



2022-2023 Operating Budget Guidelines

This document contains information to help you prepare your department's non-personnel budget requests for the upcoming fiscal year. Your assistance helps President's Staff prioritize the allocation of resources once the Board of Managers set the 2022-23 revenue budget in February. Although the College is anticipating increased endowment support for the College's operating and capital needs, we ask that you continue to practice financial prudence while identifying opportunities that align with the College's institutional priorities. This includes reallocating your existing departmental budget between accounts, or for those departments supported by donor restricted funds, utilizing the income distributed from those funds if the request fulfills the donor's purpose.

The College's projected inflation assumption is **3.4%**, based on the most recent estimate of the Commonfund Institute's Higher Education Price Index (HEPI). We will work to contain the College's overall growth within this number, which includes funding on-going needs and new programs and initiatives. The Budget Office is available to work with departments towards this goal.

The budget development portal in MySwarthmore is now available, with no significant changes to the budget request form. If you have questions about using the portal, please click on the Budget Office website link (www.Swarthmore.edu/budget-office) or contact Ernie Wright (ewright3@swarthmore.edu).

Thank you for your effort this process and I look forward to working with you during the 2022-2023 budget season.

Sincerely,

Ernie Wright

Timeline for 2022-2023 Budget

2021

Early December

Budget Call Letter issued

2022

January 28

Personnel budget requests submitted to HR after initial approval by President's Staff member

January 31

Deadline for non-personnel budget requests

Early Feb

Budget summary distributed to President's staff for review

February 25-26

Board of Managers Meetings: Revenue Budget established. Capital Budget Approved

March-April

Expenditure budget requests prioritized and revised. Preview salary and benefits budget to the Board.

May 6-7

Approve the 2022-2023 Operating Budget

Budget Requests (non-personnel)

Academic and non-academic departmental budget requests are to be completed through the MySwarthmore portal by **Monday, January 31, 2022**. After the submission deadline, security access to the budget entry screen will change from read/write to read-only for all financial managers and proxies. Only President's Staff will have read/write access to make final adjustments to the department budgets they oversee.

We are looking to keep the growth of the College's operating budget within the current inflation assumption of 3.4%, which includes the funding of existing and new initiatives. The budget portal will identify departments that exceeds the growth parameter, which will be subject to a follow up explanation from the Budget Director justifying the increase and its importance to the College's mission and strategic goals.

After the operating budget has been approved at the May Board meeting, an email will be distributed to financial managers about approval of their non-personnel budget requests and the staff salary and wage pool increase for the coming year. A separate communication will be sent to President's Staff members about approved position requests, which they will communicate to their respective departments.

Non-capital Equipment/IT requests

All departments should consult with their respective President's Staff member regarding non-capital equipment purchases, licensing agreements, and leases (excluding vehicles, which is handled by Fleet Management). Additionally, departments with IT purchase requests should contact Joel Cooper, Chief Information Technology Officer, to discuss the software's ability to integrate with Swarthmore's existing information systems and meet security and accessibility requirements. Please use these account codes to budget equipment-related requests:

7309 – Maintenance Contract (including licensing contracts)

7401 – Equipment Purchase

7402 – Equipment Rental

7451 – Software Purchase

7452 – Hardware Purchase

Personnel Requests

As outlined in the Budget Call letter, funding for new positions is limited. New positions or adjustments to existing positions will be considered if there is a compelling reason and **your President's Staff member has approved the justification**. A committee comprising President's Staff members will review position requests to ensure that positions contribute to unit, division, and College priorities.

Please email all personnel requests to Stephanie Norman, Compensation and Benefits Manager (snorman1@swarthmore.edu). Stephanie will provide a link to the online position form once a request is received. HR will review the proper grading, salary, and benefits for each position. The request deadline is **Friday, January 28, 2022**. After the budget is adopted in May, approved personnel requests will be communicated to President's Staff, who will then inform their respective departments.

Need Access?

If your department's financial manager has changed or you have authorized a proxy to have read/write access to your department's budget lines, please contact Ernie Wright (ewright3) or Rob Lopresti (rlopres1) to request access.

Budget Instructions

1. Login to the mySwarthmore portal.
2. Click on Finance Main Menu, then Swarthmore Budget Development
3. Click the Pencil icon to enter the budget entry form.
4. Reallocate your current budget (the current budget excludes one-time funding). Make sure the column total equals zero (\$0.00).
5. Enter your continuing or one-time line item requests along with a reason in the text box.
6. Click **Calculate/Save** to save your work and see the changes reflected in the FY21 Proposed Budget column.
7. Click **Add Account** to insert a new account code.
8. Click **Submit for Review** when you have finished your budget. You can make changes and re-submit as often as you need before the deadline.

Tips

Export to CSV Click to send your budget data to Excel.

Remember to click **Calculate/Save** to save your work.

Calculate/Save

Carbon Fee

The Carbon Fee, a campus-wide fee on departments for carbon emissions, is a mechanism to engage the campus community on carbon pricing and provide funding for projects to reduce greenhouse gas emissions. Implemented in 2015, the Carbon Fee aligns the rising social costs of carbon with measures that reduce emissions as part of the College's vision to achieve carbon neutrality by 2035.

Revenue from the carbon fee supports the Carbon Charge Fund, which funds emissions reducing projects, metering improvements, system planning, and learning opportunities for the campus. The Carbon Charge Working Group, the advisory group of faculty, staff, and students that allocates the funding generated from the departmental levy, has already undertaken over \$1 million in energy efficiency project that will have both a long-term financial and environmental benefit.

The College will continue to levy a fee on non-personnel budgets for electricity and natural gas emissions. In previous years, the fee was collected as 1.3% of each budget. For the current fiscal year, the Carbon Charge Working Group has set a goal to add new departments that have been created since the fee's inception and incorporate Scope 3 emissions (air travel) into the fee structure.

More information can be found on the [Carbon Charge Program](#) webpage.

Facilities/Technology Project Requests

Continuing a recent trend, the review and approval cycle for capital projects for FY 2022-23 is different and separate from the operating budget process. The capital plan is currently under development and will be presented to the Board for review and approval in February. If you have questions or would like to discuss your department's capital needs, please contact Jan Semler (Facilities) or Joel Cooper (ITS) for more information.

Budget Training Sessions

Sign up for one of the online budget training session being offered in December and January. Please select from the following dates:

- Session 1 — Wednesday, December 15, 10:00 a.m.—11:00 a.m.
- Session 2 — Thursday, January 7, 10:00 a.m.—11:00 a.m.
- Pre-Recorded Zoom video— Available January 2022

We will review this year's operating budget process and enter a sample request on the budget entry form in mySwarthmore. Please click the [link](#) or go to News and Events on the Budget Office website to register.

Reminder: Avoid Numeric Formatting on Budget Web Form

As a reminder, please do not use numeric formatting on the budget development web form. Do not add a dollar sign (\$) or comma (,) when entering a value in the input cells (decimal points are ok). Otherwise, the value will disappear once you hit the Calculate/Save button.

Examples: No — \$2,000 | Yes — 2000 | Yes — 2000.50

Reallocating Existing Budget Between Departments

If you have responsibility for more than one department budget and want to shift resources between those units, then fill out the budget reallocation [form](#) and email the completed sheet to Ernie Wright (the form can also be found on the Budget Office website). Note: Reallocations between accounts within a department budget can be done in the Net Zero Reallocation column on the budget web form.

The form contains a source and destination table. Type the org, account, and the amount that is being transferred in each table. Both the source and destination amounts must balance to zero (example below).

From or Source (-):				
Seq.	Fund	Org	Account	Amount
1	11000	2010	7301	\$4,000.00
2	11000			

To or Destination (+):				
Seq.	Fund	Org	Account	Amount
1	11000	3010	7410	\$4,000.00
2	11000			

Advice for Financial Managers

1. REVIEW YOUR PRIOR YEAR FINANCIAL ACTIVITY

The pandemic has disrupted normal operations for nearly two academic years, but it is still worth taking the time to review your department's prior year expenditures in mySwarthmore (this [guide](#) can walk you through the steps).

2. TRACK YOUR CURRENT YTD SPENDING

Review your year-to-date expenses for significant variances (either positive or negative). Ask if these are short-term or part of a longer term trend. This may influence whether you need to make a budget request for next year or simply reallocate your existing budget.

3. UTILIZE AVAILABLE RESOURCES

Exhaust all possibilities to fund your requests within your available budget. If your department has endowment or gift funds, consider using these alternative sources if the request aligns with a fund's restrictions. Avoid increasing your budget by a random factor over your prior year funding level. Here are some questions to consider:

- Is there spending in the current year that will not occur in future years?
- Are there new initiatives that will require funding for the first time?
- Can I reallocate my existing budget to pay for new initiatives?
- Can I collaborate with another department if we have similar goals?

4. CHECK YOUR WORK

Before submitting your budget requests, please remember:

- Do my current budget reallocations net to zero?
- Have I used the correct account codes to submit my budget requests?
- Have I provided a written description in the text box field for each budget request?

Useful Links

Business Office

<https://www.swarthmore.edu/business-office>

Purchasing Office

<https://www.swarthmore.edu/purchasing-office>

Finance and Investment Office

<https://www.swarthmore.edu/finance-and-investment-office>

Human Resources

<https://www.swarthmore.edu/human-resources>

Facilities Management

<https://www.swarthmore.edu/facilities-management>

Carbon Charge Program

<https://www.swarthmore.edu/sustainability/swarthmores->