

As of 2/3/2020  
**Financial Strategy and Budgeting Session**  
**Provost's Leadership Academy**  
**February 28, 2020**  
**1:30 – 4:30**

Please review Chapter 4 in *From Ivory Tower to Glass House* (briefly reviewing Chapter 3 can help as well) and read the attached forthcoming article in *Journal of Education Finance*.

**1. Introduction (Diane and Andy) (5 minutes)**

**2. Panel discussion (Andy moderates) ( 40 minutes with Q & A) (1:35 to 2:15)**

**Panelists**

- **Dean James Bullock and Assistant Dean Maria Graziano**
- **Dean Bill Maurer and Assistant Dean Becky Avila**
- **Dean Stephen Barker and Assistant Dean Deb Sunday**

Each panelist will have **five minutes** to describe their role as follows:

(For Bill) As Dean of Social Sciences, , how would you describe your role with respect to the financial strategy of the School and the oversight and allocation of the annual budget?

(For James) What are the similarities and differences, if any, with how you would describe your role as the School of Physical Sciences relative to the budget and financial strategy?

(Stephen) As Dean of the School of Arts, how do you view your major financial responsibilities? Are there any differences from the Physical and Social Sciences with respect to your financial role?

(For Deb) How would you describe your role? How often do you meet with the Dean and what are the overall goals of these meetings?

(For Becky and Maria) Is there anything you would like to add to Deb's description? Are there any differences in your responsibilities?

**3. Small group discussion: (35 minutes) (2:15 to 2:50)**

- (a) One or two panelists at each table. The panelist(s) will take **five minutes** to answer the following:
- What are the challenges you face in communicating with the faculty and staff about the underlying finances and financial issues facing your school?
  - What are your budgetary concerns; do you feel you are adequately funded?
  - What are your major sources of funds?
    - How are these sources changing?
    - Do you have or are you starting self-financing programs? Do these pose any challenges?
- (b) The faculty will then pose questions concerning
- a. Any funding mysteries, concerns or other issues that
    - i. directly affect them as a faculty member
    - ii. affect their unit, department or school.
    - iii. affect the university.
  - b. Any other issues they would like to discuss.

**4. Ten minute break (2:45 to 2:55)**

**5. Second panel discussion (Andy moderates) (45 minutes) (3:00 to 3:45)**

**Panelists**

- **Dean James Bullock and Assistant Dean Maria Graziano**
- **Dean Stephen Barker and Assistant Dean Deb Sunday**

PLEASE NOTE--not all panelists need to respond to each question and we will **not** pose all the questions; rather after about 25 minutes we will move to questions from the participants.

- How is your allocation from the Central Administration determined each year?
  - How is your indirect cost return determined?
- What process do you follow if you have special financial needs, especially for start-up packages and support for new faculty hires? Who are the key people that you interact with in the central administration on these issues?
- Do you allocate funds annually to each of your departments or do you control funds centrally within the School?
- If you allocate funds to each department, how are those allocations determined?
- Do you feel that one of your major responsibilities is to balance your School's budget each academic year? What happens if you run a deficit in a particular year? If you have a surplus, can you roll over the funds to the following year?
- Do you have a longer term financial strategy that shows funds needed to accomplish your vision and the sources of those funds? If so, who developed the strategy?
- What is your role in the \$2 billion campaign and do you feel you have adequate resources to accomplish your assigned goal? If not, how do you intend to attain those resources?
  
- Open to the group for Q & A

**6. Exercise (30 minutes) (3:45 to 4:15)**  
**(James, Maria, Diane and Andy circulate to answer any questions)**

(Individually for 15 minutes; then please choose a partner to compare results and work on collaboratively.)

You are in your first year as Dean of your current School. You have already held a retreat and over the next few months, working with the faculty, staff, students and others, you have developed your vision, mission and priorities for the next five years. The next step is to realistically estimate the cost of implementing your priorities.

Assume that the priorities imply the need for the following **additional** items:

Five new faculty positions:

- Three full professors: One of which is a chaired position
- Two new assistant professor positions
- Five new doctoral students and/or post-docs
- Ten new undergraduate scholarships
- Additional lab space, equipment and/or computers
- A new institute or additional support for an existing institute
- Two additional support staff positions

Estimate the additional annual cost of each of the above priorities and then fill in the attached spreadsheet adding the cost of each and the source of new funds to fund each priority.

Based on your estimates, do you believe that you can accomplish and fund your priorities? If not, what process would you implement to make the plan more realistic?

**7. Summary and Discussion (4:15 to 4:30)**