MEMORANDUM

February 1, 2011

TO:         President’s Cabinet
FROM:      Shelley C. Nickel
RE:      FY 2012 Budget Hearings

Attached you will find the necessary documentation for the upcoming budget hearings scheduled for March 23rd. As in the past, this hearing will be open to the campus. Vice Presidents are required to submit a comprehensive budget request linked to the planning initiatives of the College and strategic goals of the University System of Georgia. These requests provide an opportunity to address new positions, operating expense, reallocations, technology and equipment needs.

Keep in mind that fiscal year 2012 will be one of the most challenging years we have ever experienced. In addition to linking your requests to our planning initiatives, they should be limited to areas affecting regulatory compliance, accreditation, support for students, business continuity, and emergency preparedness.

Please review these documents and related forms. If you have questions concerning this document or the upcoming budget hearings, please contact Lee Fruitticher at extension 5041 or Clint Chastain at 5733.

Thank you.
GORDON COLLEGE
BUDGET REQUEST FORMS

Any request made by the Vice Presidents for additional resources and/or reallocations must be submitted on the following budget request forms. These budget forms will be used as the basis for discussion during the annual budget hearings and to provide the necessary information for analysis and justification to support the request. During these hearings the divisions/departments will provide specific and comprehensive resource needs for each request. Budget request forms are submitted as part of the overall institutional budget process. Due to limited resources, it is important that the institution focus on requests affecting regulatory compliance, accreditation, support for students, business continuity, and emergency preparedness. Only these items will be considered for allocations of new funds or the reallocation of existing institutional resources. Request for items outside of these constraints must be funded from within existing budgets at the campus or department level. Note that institutional priority does not imply automatic resource allocation.

We are asking that all requests be tied to the University System of Georgia (USG) strategic goals. The following are strategic goals identified by the USG:
1. Renew excellence in undergraduate education.
2. Increase enrollment capacity to meet the needs of 100,000 additional students by 2020.
3. Increase the System’s participation in research and economic development to the benefit of a global Georgia.
4. Strengthen USG’s partnership with the state’s other agencies.
5. Maintain affordability so that money is not a barrier to participation in the benefits of higher education.
6. Increase efficiency, working as a System.

A description and identification of the purpose of each form utilized in the budget hearing process is presented below.

BUD01 – Fiscal Year 2012 Division/Department Budget Prioritized Requests

The purpose of this form is to request additional funding for new and continuing programs. The request may be for personal services (new positions), general operating expenses, and/or equipment items. The form may also be used for internal reallocations of current or existing funds. If a request is contingent upon a campus or department reallocation of existing resources, this must be fully
described in the justification provided on Form BUD02. The overall requests of the division or department will be prioritized and summarized using this form. This document should be a statement of the department’s highest priorities based on need, institutional initiatives, and strategic goals of the USG.

Each request must be ranked according to need and listed in priority order. Indicate the strategic goal or targeted enhancement to which the budget request is linked.

Provide a concise summary of the narrative justification for the item requested. Include position titles and the number of positions. Indicate if the period of funding is for one year or must be continued. The expenditure description specifies the object or type of expense, i.e., full time staff, travel, supplies, per diem, etc. Include the total amount of funding requested for each priority item. Use 30% as the rate to estimate benefits when the request pertains to personal services.

Total all items in the space provided.

**BUD02 – Justification for Requests**

A narrative justification for each item must be completed. This form is used to provide the justification for each item requested. The justification should include a short description or program review of the current operation/organization of the department, trends or external factors affecting the department, benchmarks or measures of performance to support the request, and linkage with the strategic goals of the USG. Use this form to explain any critical issues, items and opportunities appropriate to the request and the department.

A separate narrative must be completed for each item or priority requested. Please use the format provided in the Word document.

**These forms are due to Clint Chastain by March 15.** Budget hearings with the President and her cabinet are scheduled to be held March 23rd at 9:00 in the Foundation Room.
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<th>Priority Ranking</th>
<th>Strategic Goal/ Targeted Enhancements</th>
<th>Description of Request</th>
<th>Funding Period One Year/ Continuing</th>
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BUD 02
Division/Department:

NARRATIVE JUSTIFICATION
Priority Ranking:
Strategic Goal/Targeted Enhancement:
Description of Request:
Funding Period:
Amount: $

The narrative justification should include: a short description or program review of the current operations/organization of the unit, trends or external factors affecting the unit, benchmarks or measures of performance to support the request, and linkage with the institutional planning priorities and USG strategic goals and targeted enhancements.