



Cornell University

# Budget and Staff Management Strategies

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New Deans, from all over!



# Small Group Discussions

- Around the room, stagger starting case (#1, #2, #3).
- Appoint:
  - Timekeeper
  - Facilitator
  - Recorder/reporter
- Read the case.
- Discuss five questions for case.
- If have time, move to next case.
- Reconvene to share key ideas.



# My Context: Cornell University

- Land Grant university for New York.
- Private, Ivy League.
- Ithaca (21,000 students, ~1/3 graduate/professional):
  - Four state-assisted colleges (affiliation with SUNY system); Four endowed colleges.
  - Graduate School, and three professional schools.
- NYC:
  - Cornell Tech (graduate/professional).
  - Weill Cornell Medical College and Graduate School of Medical Sciences (also in Doha, Qatar).



# Core Values

- Respect, honesty, integrity, free and open exchange of ideas: strive for transparent processes and decisions.
- Inquisitiveness: make decisions informed by data.
- Responsible risk-taking and innovation: be strategic, seek creative solutions.
- Commitment to institutional mission: uphold scientific rigor, academic excellence, entrepreneurship, diversity.
- Engagement of partners and stakeholders: endeavor to understand implications of potential decisions.



# Budget Principles

- Focus on mission (budget, staff are tools).
- Reflect core values.
- Take a long-term view.
- Do not be hobbled by historical decisions.
- Provide priority programs with resources to flourish.
- Invest and divest to leverage other opportunities and partnerships.
- Foster commitment to accountability – develop and use metrics:
  - Efficiency of processes
  - Achievement of outcomes and impacts



Focus on Mission:  
Remember why we need budget and staff!!!

