-in-Time facilities renewal.

Global Impact/Academic Competitiveness: Continue student success initiatives including advancing initiatives in food, water, nuclear science, research with global impact, resolution of urban issues in Detroit, development of a hub for innovation in learning and technology, strategic enrollment planning and campus neighborhoods.

Research: Advance planned initiatives in Cancer Genomics and Computational Science. Continue ongoing initiatives across the university including plant science, food, nuclear science, biomedical engineering, water and environment, among others.

Critical Space: Replace and expand research capacity in Grand Rapids, on campus multi-disciplinary facility, capital campaign top-ups.

Technology: High-speed scientific computing, IT stabilization, augment current ICER capabilities, replace student information system, and networking/WiFi needs.

Utilities & Operations

Since 2009-10, MSU has reduced green house gas emissions by 18%

During the current year, MSU announced a plan to stop burning coal by the end of 2016, with the majority of coal purchasing and burning ending later this year.

MSU energy strategies led to $1M in annual savings while simultaneously diminishing projected long-term energy costs and risk exposure.

Grounds maintenance and custodial service most efficient in the Big Ten, providing annual savings.

MSU healthcare cost increases below national indexes each of the last 5 years by 1-2%

Eliminated $1M in planned increases for central university operating items for FY16 forward.
10 Year Change in State Appropriations

MSU lags peers for salary and compensation packages for critical faculty

State of Michigan 48th national for ten year change to higher education appropriation funding (-10%)
Enrollment Dashboard

**Entering Class**
- FY06: 7314
- FY16: 7967
- FY06 ACT: 24.4
- FY16 ACT: 25.7

**Academic Preparation**
- FY06 GPA: 3.58
- FY16 GPA: 3.68
- +5.3% over period
- +2.8% over period

**Selectivity**
- FY06: 76.40%
- FY16: 66.30%

**Honors Students**
- FY06 Honors: 2662
- FY16 Honors: 3689
- +9.3% over period
Student Destinations and Outcomes

- 92% of recent graduates employed or continuing education
- Over 3,000 graduates pursued immediate employment or started a business
- Over 1,200 graduates pursued additional education, predominantly in professional/graduate programs
- Median salary for all employed graduates approximated $45,000

- Of MSU graduates immediately employed, 78% placed in the mid-western region – 78%
- 63% of graduates immediately employed placed in Michigan
Student Debt

Over ten years, the proportion of students with debt has decreased from 56% to 45%, in stark contrast with the national average increasing to 69% from 57%.

**Avg. Student Debt**

MSU lags the State and National average for average debt load by 11.3% and 9.8% respectively.

**Proportion with Debt**

MSU lags the State and National average for proportion of students with debt by 17 and 24 percentage points respectively.
The above reflects the estimated distribution of Michigan high school graduates by ACT performance level. The highest performance level is positioned at the base of the graph and progressively diminishes moving to the top.
## 10 Year Financial Framework

<table>
<thead>
<tr>
<th>Item</th>
<th>Funding</th>
<th>Timing</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Global Impact/Academic Excellence</strong></td>
<td>$6.1M $7M</td>
<td>FY17 FY20</td>
<td>Unfunded need of $7-$21M over ten years to advance status as top-100 institution; increasing competition for federal funds</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td>$13M - $23M R</td>
<td>FY17-FY21</td>
<td>IT Stabilization</td>
</tr>
<tr>
<td></td>
<td>$45M Data Center</td>
<td>FY17</td>
<td>Data Center</td>
</tr>
<tr>
<td></td>
<td>$75M-$150M other NR</td>
<td>Ongoing</td>
<td>Strategic Technology (NR)— Student Success, Student Information, Research, Analytics, EMR, Network/WiFi</td>
</tr>
<tr>
<td><strong>Research/Critical Space Infrastructure</strong></td>
<td>$17.5M-$70M $100M-$140M $10M-$20M</td>
<td>When authorized FY17-FY20 Variable</td>
<td>STEM teaching and learning building Interdisciplinary science facilities Research infrastructure</td>
</tr>
<tr>
<td><strong>Power and Utilities</strong></td>
<td>$80M-$120M</td>
<td>FY18-FY24</td>
<td>Address overall obsolescence of Simon Plant, Augment E.L. waste water treatment facility, provided through utility allocations</td>
</tr>
<tr>
<td><strong>Deferred Maintenance-Just-in-Time</strong></td>
<td>$300-$500M NR</td>
<td>FY17-FY27</td>
<td>5 year projection includes HVAC replacements, need to prioritize projects and define scope</td>
</tr>
<tr>
<td><strong>Financial Aid</strong></td>
<td>$25M R</td>
<td>Campaign conclusion</td>
<td>Adjust proportion of donor versus institutional aid through increasing donor support</td>
</tr>
<tr>
<td><strong>Health Care</strong></td>
<td>To be determined</td>
<td>TBD</td>
<td>Monitor ACA impact, limit institutional cost growth to 5%</td>
</tr>
</tbody>
</table>
### Budget Equation – Budget Overview

<table>
<thead>
<tr>
<th>Budget Item</th>
<th>2015-16 BOT Approved</th>
<th>2016-17 Planning Update</th>
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<tbody>
<tr>
<td><strong>State Appropriations</strong></td>
<td>1.5%</td>
<td>4.0% - Review</td>
</tr>
<tr>
<td><strong>Tuition &amp; Fees</strong></td>
<td>2.7% Lower Div</td>
<td>4.0% Lower Div</td>
</tr>
<tr>
<td></td>
<td>2.7% Upper Div</td>
<td>4.0% Upper Div</td>
</tr>
<tr>
<td></td>
<td>4.0% most other</td>
<td>Under review</td>
</tr>
<tr>
<td><strong>Financial Aid</strong></td>
<td>4.5%</td>
<td>4.5% - Review</td>
</tr>
<tr>
<td><strong>Graduate Assistants</strong></td>
<td>2.0%</td>
<td>1.5%</td>
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<tr>
<td><strong>Faculty Salaries</strong>*</td>
<td>2.0% + 0.5% + 0.5%</td>
<td>2.0% + 0.5%</td>
</tr>
<tr>
<td><strong>Utilities</strong></td>
<td>2.2%</td>
<td>4.00% - Review</td>
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<tr>
<td><strong>Health Care</strong></td>
<td>5.0%</td>
<td>5.00%</td>
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<tr>
<td><strong>Subtotal</strong></td>
<td>$1,195.70</td>
<td>$1,307.6</td>
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<tr>
<td><strong>Academic Competitiveness</strong></td>
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<tr>
<td>College (salary)</td>
<td>$1.5</td>
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<tr>
<td>Central</td>
<td>$6.3</td>
<td>$6.1</td>
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<td>Computing</td>
<td>$0.0</td>
<td>$5.0</td>
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<tr>
<td><strong>Total Budget</strong></td>
<td>$1,263.8</td>
<td>Review</td>
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## Budget Model Example

### INCOME

<table>
<thead>
<tr>
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<th>2015-16</th>
<th>2016-17</th>
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<tbody>
<tr>
<td>Appropriations</td>
<td>268.3</td>
<td>279.1</td>
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<td>Tuition and Fees</td>
<td>899.9</td>
<td>899.9</td>
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<tr>
<td>Undergrad</td>
<td>24.6</td>
<td></td>
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<tr>
<td>Grad</td>
<td>8.4</td>
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<tr>
<td>New NR Student Enr</td>
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<tr>
<td>Total</td>
<td>932.8</td>
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<tr>
<td>Other Revenue</td>
<td>91.4</td>
<td>93.3</td>
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### EXPENDITURES

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<tr>
<th></th>
<th>2015-16</th>
<th>2016-17</th>
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<tbody>
<tr>
<td>Financial Aid</td>
<td>127.0</td>
<td>132.7</td>
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<tr>
<td>Salaries</td>
<td>658.4</td>
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<td>Health Insurance</td>
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<td>Other Benefits</td>
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<tr>
<td>Utilities</td>
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<td>64.4</td>
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<td>New Space</td>
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<td>Supplies/Services</td>
<td>123.7</td>
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<tr>
<td>Central University Items</td>
<td>106.9</td>
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<tr>
<td>Total</td>
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### VARIABLES

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<td>4.0%</td>
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<td>4.0%</td>
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<td>4.0%</td>
<td>4.0%</td>
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<td>Grad</td>
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<tr>
<td>Salaries</td>
<td></td>
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<tr>
<td>Health-Faculty &amp; Academic Staff</td>
<td>5.0%</td>
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<tr>
<td>Health-Coalition</td>
<td>5.0%</td>
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<tr>
<td>Other Benefits-Faculty &amp; Academic Staff</td>
<td>3.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other Benefits-Coalition</td>
<td>3.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities</td>
<td></td>
<td></td>
<td>4.0%</td>
<td></td>
</tr>
<tr>
<td>Framework</td>
<td>6.1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities-Coalition</td>
<td>4.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financial Aid</td>
<td>4.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Central University Items</td>
<td>4.0%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Surplus/(Deficit)</td>
<td>0.0</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Budget Change</td>
<td>3.5%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Does not include 1% efficiency factor*
Budget Model Example
A Culture of Change Necessary

Sir Ken Robinson - Bring on the Learning Revolution!
Emergence of New Higher Education Revenue Model

- Increase prominence of development

- Research expenditures funded by grants and contracts

- Educational programming balanced by level, discipline, cost structure

- Focus on efficiency and effectiveness of support activities
Contacts and Resources

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Resources:

Manual of business procedures
https://ctlr.msu.edu/combp/

Unit budget planning instructions
https://opb.msu.edu/budgetApp/download/2015-16InstructionsForCompletingUnitBudgets.pdf

Cognos Instructions –budget/raise
http://opb.msu.edu/budget/cognos_planning/

Planning Profile Summary
http://opbweb01.dev.ais.msu.edu/InfoPages/MenuPPSFrame.htm

University Metric Tools (Excel model)
http://opb.msu.edu/institution/UniversityMetricTools.asp