

MANAGING BUDGETS: PLANNING, PRIORITIZING, AND ALLOCATING

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ABOUT UAH

- Founded in 1950
505+ acre campus
- Total Enrollment:
 - Undergraduate: 7,671
 - Postgraduate: 2,065
- 500+ international Students
 - 57 Countries Represented in Current Student Body
- 7 academic colleges with 100+ areas of study



TYPES OF BUDGET MODELS*

- Incremental Budgeting
 - Based upon the funding levels of the previous year
- Zero-Based Budget
 - Must re-request funding levels, and all spending must be re-justified
- Activity-Based Budgeting
 - Awards financial resources to institutional activities that see the greatest return (in the form of increased revenues)
- Responsibility Center Management
 - RCM delegates operational authority to units within an institution, also responsible for their own expenses
- Centralized Budgeting
 - All decision-making powers are in the hands of upper level administration.
- Performance-Based Budgeting
 - Awards funds based on performance

ADVOCATING FOR GRADUATE EDUCATION AT YOUR INSTITUTION

- Have a clear value statement that articulates the value of Graduate Education.
 - Can be simple and direct
 - Can include value to the community at large
- Prioritize your emphasis points
 - Know what is important to the Provost and President
 - PhD production
 - Masters production
 - Know what is important to your colleagues
 - GTA support and stipends
 - External Grants and Sponsorship

BUDGETING: DEVELOPING AND USING FUNDING STREAMS

- Creating Budget submissions
 - Identify your sources of funding
 - Use the fees budget as needed
- Prioritizing Allocations
- Advocate for increased funding where necessary
- Find new sources of Income
 - Develop new fees to be used in a discretionary manner
 - Grants and Contracts
- Partnering with others on Campus
 - Sharing budget resources

EXAMPLES OF ADVOCATING

- A University wanted to find a way to increase stipends. They had not been increased for years
 - After three years of advocating for a stipend increase the University funded the Graduate School with an additional \$1 million.
 - They created an allocation scheme that increased the lowest paid first.
 - Still had a gap for competitive stipends. The University added \$500,000 the next year to address competitive stipends.
 - Both allocation schemes had support across the campus
- A University pulled funding for graduate student travel two years ago.
 - Allocated a portion of our operating budget to continue to fund student travel.
 - Added a request to the budget to fund student travel this year.

LESSONS LEARNED

- One Institution is changing budget models from Incremental to RCM
 - Need to take time to implement
 - Great concern among programs that have not had to operate in this mode previously
- An Institution wanted to change the way funds were used to recruit high profile PhD students
 - If people have been using money in the way they want, getting them to change it is a BIG issue.
 - If you are going to make a change in how people can spend the money allocated to them, you need to get their input.
 - One size does NOT fit all, so allowing some department by department flexibility is important.
 - When you make a mistake, be willing to admit it and change things up.

THANK YOU--QUESTIONS

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