Council of Graduate Schools
New Deans Institute
Session III: Managing Budgets: Planning, Prioritizing, and Allocating
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Budgeting, Planning, Prioritizing, and Allocating

• 11:15-12:15: Short presentations and discussion
• 12:10-12:30: Summary wrap-up and time for additional questions
Managing Budgets in the Context of Strategic Planning

Christopher Sindt
Challenges

• Institutional identity and culture do not foster a rich graduate student life.

• Students lack convenient and direct access to support services.

• The budget in the graduate school cannot compensate for or duplicate services that should be provided from other offices.
Strategies for Resolution

Leverage the College’s Strategic Plan, which includes two relevant areas of focus:
1. Increase support for scholarship and teaching.
2. Build a 12 month, 24/7 campus culture.

Led to:
1. Expansion of research assistantships.
2. Graduate and Professional Student Success Center.
Outcomes and Learning

Be prepared:

• to demonstrate the value of graduate education.
• to explain the current needs.
• to provide concrete proposals linked to the strategic vision.
Questions for Discussion

1. At what stage of strategic planning is your institution?
2. How is graduate education inscribed in the current vision and strategy of the institution?
3. How does your strategy for the graduate division correspond or integrate into the university’s strategy?
4. What is your role in relationship to shaping or executing the plan?
Developing and Prioritizing Budgets
Andrea Golato, Dean
The Graduate College
Background & Problem

- Texas State University
  - ~38,000 students (~4,000 graduate students)
  - Located between Austin and San Antonio
  - Hispanic Serving Institution
  - 13 doctoral degrees, 91 master’s degrees
  - 21 graduate college staff members

- No budget specialist among grad college staff
No previous budget available
New to campus
Comparatively little budgetary experience
Many requests for funding of initiatives/projects
Strategies for Resolution

- Learn fast, make friends!
- Find out which staff have duties related to budget
- Meet with university budget specialist to learn
  - which accounts you have (M&O, scholarship, endowment, research, fee account, service fee, reserves)
  - what current funds are, how account is funded, and what happens to unspent funds
  - what can be paid from which account
  - what reporting requirements are
  - what past spending patterns have looked like
- Attend all budget workshops for administrators
- Rearrange staff duties (or hire budget specialist)
- Create policy and process for budget priorities & special requests
Outcomes and Lessons Learned

- Restructuring duties led to more streamlined processes and savings (more accountability, better account reconciliation)
- Campus community now knows who to contact in our office
- Structuring budget / spending in line with university and unit strategic plans allows you to better achieve your goals and provides strong footing in discussion with stakeholders/partners
- Policy & process for special funding requests has resulted in us funding the projects in line with our mission
Questions for Discussion

- What are your unit’s main strategic goals? How have you allocated your resources?
- Which special projects/initiatives/events on your campus would you consider funding? Why / why not? At what level?
  - The history department’s conference a couple of their students present
  - A graduate student conference run by graduate students
  - Chinese New Year festivities, organized by a Chinese student group
  - A study abroad course that includes graduate students
  - A recruiting trip for a faculty member
Creating Partnerships to Achieve Budgetary Goals

**Problem:** An unmet need or opportunity that requires resources you don’t have: money, talent, time, space.

**Approach:** **STONE SOUP**

**Examples:**

- **Outreach/branding opportunity:** SACNAS national meeting sponsorship
- **Campus award:** Chancellor’s Postdoctoral Scholar Awards
- **IT projects:** website; e-tools for students, staff and faculty

Robin L. Garrell, Vice Provost for Graduate Education & Dean, Graduate Division
Graduate student & postdoctoral scholar professional development

**Strategies**

**Identify** campus leaders/organizations who share your interests & have resources. In this case:

*Student Affairs*: Career Center, Graduate Student Resource Center (*talent*)

*Student Fee Advisory Committee* – SFAC ($)

**Engage** leaders AND their staff in shaping project [*ownership*]

**Mobilize** grassroots support [*e.g., faculty/student workgroup recommendations*]

**Commit** by putting skin in the game [*invest to have a vested interest in the outcome; you also have to give to get*]

**Collaborate** to gather *additional resources* [*proposals to UCLA SFAC, NSF-AGEP*]

**Communicate** about the partnership often and with pride
Outcomes and lessons from UCLA Professional Development Project

NEW resources
$200,000/year from SFAC
$100K from Vice Chancellor for Research
NSF-AGEP grant

Important products  www.ucla.edu/careerhub
Buy-in from many students, postdocs, staff and faculty
Shared campus event calendar
Co-hosted activities, well-publicized
Thousands of grad and postdoc participants/yr
A good story for further fundraising (donors, foundations, agencies)

Campus culture shift
It’s about student success, not who owns what activity!

Grad dean viewed as constructive partner/leader  (not always asking Provost for $)

Stone soup tastes good.

Special opportunity:  your honeymoon period as Dean.  So ask for help!
😊 People want you to succeed
😊 (Most) people want to be viewed as good team players
Discussion questions

Do you have a project for which you need more resources?

Are there prospective partners?

How would you persuade them?

What could you bring to the table?

How would you recognize/celebrate the partnership as a model for future projects with the same or other partners?