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Sent: Monday, 10 March 2025 13:56:23
To: Price, Deidre D <Deidre.Price@montgomerycollege.edu>
Subject: Academic & Fiscal Alignment Initiative (AFAI)



Memorandum

To: Academic Affairs Budget Managers
From: Dr. Deidre Price, Senior Vice President for Academic Affairs/College Provost
Subject: Academic & Fiscal Alignment Initiative (AFAI)
Date: March 10, 2025

As we keep moving forward in the division's strategic planning work, Academic Affairs will also consider how resources are allocated across programs to assure that new initiatives receive the budget necessary for implementation and success. As part of our commitment to financial accountability and strategic resource allocation, Academic Affairs will launch the Academic & Fiscal Alignment Initiative (AFAI). Through this budget development and presentation process, all budget managers will create their program budget based on existing and new needs and will support the requests by sharing alignments with regard to institutional priorities, program needs, and operational effectiveness. Once the development process is complete, budget managers will present their finalized budgets to members of Academic Affairs Senior Leadership, providing an opportunity to share ideas for how requests will advance our work and help to fulfill the College mission.

A goal of this initiative is to deepen our division's collective understanding of how budget is allocated by programs, to make transparent the alignment of financial decisions with strategic goals, and to see more clearly how funded projects impact student success. Below, you will find details on the implementation timeline, key milestones, and related responsibilities.

To ensure the success of this initiative, we will work together to complete the following:

Budget Managers:

- Develop a budget aligned with program needs and institutional priorities.
- Use standardized templates to document requests with justification for requests.
- Attend training on AFAI principles and procedures.
- Submit budgets by the assigned deadlines to ensure timely processing.

Vice Presidents:

- Provide strategic oversight and guidance to ensure budget alignment with academic and institutional priorities.
- Conduct timely reviews of budget submissions and offer feedback.

- Facilitate transparent communication between budget managers and leadership.

Budget Analysts:

- Review submitted budgets for accuracy and completeness.
- Compile and summarize budget data for presentation and decision-making.

Implementation Timeline & Key Milestones

Step	Activity	Start Date	Due Date
Training of Budget Managers	Budget managers will undergo training on AFAL principles and procedures.	3/12/2025	4/04/2025
Budget Development	Budget managers will begin developing budgets for FY2027.	4/07/2025	4/30/2025
VP Review Meetings	VPs will meet with budget managers to review cost center budgets. Reviewed budgets will then be submitted to budget analysts for further evaluation.	4/30/2025	5/21/2025
Budget Analyst Review & Compilation	Budget analysts will review, and compile submitted budgets.	5/21/2025	6/4/2025
Budget Presentation	Budget managers will present their budgets to the Academic Affairs Senior Leadership Team (AA SLT) for consideration.	6/9/2025	6/27/2025
Budget Entry into Workday	Approved budgets must be entered into Adaptive Planning in Workday as directed by Finance.	7/1/2025	7/18/2025

Thank you for your leadership in financial stewardship and strategic alignment. If you have any questions or require further clarification, please do not hesitate to reach out to your supervisor.