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 on to next case.

• Reconvene to share key ideas.
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• **Remember why we need budget and staff.**
My Context: Cornell University

- Land Grant university for New York
- Private, Ivy League
- Ithaca (21,000 students – 1/3 grad/prof):
  - Four state-assisted, “contract” colleges (affiliation with SUNY system)
  - Graduate School, 3 professional schools, 4 endowed colleges
- NYC:
  - Cornell Tech (grad/prof only)
  - Weill Cornell Medical College and Graduate School of Medical Sciences (also in Doha, Qatar)
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
Core Values

• Respect, honesty, integrity, free and open exchange of ideas – strive for transparent processes & 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.