



Strategic Financial Planning & Budget Development Process FY 2026

Office of Financial Planning & Analysis, UFS&T

Session Objectives

- ❖ Strategic Financial Planning Benefits
- ❖ Three Step Approach to Financial Planning and Budget Development
- ❖ Step One: Utilize Strategic Initiatives for Planning
- ❖ Step Two: Update Strategic Financial Projections
- ❖ Step Three: Submit FY26 Strategic Budget Request
- ❖ Checklist and Deadlines
- ❖ Contact Information



Strategic Financial Planning Benefits

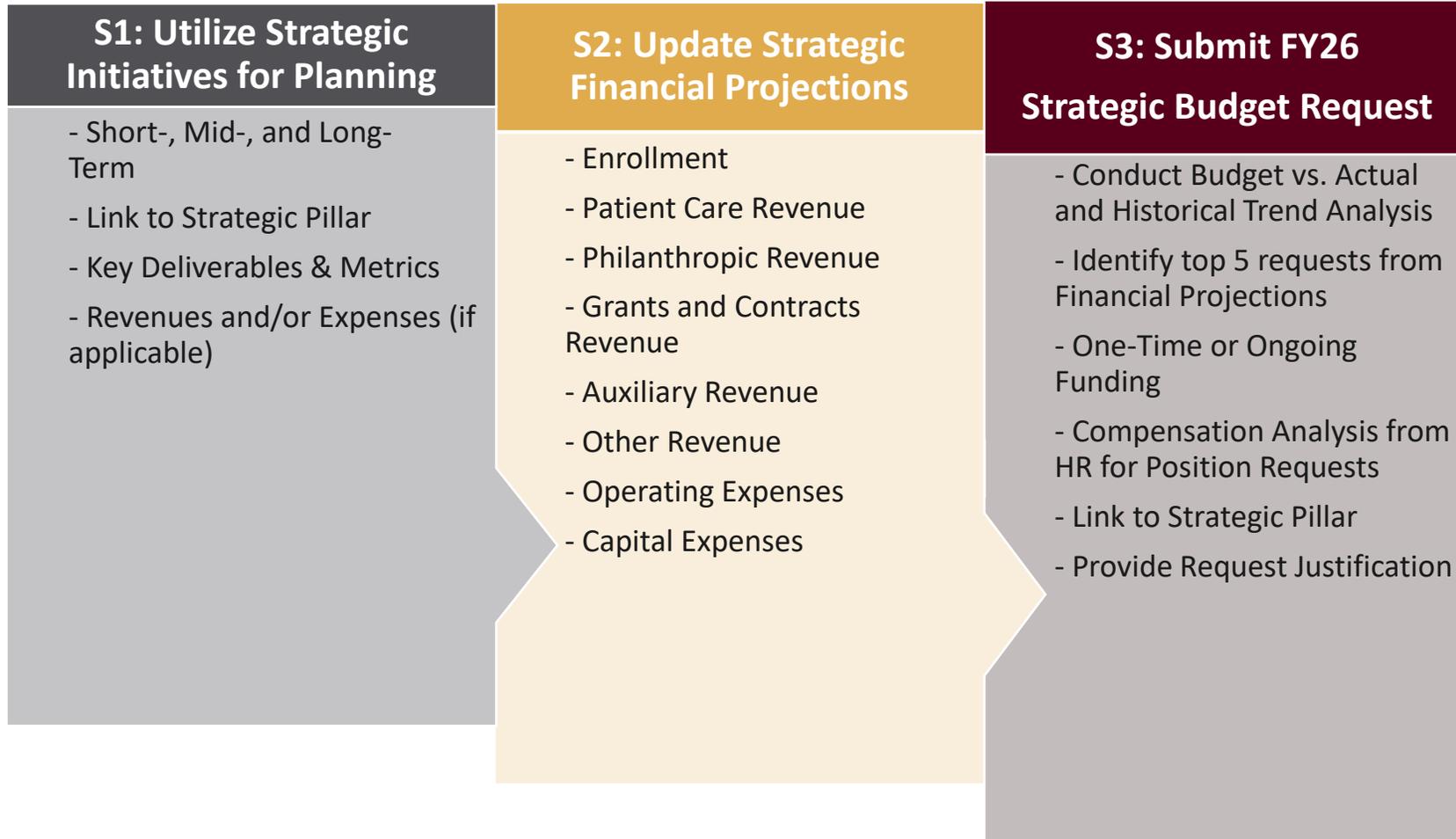


Short- and Mid- Term Planning: Includes the process of projecting revenues and expenditures within **one to three years**. Financial projections are used to develop anticipatory information, plans, and metrics to more effectively facilitate and align the budget development process to strategic financial planning.

Long-Term Planning: Includes the process of projecting revenues and expenditures **four years or more**. Long-term financial projections provide insights on overall goals and objectives to ensure alignment with College/Department and University strategic financial plans.

Three Step Approach

Strategic Financial Planning & Budget Development Process



Step One: Review Completed Strategic Initiatives

Retrieve and review your completed initiatives list to utilize as you update your strategic financial projections and strategic budget request for FY26.

Verify that your initiatives are associated with the overall goals of the University.

Review the key deliverables, metrics and anticipated outcomes for each of these initiatives.

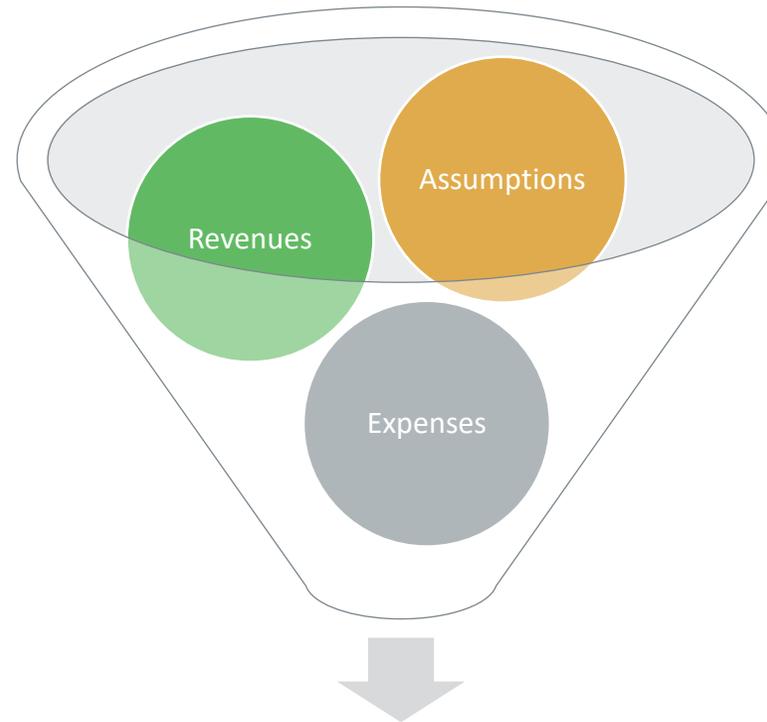
Gather any additional information needed to help project revenues and expenses for your initiative. If you need additional assistance projecting your revenues and expenses, the FP&A team is here to help with anything you need.

Length	Initiatives	Strategic Pillar Goals	Key Deliverables	Metrics	Revenues (If Applicable)	Expenses (If Applicable)
Select from drop down: Short-Term 1Year Mid-Term 2-3Years Long-Term +4 Years	Specific project or action to execute the strategy	Select from drop down: Academic Excellence Preparedness for the Future Community of Belonging Humanistic Healthcare Operational Excellence	A product or result of a process that helps this initiative obtain its goals	Ways to measure progress, evaluate performance, and identify areas for improvement within this initiative	Sales of goods, services, tuition, patient care, etc.	Capital, wages, equipment, marketing, utilities, etc.

Step Two: Multi-Year Financial Modeling

Revenue Projections

- Tuition
- Patient Care
- Gifts & Donations
- Grants & Contracts
- Auxiliary
- Other



Expense Projections

- Compensation
- Operating (OpEx)
- Capital (CapEx)

**Develop Multi-Year Projections, Scenario Analysis, and
FY 2026 Budget Proposal**

Step Two: Updating Strategic Financial Projections

- **Importance of Multi-Year Projections**
 - Developing short-term and mid-term initiatives will be assistive in projecting future strategic developments by providing insights for better planning and decision making.
 - This proactive approach allows organizations to better anticipate challenges and seize opportunities, fostering sustainable long-term enhancements.
- **Maximizing & Optimizing Resources**
 - Using key historical financial metrics and projections, enables the creation of anticipatory results rather than reactive ones.
 - By analyzing these historical metrics and using predictive analytics it will provide insights on opportunities for maximization and optimization of resources, including cost saving opportunities.

Step Two: Healthcare Revenue Projections

Healthcare Revenue Projections will be assigned under Tasks in Workday.

S1: Actuals up to Q1-FY25 will be shown. You can modify FY2025 Q2-Q4 individually or FY2025 as a whole and quarters will adjust accordingly.

S2: You can revisit and adjust your FY2026 and FY2027 projections.

S3: Please input your FY2028 healthcare revenue projections.

ACCOUNTS BY TIME	INITIAL BAL...	FY2021	FY2022	FY2023	FY2024	Q1-FY25	Q2-FY25	Q3-FY25	Q4-FY25	FY2025	FY2026	FY2027	FY2028
Revenue													
5625 - Patient Discounts		-1,904,002	-2,082,891	-2,078,192	-2,107,519	-356,520	-572,802	-572,802	-572,802	-2,074,924	-2,405,767	-2,526,055	
5646 - Revenue-Incentives		500,402	543,322	613,070	596,377	184,605	168,977	168,977	168,977	691,536	709,705	745,190	
5661 - Revenue External Clinics		2,750	2,200	3,300									
5690 - Revenue - Physicians		2,728,038	3,087,870	3,144,291	2,969,193	474,306	836,194	836,194	836,194	2,982,887	3,445,118	3,548,472	
5692 - Revenue-Capitation Program		1,273,367	1,404,978	1,448,724	1,282,138	330,312	399,304	399,304	399,304	1,528,225	1,677,078	1,760,933	
Total		2,600,555	2,955,479	3,131,192	2,740,188	632,702	831,674	831,674	831,674	3,127,724	3,426,134	3,528,539	

Step Two: Updating Enrollment Projections

Update Enrollment Projections Template FY26-FY28

Western University of Health Sciences Education Program A Multi-Year Enrollment Projections			
	College Name Projected Academic Year 25/26	College Name Projected Academic Year 26/27	College Name Projected Academic Year 27/28
1st Yr. Students Registered	121	122	123
Transfers in ("+") LOA or Suspended from Previous Year			
Less: Withdrawals / Dismissals			
Less: Leave of Absence / Suspensions	2	2	2
Total Headcount at Year-End	119	120	121
2nd Yr. Students Registered	118	119	120
Transfers in ("+") LOA or Suspended from Previous Year			
Less: Withdrawals / Dismissals			
Less: Leave of Absence / Suspensions	1	1	1
Total Headcount at Year-End	117	118	119
3rd Yr. Students Registered	111	117	118
Transfers in ("+") LOA or Suspended from Previous Year	2	2	2
Less: Withdrawals / Dismissals			
Less: Leave of Absence / Suspensions	3	3	3
Total Headcount at Year-End	110	116	117
4th Yr. Students Registered	107	110	116
Transfers in ("+") / out ("-")	6	6	6
Less: Withdrawals / Dismissals			
Less: Leave of Absence / Suspensions			
Total Headcount at Year-End	113	116	122
Enrollment	459	470	479
AY 25/26 & AY 26/27 Notes:			

S1: The Academic Year 25/26 and 26/27 enrollment data were submitted by the colleges last year. Kindly review and update them if necessary.

S2: Please provide the enrollment data for Academic Year 27/28. The numbers in red font are provided as an example.

S3: Kindly include rationale and comments for Academic Year 25/26, adjusting for different school years if necessary.

Step Two: Referencing Enrollment Projections Report

For reference, Workday Report “10. Historical Enrollment Report” is available to aid your enrollment projection:

- Historical Enrollment Number: Font Green
- Academic Year 24/25 Enrollment Number: Font Blue, aligned with Budget Proposal
- Academic Year 25/26 and 26/27 Enrollment Number: Font Black, data were submitted by the colleges last year. Will be updated after received update
- Academic Year 27/28 Enrollment Number: Will be added to system after we received projections from colleges

Western University | Western University of Health Sciences | Reports / 10. Historical Enrollment Summary

Educational Program	Accounts	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026	FY2027
		Operating Funds	Budget	Projection								
▼ Educational Program (Rollup) Education Program A	1st Yr. Students Registered	108	105	106	107	112	111	111	112	120	121	122
	2nd Yr. Students Registered	103	102	103	106	106	109	105	111	112	118	119
	3rd Yr. Student Registered	105	103	100	100	105	107	107	104	110	111	117
	4th Yr. Total Enrollment	110	110	105	101	101	103	107	111	104	113	116
	Total Enrollment	426	420	414	414	424	430	430	438	440	459	470
Total Educational Program (Rollup)	1st Yr. Students Registered	108	105	106	107	112	111	111	112	120	121	122
	2nd Yr. Students Registered	103	102	103	106	106	109	105	111	112	118	119
	3rd Yr. Student Registered	105	103	100	100	105	107	107	104	110	111	117
	4th Yr. Total Enrollment	110	110	105	101	101	103	107	111	104	113	116
	Total Enrollment	426	420	414	414	424	430	430	438	440	459	470

Step Two: Completing Tuition Rate Sheet

The screenshot shows a web-based spreadsheet interface. On the left is a sidebar with a list of items under 'Multi-Year Planning', including 'Proposed Tuition Rate' which is selected. The main area displays a spreadsheet with columns for 'EDUCATIONAL PROGRAM...', 'STUDENT YE...', 'FY25 T...', 'FY26 PROPOSED TUITION % ADJUSTMENT', 'FY26 NEW...', and 'SHORT RATIONALE/JUSTIFICATION'. Annotations S1 through S4 are placed over the interface: S1 points to the 'Levels' dropdown menu; S2 points to the 'FY26 PROPOSED TUITION % ADJUSTMENT' cell; S3 points to the 'SHORT RATIONALE/JUSTIFICATION' cell; and S4 points to the 'Save' icon in the top toolbar. A table with one row is visible below the spreadsheet header.

#	EDUCATIONAL PROGRAM...	STUDENT YE...	FY25 T...	FY26 PROPOSED TUITION % ADJUSTMENT	FY26 NEW...	SHORT RATIONALE/JUSTIFICATION
1	Education Program A	1			0	

Showing rows 1-1 of 1.

S1: Select home level (Org) to view college programs
S2: Click on “FY26 Proposed Tuition % Adjustment” entry cell and make your entry. “FY26 New Tuition Rate” will change accordingly.
S3: Click on “Short Rationale/Justification” entry cell and make your entry
S4: Click “Save” icon

Step Two: Completing Proposed Salary Increase Allocation Sheet

Western University | Western University of Health Sciences | Sheets / Proposed Salary Increase Allocation | FY2026 Phase I Strategic Budget Req...

Multi-Year Planning | Nov 22

Healthcare Revenue Proje... | Nov 25

Healthcare Revenue Proje... | Nov 25

Proposed Salary Increase ... | Nov 25

Description | Notes

Content Proposed Salary Increase Allocation

Version FY2026 Phase I Strategic Budget Request

On the sheet, please select your home org. Please input Proposed Salary Increase Allocation % and complete the Short Rationale/Justification field as well. All Fields are required to be completed.

S5 → S2 → S1 → Levels

S3 → S4 →

#	FY26 PROPOSED SALARY INCREASE ALLOCATION %	SHORT RATIONALE/JUSTIFICATION

Showing rows 0 of 0.

S1: Select home level (Org) for entry
S2: Click Add Row icon
S3: Click on "FY26 Proposed Salary Increase Allocation %" entry cell and make your entry
S4: Click on "Short Rationale/Justification" entry cell and make your entry
S5: Click "Save" icon

Step Three: Using Workday Financial Reports for Analysis

Using industry best practice reports for analysis and insights for strategic projections and budget requests.

Western University | Western University of Health Sciences | Home

Reports

[Add New](#) | Search

	Name	Output
<input type="checkbox"/>	1. YTD YOY Comparison (Actuals)	HTML
<input type="checkbox"/>	2. Quarter YOY Comparison (Actuals)	HTML
<input type="checkbox"/>	3. Month YOY Comparison (Actuals)	HTML
<input type="checkbox"/>	4. Yearly Trend (FY17-FY24 Actuals)	HTML
<input type="checkbox"/>	5. Quarterly Trend (Actuals)	HTML
<input type="checkbox"/>	6. Monthly Trend (Actuals)	HTML
<input type="checkbox"/>	7. Budget Vs Actual (FY24)	HTML
<input type="checkbox"/>	8. Budget Vs Actual (FY25 YTD)	HTML

Navigation: All, Personal, Shared, Favorites, Reusable, Schedules

Step Three: Using Workday Financial Reports

Yearly Trend Report 4 displays historical actuals for multiple years.

Western University
Reports / 4. Yearly Trend (FY17-FY24 Actuals)

Level: Other Units (Division) Fund: 1100 - Current Unrestricted

Accounts	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
	Actuals						
▶ Advertising, Marketing, Promotion, & Sponsorships	-	2,652	3,066	9,266	1,500	267	-
▶ Banking & Investment Fees	-	-	-	30	10	-	-
▶ Commencement, Convocation & Other Student Activities	641,586	717,210	736,686	494,132	297,376	620,476	594,786
▶ Conference, Continuing Education, Faculty Dev, & Travel	11,205	22,127	148,976	61,960	6,872	842	5,568
▶ Contracts & Consulting Services	-	162,091	49,397	39,645	54,566	25,636	-
▶ Dues, Memberships, Fees, & Licenses	899	773	13,747	2,998	4,298	-	-

- Provides users with valuable year-over-year data to identify patterns and spending trends, enabling better financial forecasting.
- Provides insights on how spending behavior evolves over time.
- Facilitates data-driven decision-making to support budget requests that align with WesternU’s strategic pillars within the Budget Development Process.

Step Three: Using Workday Financial Reports

Budget Vs. Actual Report 7 is a comparison report between adjusted budget and actual spending.

Western University | Reports / 7. Budget Vs Actual (FY24)

Level Other Units (Division) Fund 1100 - Current Unrestricted Period Jun-2024

Accounts	Year to date as of Jun-2024			
	Adjusted Budget	Actuals	Variance (\$)	Variance (%)
▼ Operating Expenses				
▶ Commencement, Convocation & Other Student Activities	424,000	594,786	(170,786)	(40%)
▶ Conference, Continuing Education, Faculty Dev, & Travel	-	5,568	(5,568)	f(x)?
▶ Miscellaneous	15,000	13,871	1,129	8%
▶ Parking, Rents, Equipment Leases, & Property Assessment	-	7,708	(7,708)	f(x)?
▶ Postage	-	564	(564)	f(x)?
▶ Repairs and Maintenance & Supplies	-	480	(480)	f(x)?
▶ Software Licenses	283,204	-	283,204	100%
▶ Supplies	35,000	37	34,963	100%
▶ Telecommunications	-	928	(928)	f(x)?
Total Operating Expenses	757,204	623,942	133,262	18%

- Helps identify areas of over- or under-spending, ensuring better allocation of resources and strategic financial adjustments.
- Allows for timely identification of budget discrepancies, enabling quick action to avoid financial shortfalls.
- Provides valuable insights for refining future budgets, ensuring more accurate forecasting and alignment with long-term financial goals.

Step Three: Strategic Budget Requests

During the Budget Development Strategic Request Process, you will be able to request your **top 5 funding needs** based on the strategic planning work you have completed and financial analysis you have conducted. Each college will be able to input up to 5 requests for college activity and up to 5 requests for healthcare center activity.

We ask that you evaluate your current budget to identify any possibilities for **budget reallocation and self-funding**, prior to requesting new funds.

If any new position or position modification requests are to be included, please ensure that a **Compensation Analysis request is submitted to our HR department** and used for the budget request. This will be required for all compensation requests.

Step Three: Accessing Workday

Via: <https://my.westernu.edu/>

The dashboard contains the following tiles:

- Self-Service BanWeb**: Features an illustration of a laptop with 'Self-Service BANWEB' on the screen, a potted plant, and a mug.
- Workday**: Displays the Workday logo (a blue 'W' with an orange arch above it).
- University Risk Management**: Includes an illustration of people and a text block: "The Office of Risk Management ensures to protect of the physical, human resources, and financial assets of the University while reducing exposure to accident loss before it occurs. It has the responsibility of carrying out the policies of the University in systems."
- Services**: Lists links for Facilities Service Request, Notary Services, Skill Share, IT Support, and Space Planning & Management.
- Employee Resources**: Lists various HR-related links such as 2023 Hourly Payroll Calendar, 2023 Salary Payroll Calendar, ADP - Time Card/Reporting, Phone Directory, Discounts, Employee Assistance Program, Employee Benefits Resource Center, Employee Evaluations, Employee Handbook, Employee Policies, Employee Self-Service Profile*, Faculty Handbook, and Forms*.
- Application Systems**: Lists various software applications including Concur, Elxir, Google Docs, LinkedIn Learning, My Mediasite, Office 365, Qualtrics, Resource Scheduler, Self-Service BanWeb, SharePoint, and Workday. The Workday link is highlighted with a yellow arrow labeled S1.

Directly: <https://login.adaptiveinsights.com/app>

The login page features the following elements:

- Username or Email ***: A text input field highlighted with a yellow arrow labeled S1.
- Password ***: A text input field with a yellow box containing the text "Leave password blank. SSO connected."
- Sign In**: A blue button highlighted with a yellow arrow labeled S2.
- Forgot Password**: A link below the Sign In button.
- Workday Logo**: A large blue 'W' with an orange arch above it.
- WORKDAY ADAPTIVE PLANNING**: Text below the logo.
- Footer**: Copyright notice: "© 2022 Workday, Inc. All rights reserved. Proprietary and Confidential." and a note: "Workday is powered by 100% renewable energy."

Step Three: Accessing Workday Processes Tasks

The screenshot displays the Workday interface for the Western University of Health Sciences. The breadcrumb trail is "Processes / Overview". The left navigation menu is highlighted with yellow boxes and arrows indicating the following steps:

- S1:** Click on the "Home" menu item.
- S2:** Click on the "Processes" menu item.
- S3:** Click on the "Overview" sub-menu item under "Processes".

The main content area shows the "Processes" overview for "Multi-Year Planning". It includes a summary of task progress:

- Assigned to: Me
- Process: Multi-Year Planning
- Overall progress: 0%
- 1 tasks completed
- 116 tasks in progress
- 1 tasks running late

A donut chart displays the 0% progress. Below the summary, there is a "Tasks Completed" section with a message: "There are no completed tasks".

Step Three: Tasks Dashboard

S1: Select me, so that you are only able to view your tasks.

S2: Complete all tasks listed under “Tasks in Progress” by due date specified.

S3: To access each task, you will have to click on the [title link](#), and it will take you directly to the sheet required to be completed.

Note: To go back to task dashboard to view all tasks, you will have to go back to processes from menu bar, as shown on previous slide.

The screenshot shows the 'Tasks Dashboard' for 'Multi-Year Planning' at Western University. The dashboard includes a 'Create Task' button, a 'Days to target: 0' indicator, and a 'Process target date: Nov 22, 2021 5:00 PM PST'. It also shows 'Final task due date: Dec 2, 2024 11:59 PM PST' and 'Overall progress: 0%'. A yellow arrow labeled 'S1' points to the 'Assigned to' dropdown menu, which is set to 'Me'. Below the progress indicators, there are three sections: 'Tasks Running Late' (empty), 'Tasks in Progress' (containing five tasks), and 'Tasks Completed' (empty). A yellow arrow labeled 'S2' points to the 'Tasks in Progress' section. A yellow arrow labeled 'S3' points to the title link of the first task in the 'Tasks in Progress' list, 'Top 5 Strategic Budget Requests-Academic'.

Western University | Western University of Health Sciences | Processes / Overview

Create Task

Assigned to: Me

Process: Multi-Year Planning

Days to target: 0

Process target date: Nov 22, 2021 5:00 PM PST

Final task due date: Dec 2, 2024 11:59 PM PST

Overall progress: 0%

- 1 tasks completed
- 116 tasks in progress
- 1 tasks running late

0 days before target

154 days since start

Go to Process Guide →

Tasks Running Late

There are no overdue tasks

Tasks in Progress

- Proposed Salary Increase Allocation
- Proposed Tuition Rate
- Top 5 Strategic Budget Requests-Academic
- Top 5 Strategic Budget Requests-Healthcare
- Healthcare Revenue Projections FY26-28

Tasks Completed

There are no completed tasks

Step Three: Completing Top 5 Budget Request

Multi-Year Planning Nov 22
Top 5 Strategic Budget Re... Nov 25

Content Phase I - Budget Request
Version FY2026 Phase I Strategic Budget Request

On, the sheet, please select the org you will be making the request. Please make selection/input your data for each column. All fields are required to be completed.

#	GL ACCOUNT	REQUEST AMOUNT	EFFECTIVE DATE	PRIORITY RANKING ^a	FUNDING TYPE	COMPENSATION ANALYSIS REFERENCE #	STRATEGIC PLAN	PRIMARY STRATEGIC THEME	SECONDARY STRATEGIC THEME (OPTIONA...	SHORT RATIONALE/JU
1	6850 - Alloc...	33,200.00	7/1/2025	1 - highest level	Ongoing		Included on Projection	Operational Excellence		New Position: Fringe B
2	6200 - Salari...	100,000.00	7/1/2025	1 - highest level	Ongoing	DEP 100	Included on Projection	Operational Excellence		New Position: Manager
3	79200 - Equi...	2,200.00	7/1/2025	2 - second highest...	One-time		Included on Projection	Operational Excellence		Laptop for Manager of
4	70915 - Cont...	10,000.00	7/1/2025	3 - middle level	One-time		Included on Projection	Operational Excellence	Preparedness for the Future	Training for Manager o
5	Total	145,400.00								

Showing rows 1-4 of 4.

S1: Select the org level you will be requesting funding.

S2: Click Add Row icon for each entry.

S3: Complete each cell for each row by entering information accordingly.

S4: Repeat Steps 1 to 3 for up to 5 requests for your department or college.

S5: Click Save icon

Note: You may use multiple orgs if the total number of items is no greater than 5 for your college/department. You will be able to request 5 items for the academic and 5 items for patient care center. Please save all request backup information in the W Drive folder (quotes, additional rationale/justification, etc.).

Step Three: New Position/Position Modification Compensation Analysis

- Complete provided spreadsheet template
- Attach Job Description (JD)
- Deadline to submit spreadsheet & JD: Fri, Nov. 1st
- Email spreadsheet and JD to: compensation@westernu.edu
- Class & Comp will perform internal & external market analysis
- Salary range and Compensation Analysis Reference # will be provided to departments by Mon, Nov. 18th

Step Three: Completing Tasks Status - Training

The image displays a two-part interface for task management. On the left, under the heading "Tasks in Progress", there is a list of five tasks, each with a blue circular progress indicator and a green "Incomplete" status button. A yellow arrow labeled "S1" points to the "Incomplete" button of the task "Top 5 Strategic Budget Requests-Academic". To the right of this list is a "Tasks Completed" section which is currently empty, displaying a calendar icon and the text "There are no completed tasks". A large dark red arrow points from the left interface to the right interface. The right interface shows the same "Tasks in Progress" list, but the "Top 5 Strategic Budget Requests-Academic" task is now in the "Tasks Completed" section. Its status button has changed to a green "Complete" button, which is highlighted with a yellow box and a yellow arrow. The "Tasks Completed" section now contains two items: "Top 5 Strategic Budget Requests-Academic" and "Top 5 Strategic Budget Requests-Healthcare", both with their respective completion dates and "Complete" status buttons.

S1: Once you have completed your task(s), go to process menu bar. Click Incomplete Status and the status will change to complete. Repeat this process for all tasks assigned to you.

Checklist and Deadlines

Due: November 1st, 2024

- Complete & Submit** Compensation Analysis Request - Excel 

Due: November 25th, 2024

- Update** Strategic Financial Projections - Teams Excel 
- Update** Healthcare Revenue Projections (If Applicable) - Workday 
- Update** Enrollment Projections (If Applicable) - Excel 
- Complete** Proposed Tuition Rate (If Applicable) - Workday 
- Complete** Proposed Salary Increase Allocation - Workday 
- Complete** Strategic Budget Requests - Workday 

Time & Responsibility Schedule Stakeholders

Stakeholders

BFIC	Board Finance & Investment Committee
BOT	Board of Trustees
PRES	Office of the President
PROV	Office of the Provost
CFO	Office of the Chief Financial Officer & Treasurer
SVPISS	Senior Vice President of Institutional Shared Services
SL	Senior Leadership Team
DL	Division Leaders
DC	Deans Council
FS	Faculty Senate
SC	Staff Council
SGA	Student Government Association
FP&A	Financial Planning & Analysis
OBA	Office of Budget Administration
OHR	Office of Human Resources
FC	Financial Coordinators

Time & Responsibility Schedule

Pre-Plan

<u>Target Date</u>			
Aug - Sep	Aug	Develop budget timelines, worksheets, and financial models.	FP&A/OBA
	Sep	Begin setup of revenue projection models for all sources of operating revenue. Apply various scenarios for tuition rate adjustments, projected enrollment, healthcare services, investment income, indirect cost recovery, unrestricted gifts, etc.	FP&A

Communication, Launch and Gather Information

<u>Target Date</u>			
Oct - Jan	Oct	Initial Strategic Planning Meeting with CFO, President, and Provost.	PRES/CFO/PROV
	Oct-Jan	Financial Planning & Budget Development Consultative Meetings with UEOT, Deans Council, Faculty Senate, Staff Council, and Student Government Association.	PRES/CFO/UEOT/DC/FS/SC/SGA/FP&A
	Oct	Financial Planning & Budget Development Strategic Requests information session and materials made available to colleges and departments.	FP&A/OBA/FC
	Oct	Enrollment, healthcare services, and philanthropic revenue projections information sessions .	FP&A/FC
	Oct	Strategic business plan financial projections updated by colleges and support departments.	FC
	Nov	Financial Planning & Budget Development Strategic Requests deadline .	FC
	Nov	Enrollment, healthcare, and philanthropic revenue projections deadline .	FC

Time & Responsibility Schedule

Consolidate, Review and Collaborate

<u>Target Date</u>			
Feb- Mar	Feb	Strategic plans financial projections collaborative review.	PRES/PROV/CFO/SVPISS
	Feb	Strategic funding availability calculation and optimal divisional allocation process algorithm per best practices developed with Moss Adams.	PRES/PROV/CFO/SVPISS
	Feb	Division Leaders review funding allocation decision and propose sub-units funding allocation splits.	PRES/PROV/CFO/DL/FP&A
	Feb	Meeting to review and confirm proposed funding recommendation splits by division leaders for sub-units.	PRES/PROV/CFO/FP&A
	Mar	Budget proposal collaborative review.	PRES/CFO/SL
	Mar	Budget proposal status meeting(s) with President.	PRES/PROV/CFO
	Mar	Final budget proposal packaged to present to the Board Finance & Investment Committee and Board of Trustees.	PRES/PROV/CFO/FP&A/BFIC

Time & Responsibility Schedule

Finalize

	<u>Target Date</u>	
Apr	Apr	Board Finance & Investment Committee to review proposed budget.
	Apr	Board of Trustees to approve proposed budget.
		BFIC/CFO/PRES/PROV
		BOT/CFO/PRES/PROV

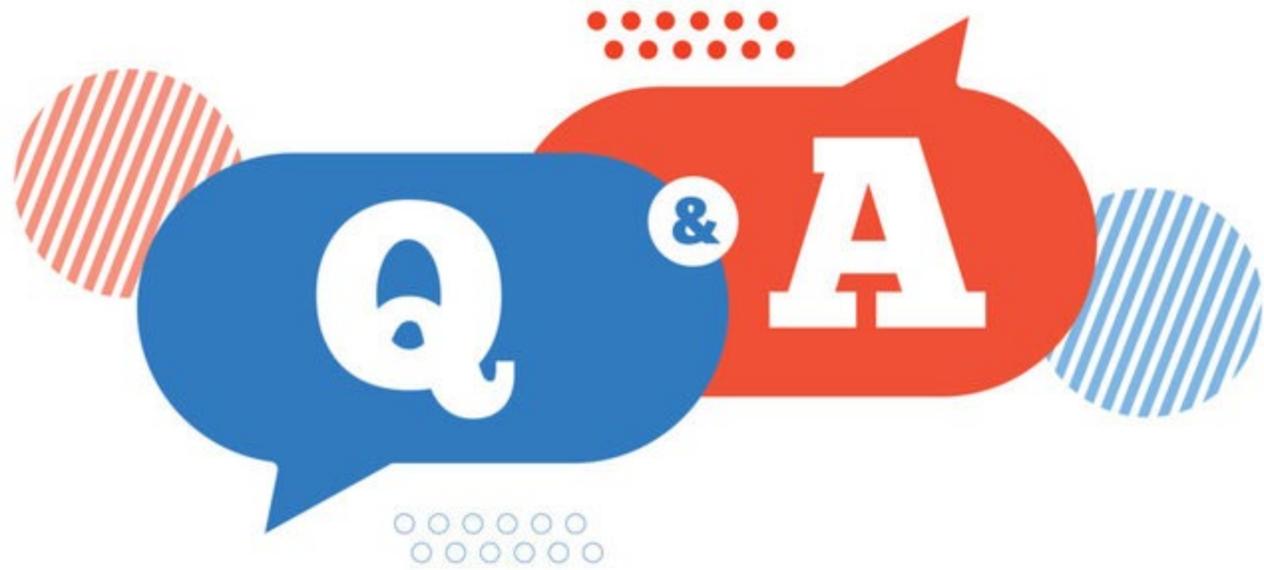
Allocate, Reallocate and Implement

	<u>Target Date</u>	
Apr - Jun	Apr	BOT budget approval and funding levels communicated to division leaders.
	Apr	Division Leaders communicate budget allocations to sub-units.
	Apr	Financial Planning & Budget Development Allocation & Reallocation information sessions and materials made available to colleges and departments.
	May	Financial Planning & Budget Development Allocation & Reallocation deadline .
	June	Reconcile, balance, and upload budget.
		PRES/CFO/PROV/DL
		PRES/PROV/CFO/DL
		FP&A/OBA/FC
		FC
		FP&A/OBA

FP&A & HR Support Team

Please do not hesitate to reach out to our support team regarding any questions. We are here to help!

Team	Focus Area	Preferred Contact Method
Raymond Garcia, MBA	Process Information, Metrics, Targets, Scenario Analysis, and Overall Financial Planning & Analysis Process	Teams or E-mail at garciar@westernu.edu
Yutong Li, MS and CPA	Multi-Year Tuition Planning, Financial Modeling, and Workday Technical Support/Administrator	Teams or E-mail at yutongli@westernu.edu
Jesse Corrington	Initiatives Development Support	Teams or E-mail at jcorrington@westernu.edu
Alex Jaramillo	Financial Reporting and Projections	Teams or E-mail at ajaramillo@westernu.edu
Miguel Hernandez, MBA	Healthcare Services, Auxiliary Services, Operating, and Capital Planning	Teams or E-mail at miguelhernandez@westernu.edu
Maria Nguyen	Financial Reporting and Analysis Support	Teams or E-mail at marianguyen@westernu.edu
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Abey Jacob	Budget Reporting and Analysis Support	Teams or E-mail at jacoba@westernu.edu
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Thank
you