



Managing Budgets: Planning, Prioritizing and Allocating

New Deans Institute

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Your facilitators



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Agenda

Learning Outcomes

Quick Audience Poll

Budget Models

Personnel Management

Partners, Allies & Exits

Institutional Priorities

Small-Group Activity

Session Learning Outcomes

1. Understand different budget models to uncover opportunities at your institution.
2. Explore approaches to personnel management to maximize your team's engagement & retention.
3. Examine ways to leverage inter-office collaboration.
4. Use institutional priorities for goal setting and resource allocation.
5. Engage with colleagues on an issue important to you.



Poll

Raise your hand if you're here for:

1. Budgets
2. Personnel Issues
3. Strategic Planning
4. All of the above



Structure & Budget Model



- As a college with a centralized budget, Hood uses a more traditional model where all funds go into a central pool from where it is allocated to the different faculties and service departments according to their needs (and strategic priorities)
 - Within this model, the graduate school is a service unit out of the Provost Office
 - All graduate program directors serve on the college's Graduate Council, which oversees all curricular decisions and new program adoptions
 - It is difficult to incentivize faculty under this model
- As a decentralized institution, Tulane uses a Responsibility Centered Management (RCM) financial model for evaluating development of new programs and setting budgets
 - Within this model graduate studies is a service unit out of the Provost Office
 - Units are "taxed" for our services (e.g., career advising, academic advising)
 - All the academic schools with grad programs have membership to the university's Graduate Council, which reviews new programs

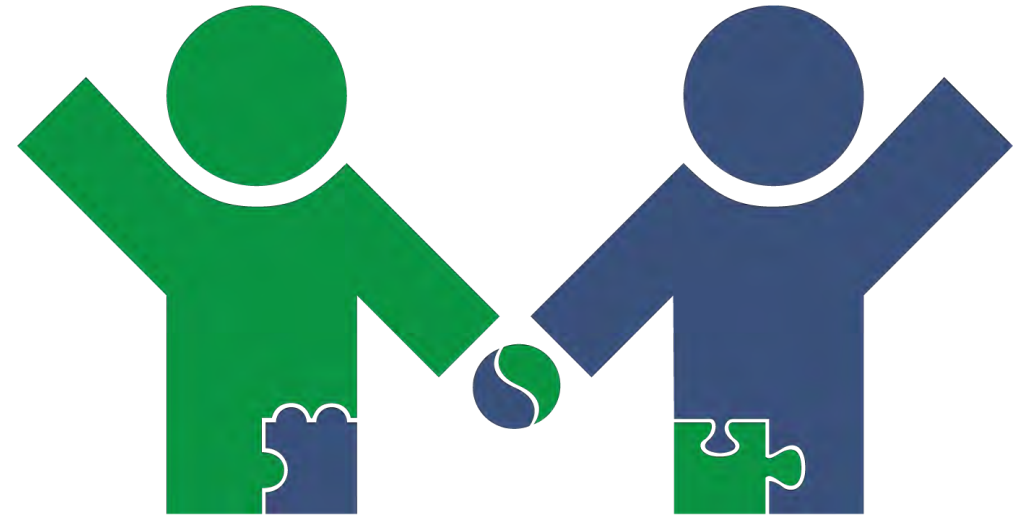
Personnel Management

- Tulane's Office of Graduate and Postdoctoral Studies (OGPS) 3 fulltime staff and 2 ½ time faculty
 - Fulltime staff (Assistant Director, Sr. Career Advisor & Program Coordinator)
 - ½ faculty (Academic Support Specialist & Associate Provost/Director)
- Important for staff to have a growth mindset and have goal setting
 - How can working in OGPS be connected to each person's career trajectory?
- Hood's Graduate School has 6 fulltime staff, 6 GAs and ~20 faculty program directors whose tenure/promotion is informed by the dean
 - "GA" army
 - Tenured faculty, rise of non-tenured positions
- Since COVID-19 pandemic
 - In-person, remote, and/or hybrid working conditions
 - Strengths and weaknesses



Partners, Allies and Exits

- Title IX Office to development Family leave policy (pregnancy.tulane.edu)
- Student Affairs to development off campus housing for grad/professional students as well as international students (summer webinar)
- Office of Internal Students and Scholars – Weekly Global Café
- “Exits” are inevitable during resource (re)allocations
- Colleagues – friend and foe



Priorities

①

②

③

Institutional Priorities

- strategic planning
 - All long-term and annual goals are driven by the institution's strategic plan
 - Strategic priorities trickle down to every unit, even my exec. asst.
 - But don't lose your division/unit goals that are important for long-term success
- risk taking – new programs
 - Graduate Council monitors new programs for overlap and joint ventures (e.g., new MS in Engineering and Master's of Landscape Architecture (MLA) in the School of Architecture
- prioritizing & resource (re-)allocation
 - This is the hardest part of a dean's job
 - Institutional priorities vs. colleagues

Small-Group Activity

1. Budget concerns
2. Personnel issues
3. Strategic planning

Once you decide your topic, discuss the following questions...





Small-Group Activity

Budget concerns

1. What type of model do you have?
2. What immediate challenges are you facing?
3. Who are your partners and are there existing colleagues to leverage?
4. Table weigh in on each colleague's concern.

Personnel issues

1. What is your team size?
2. Has your team been fluid or stable the past year or more?
3. What is your most immediate personnel concern?
4. Table weigh in on each colleague's concern.

Strategic planning

1. Where are you in the strategic-planning process (start, middle, end)?
2. How do you currently prioritize graduate education—both overall health and growth?
3. Is graduate education a strategic priority of your institution? Explain.
4. Table weigh in on each colleague's concern.

Raise your hand if your table discussed:

1. Budget concerns
2. Personnel issues
3. Strategic planning

Find each other at lunch to
continue the conversation.



Thank you!

