

Budget and Staff Management Strategies

Barbara Knuth, Cornell University

James Wimbush, Indiana University

Pam Stacks, San Jose State University

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.

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.
- Remember why we need budget and staff.



CGS New Deans Institute

Budget Principles

Barbara Knuth
Vice Provost & Dean
Cornell University



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.