

Standard 3 – Element 3.2

Evidence Submission

Budget Process and Flowchart

Budget Flowchart and Development Process

Effective budget management is critical to the successful operation and growth of DYU-COM. This section provides a detailed overview of our structured approach to financial planning and resource allocation, including an outline of the sequential stages involved in budget development, both for the operating and capital budgets. Furthermore, the roles and responsibilities of key stakeholders are identified and the dean’s role in the process is clearly reflected. By elucidating these processes, we aim to demonstrate our commitment to responsible fiscal stewardship, support for institutional goals, and adherence to accreditation standards.

Annual Budget Process

DYU-COM’s Parent Institution, D’Youville University, has an annual budgeting process which encompasses all of its academic colleges/schools (including DYU-COM) and is designed to meet the standards and expectations of the Institutional Accreditation (Middle States Commission on Higher Education). The budget process is also designed to adhere to all the technical laws and regulations at the federal, state, and local levels. In summary, the overall budget process encompasses two (2) workflows, for the Operating and Capital budgets, respectively. In both cases, the dean has a mission critical role in preparing budget proposals based upon the needs of DYU-COM and then in alignment to the requirements of the Parent Institution’s Educational Charter, the D’Youville University Board of Trustees provides the final approval for both budgets on an annual basis. The capital and operating budgets are typically approved in the respective December and March Board meetings of the prior budget year. The budget year is scheduled from June 1 through May 31, annually.

On the following pages, a flowchart is provided to illustrate each of the budget processes (operating and capital budgets), and narratives are aligned to help explain the details of the budget development flowchart figures.

Operating Budget

As illustrated in **Figure 1**, the operating budget development process involves multiple stakeholders, and is conducted through a systematic and collaborative approach which is led by the dean of DYU-COM and designed to align financial resources with the strategic goals and educational objectives of DYU-COM.

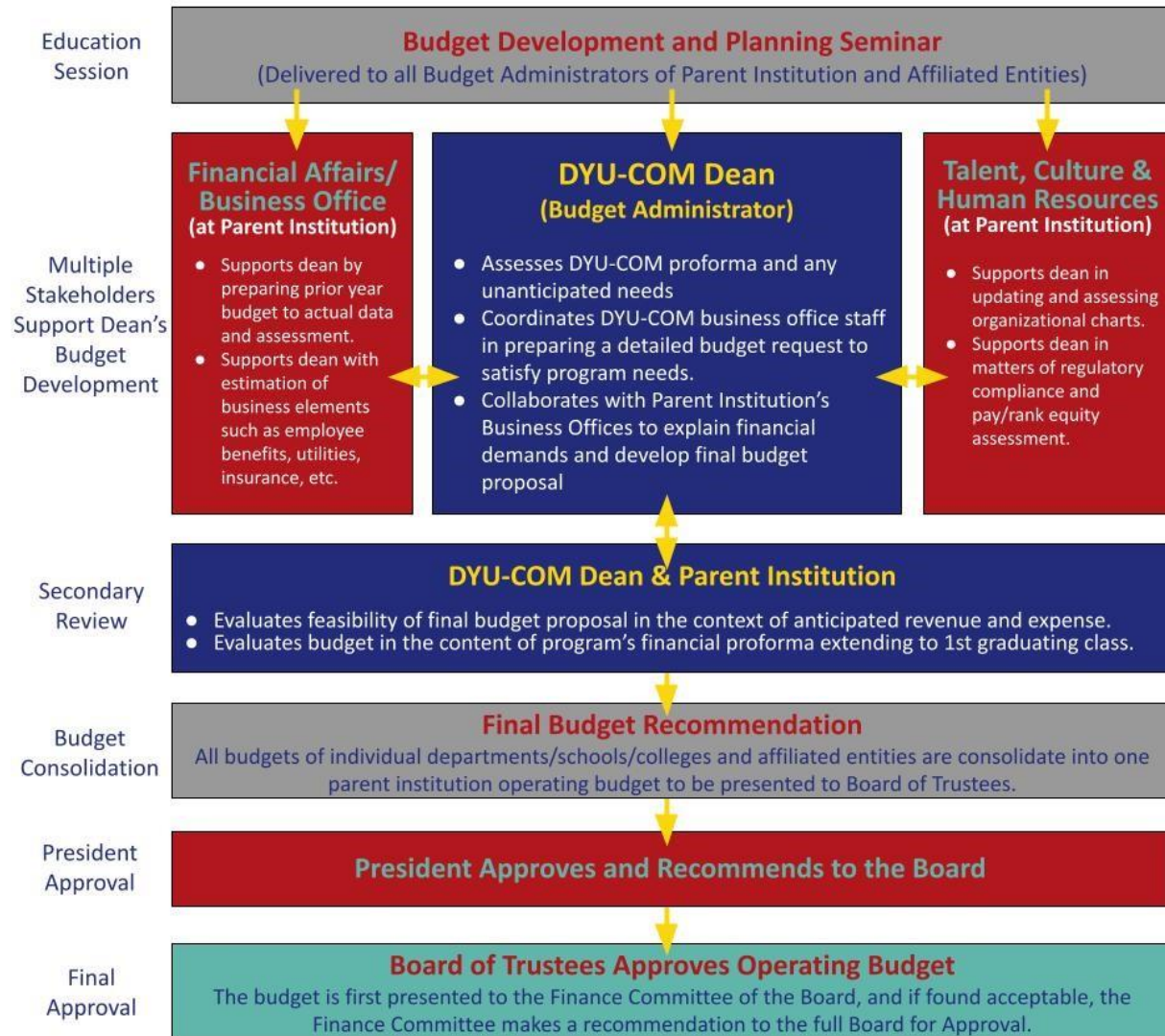


Figure 1. Operating Budget Development Process.

This process involves several key stages, each ensuring thorough planning, stakeholder involvement, and adherence to fiscal responsibility.

1. **Education Session** – the process begins with an education session to ensure all budget administrators (new and returning), have a clear understanding of the roles and responsibilities of budget administrators in developing their operating budgets. At DYU-COM, the dean is the designated budget administrator of DYU-COM.
2. **Stakeholder Support** – following the kick-off education session, the dean (budget administrator for DYU-COM) begins assessing current budget outcomes and planning for future budgetary demands. In support of the dean’s work, the DYU-COM business office representative coordinates the development of DYU-COM’s budget. The Business Office and Talent, Culture, and Human Resources department at the Parent Institution also support the dean in providing data analysis and recommendations for informing the final operating budget. In this stage, the dean may also rely on associate deans, and program directors/chairs to support the budget development process, at their discretion.
3. **Secondary Review** – All budget proposals undergo at least one secondary review. This set is collaboratively executed by both the Dean and the Parent Institution’s business office.
4. **Budget Consolidation** – Once the DYU-COM budget is finalized, it is consolidated into the Parent Institution’s organization-wide budget proposal, which incorporates all departments, colleges/schools, and affiliated entities. The budget is approved by the president and the president seeks approval by the Board of Trustees.
5. **Final Approval** – The final approval of the operating budget is provided by the Board of Trustees, after first being reviewed and found to be acceptable by the Board Finance Committee. This process typically takes place in March, for the following year.

Through this systematic and collaborative approach, the dean of DYU-COM has the authority to designate and align the necessary financial resources with the strategic goals and educational objectives of DYU-COM.

Capital Budget

As illustrated in **Figure 2**, the capital budget development process involves a similar systematic and collaborative approach. However, in this case, the stakeholder involvement of the Talent Culture and Human Resources department is replaced by the Facilities and Information Technology departments, as much of capital spending related to the procurement and installation of furniture, fixtures, and equipment.

This capital budget process can be described with the following key stages, many of which are aligned with the processes and rationale of the operating budget development process.

1. **Education Session** – the process begins with an education session to ensure all budget administrators (new and returning), have a clear understanding of the roles and responsibilities of budget administrators in developing their capital budgets. The main distinction for capital budget development is that requests for capital funding are accepted on a rolling basis throughout the year. Given that many of these projects extend over a longer timeframe than one fiscal year or are incorporated into longer-term master planning visions, these requests often incorporate more research and planning in advance of the submission of a budget request. Information on how to request capital funding is also provided to new employees during Employee Onboarding.
2. **Stakeholder Support** – The dean (budget administrator for DYU-COM) compiles a list of capital budget requests for DYU-COM, after first, reviewing and prioritizing all the individual requests from stakeholders within DYU-COM. In support of the dean’s work, the Facilities, Design and Construction Office, and Office of Information Technology at the Parent Institution also support the dean in analyzing project feasibility, budget estimation, and projected execution timelines. In this stage, the dean may also rely on associate deans, and program directors/chairs to support the budget development process, at their discretion. It is important to note the dean is the lead fundraiser for capital projects supporting DYU-COM.
3. **Budget Consolidation** – Once the DYU-COM budget is finalized, it is consolidated into the Parent Institution’s organization-wide budget proposal, which incorporates all departments, colleges/schools, and affiliated entities. The capital budget is reviewed by the President and the President seeks approval by the Board of Trustees.
4. **Final Approval** – The final approval on the capital budget is provided by the Board of Trustees after first being reviewed and found to be acceptable by the Board Finance Committee. This process typically takes place in December, for the following year.

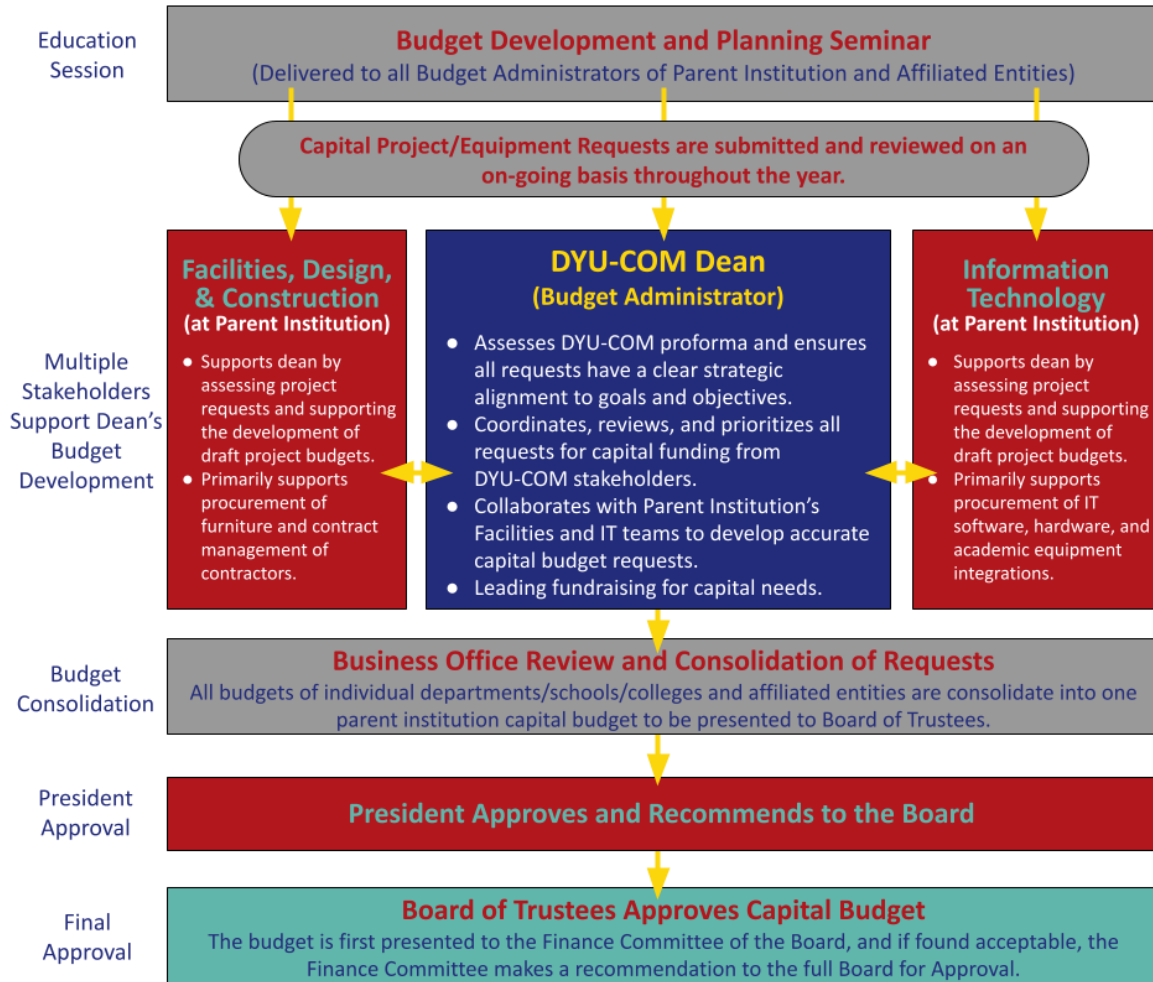


Figure 2. Capital Budget Development Process.

Budget Roll-out

Once approved, projects are established as budget lines within DYU-COM's Enterprise Resource Planning system (Colleague), which provides budget administrators the ability to spend funds consistent with procurement policies. Operating budgets are closed out annually, however, capital budgets are allocated on a project-by-project basis which may extend beyond fiscal years. During the fiscal year, ongoing monitoring takes place of capital budget spending. This often entails monthly meetings between the dean, business office, and facilities or IT representatives, to evaluate progress and spending. Meetings to conduct mid-year operating review are scheduled on an as-needed basis, or per request from the dean.

Additional Clarifications of the Dean's Involvement in Budget Process

The Dean must approve the DYU-COM's budget before it can be submitted for consolidation into the overall institution's budget. It is also most typical that each department within a College prepares and submitted a budget request to the dean, prior to the dean preparing their final budget request for the College. In either case, this process is up to the dean's discretion, and the dean is the ultimate budget administrator overseeing all departments within the College.

The budget process is supportive of DYU-COM's overall strategic planning objectives. As such, the DYU-COM budget includes estimates of personnel hiring including adjunct faculty and table trainers, preceptors, and clinical sites, supplies for OMM labs, Foundational labs especially Anatomy, Clinical Skills and Simulation labs, faculty development, GME efforts, and student support to name a few. These items and others are all developed in conjunction with the Dean.

Given DYU-COM's start-up operations, the DYU-COM proforma is anticipated to provide a strong roadmap to guide the development of the annual DYU-COM budgets through the graduation of the first enrolled cohort. With DYU-COM progressing through the accreditation process and welcoming matriculants, the budget will be reviewed periodically to ensure that all expenses have been anticipated and accounted for.