

2010

# Reengineering the budget processes to align with the strategic plan



## **A. Multi-Year Calendar - Year One (Tentative Plans) May 2010 – March 2011**

### **May 6, 2010:**

Seek approval for the new Budget Development approach from President Sheika Al Misnad. The President approved a new approach to Budget development.

### **May 9 to June 20, 2010**

Following the Tentative Work Plan(attached), each lead Vice President and participating team members were to meet on their specific assigned priorities, in an effort to develop University-wide/ College program and activity proposals, which will then be crafted into a 2011-12 funding and staffing requirement forecast. The proposals are subject to review by the Executive Management Committee.

### **June 21, 2010**

Tentative date for a Budget Team meeting to receive a progress report on program proposals and/or funding and staffing recommendations for all priority categories from each study group. Budget Team review of preliminary draft Budget request instructions and forms which are to be sent to all Colleges and Departments in October 2010.

### **July and August 2010**

Teams are expected to complete work on priority items and develop final 2011-12 University-wide proposals for EMC review in September.

Finance Department staff and consultant will complete a proposed new Chart of Accounts structure and revised object of expense rollups and send draft proposal to outside expert for review, recommendations and/or revisions and a final work product will be forwarded to ITS for testing using Oracle version 12

Finance and HR departments develop administrative procedures to craft a new framework for Full Time Equivalent (FTE) Faculty and Staff positions and individual line item numbers for each position. Definitions of FTE are developed and reviewed by an outside expert. After review and recommendations project is sent to ITS for installation into Oracle structure in test mode. After ITS tests, position rosters and name files are forwarded to colleges and departments for review and sign-off and return.

### **September 19, 2010**

Budget team meeting to review status of proposed 2011-12 Budget Targets, forms and instructions. Multi-Year Calendar - Year One (continued) (Tentative Plans)

### **October 1, 2010**

Forms and instructions will be sent to all Colleges and Departments.

### **October 20, 2010**

Colleges/departments return completed budget request forms and documentation.

### **November, 2010**

EMC schedules budget meetings with each College/Department Head.

## **December, 2010**

Final decisions made on QU budget request for 2011-12.

Preparation and assembly of 2011-12 Budget Request to the Board of Regents.

Testing of new chart of accounts and rollups are to be completed and run in parallel with current year data. 'Mapping' between new chart and existing chart is completed by ITS and FAMIS/HRMS groups.

2010-11 Financial data converted into the new Chart of Accounts and is forwarded to the Colleges and Departments for reaction and comment

## **January, 2011**

2011-12 Budget Request is reviewed by the Board of Regents and once approved, sent to the Ministry of Finance.

## **March, 2011**

Ministry of Finance takes action on the University 2011-12 Budget Request.

2011-12 proposed Financial/Position/People data sent to Colleges and Departments.

Budget Team meeting to review the budget team process and actions. In addition, underline the major problems have been faced and the potential solutions.

## **B. Multi-Year Calendar - Year Two (Tentative Plans)**

### **April 2011 – March 2012**

**Year two events calendar is built on the following set of premises:**

On time 2011-12 appropriations approved by the Ministry of Finance  
Installation and testing of Oracle version 12 by October 31, 2010.  
Oracle Hyperion acquired, tested and operational by October 31, 2010.  
New e-Procurement Card installed; ongoing 'Blanket' procurement contracts in place; on-line general and computer stores operational by December 1, 2010.

#### **April 2011**

Following EMC review, the 2011-12 MOF approved budget recommendations are distributed to Colleges and departments, applying the new functional chart of accounts and the FTE Faculty and FTE Staff position management system

#### **May 1 to May 31, 2011**

Colleges and Departments assign budgets/employees to appropriate Strategic Plan KPI's and reach agreement with OIPD on final KPI's, Targets, Data Sources for academic year 2011-12.  
Continuing, revised and/or new University-wide 2012-13 budget priorities, as well as, enrollment and program plans are considered and agreed to by the EMC. Appropriate action plans are reviewed and lead Vice Presidents are assigned University-wide budget categories (similar to the current year, except that KPI's have been assigned)

#### **June 2011**

Qatar University 2012-13 Budget Request is developed including a provision for **Performance Funding**. A tentative allocation plan for performance funds is considered.

#### **September 2011**

EMC and/or Budget Team meet to review status of 2012-13 Budget Development

#### **October 2, 2011**

Forms and instructions sent to all Colleges and Departments.  
Multi-Year Calendar - Year Two (continued) (Tentative Plans)

#### **October 23, 2011**

Colleges/Departments return completed budget request forms and new KPI targets, and documentation. A final methodology to allocate **Performance Funds** in the next year is decided.

#### **November 2011**

EMC schedules budget meetings with each College/Department Head.

#### **December 2011**

Final decisions made on QU budget request for 2012-13.  
Preparation and assembly of 2012-13 Budget Request to the Board of Regents.

### **January 2012**

Board of Regents reviews 2012-13 Budget Request, and once approved, it is sent to the Ministry of Finance for action.

### **March 2012**

Ministry of Finance takes action on University's 2012-13 Budget Request.

Budget Team meeting to review the budget team process and actions. In addition, underline the major problems have been faced and the potential solutions.

## **C. Multi-Year Calendar - Year Three (Tentative Plans)**

### **April 2012 – April 2013**

#### **April 2012**

Following EMC review, QU Finance Department allocates funding and positions to Colleges and Departments and OIPD establishes targets for each KPI.

#### **May 1 to May 31, 2012**

College Deans and Departments Heads review Strategic Plan KPI's versus budget allocations and reach agreement with OIPD on final KPI's, Targets, Data Sources for academic year 2012-13.

Continuing, revised and/or new University-wide 2012-13 budget priorities, as well as, enrollment and program plans are considered and agreed to by the EMC. Appropriate action plans are reviewed and lead Vice Presidents are assigned University-wide budget categories (similar to the 2011-12 Budget Request, except that existing or revised KPI's have been assigned).

#### **June 2012**

Qatar University 2013-14 Budget Request is developed including tie-in to Strategic Plan, specific action plans and KPI's. Provision for **Performance Funding** is continued or expanded.

#### **September 2012**

EMC and/or Budget Team meet to review status of 2013-14 Budget Development.

#### **October 3, 2012**

Forms and instructions sent to Colleges and Departments.

#### **October 24, 2012**

Colleges/Departments return completed 2013-14 budget request forms, any KPI revisions and appropriate documentation.

#### **November 2012**

EMC reviews achievements of Colleges/Departments against their KPI targets for academic year 2011-12. **Performance Funds** are allocated based on original scheme.

EMC holds 2013-14 budget hearings with Colleges /Departments.

#### **December 2012**

Final decisions made on QU budget request for 2013-14.

Preparation and assembly of 2013-14 Budget Request to the Board of Regents.

#### **January 2013**

Board of Regents acts on 2013-14 QU Budget Request ,once approved is sent to MOF.

### **March 2013**

Ministry of Finance takes action on 2013-14 Budget.

Budget Team meeting to review the budget team process and actions. In addition, underline the major problems have been faced and the potential solutions.

### **April 2013**

Following EMC review, QU Finance Department allocates funds to Colleges and Departments and OIPD reviews and, if necessary, resets KPI's for academic year 2013-14.