

A VISION FOR BUDGET MANAGEMENT AT SDSU

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ISSUE: MULTIPLE COMPLEX BUDGETS MAKE IT DIFFICULT FOR COLLEGES TO PLAN AND USE RESOURCES WISELY

WHAT IF:

Academic Affairs provided Colleges a simple estimated budget overview that facilitated early planning?

- *What expectations & supports should AA maintain for Colleges to facilitate budget planning among Departments / Schools?*
- *What expectations & supports should AA maintain for Colleges to engage faculty in budget planning?*

ISSUE: CENTRALIZED BUDGET DECISIONS MINIMIZE COLLEGE/DEPARTMENT FLEXIBILITY AND ACCOUNTABILITY

WHAT IF:

Colleges, Schools, and Departments had maximum flexibility with accountability for making responsible fiscal decisions?

- *What currently centralized budget decisions could be moved to Colleges, Schools, and Departments?*
- *What support will Colleges, Schools, and Departments need in order to use flexibility well?*

ISSUE: LOSS OF RESOURCES BECAUSE OF FACULTY RETIREMENTS, RESIGNATIONS, OR OTHER SEPARATIONS

WHAT IF:

Academic Affairs left resources within Colleges when a separation occurred?

- *What strategies should be implemented to determine when existing faculty lines should be advertised and filled?*
- *What strategies should determine how new faculty resources should be allocated to Colleges?*

ISSUE: POSSIBLE OVER-EMPHASIS ON FTES IN ALLOCATING RESOURCES TO COLLEGES

WHAT IF:

Academic Affairs distributed resources in a manner that reduced the emphasis on FTES in establishing budgets?

- *In what ways is it appropriate for FTES to influence the distribution of resources?*
- *What other strategies should influence the distribution of resources across Colleges?*

ISSUE: DIFFICULTY MOVING RESOURCES BETWEEN INSTRUCTIONAL, OPERATIONAL, AND STAFF BUDGETS

WHAT IF:

Colleges had a simple procedure for requesting the transfer of resources from one budget to another?

- *What rules (if any) should limit the transfer of resources?*

ISSUE: DIFFICULTY NEGOTIATING SALARIES & START-UP PACKAGES WITH NEW FACULTY AND WITH ACADEMIC AFFAIRS

WHAT IF:

Academic Affairs gave Colleges a lump-sum budget for new-hire faculty salaries and a lump-sum budget for start-up packages (not including facility renovations and major equipment)?

- *What criteria should determine the lump-sum budgets for faculty salaries and the lump-sum budgets for start-up packages?*

ISSUE: DIFFICULTY MANAGING SMALL DISTRIBUTIONS OF ONE-TIME MONEY (ESP. WHEN RECEIVED MID-YEAR)

WHAT IF:

Academic Affairs allocated smaller distributions to Colleges by formula and asked Colleges to budget resources as they determined appropriate (to the extent allowed by the fund source)?

- *What criteria would be appropriate for determining distributions to each College?*

ISSUE: DIFFICULTY INCENTIVIZING FACULTY BUYOUT FROM GRANTS

WHAT IF:

Academic Affairs allowed Deans to use their resources to provide incentives for faculty to buy themselves out?

- *What criteria, if any, should limit the use of incentives for buyout?*

ISSUE: SOME COLLEGES SUFFER WHEN ACADEMIC AFFAIRS BAILS OUT OTHER COLLEGES

WHAT IF:

Academic Affairs held Deans and Department/School leaders accountable for increasing revenues and controlling expenditures so that Colleges ended each year with a positive budget?

- *What safeguards and supports should be put in place to support Deans, Directors, and Chairs?*

ISSUE: DIFFICULTY USING CES REVENUE SHARE TO ENHANCE COLLEGE BUDGET

WHAT IF:

Academic Affairs allowed Colleges to split fund faculty positions with the College of Extended Studies?

- *How might Colleges, Schools, and Departments benefit from split funding faculty and/or staff positions?*
- *What restrictions on split funding would be appropriate?*

ISSUE: DIFFICULTY ADDRESSING TEACHING RESPONSIBILITIES WELL & SIMULTANEOUSLY SUPPORTING RESEARCH EXCELLENCE

WHAT IF:

Academic Affairs allowed
Colleges/Departments to choose to hire some
Professors of Practice?

- *What policies and procedures would need to be considered, reviewed, modified?*
- *What limits (if any) should be imposed?*

ISSUE: PBAC BUDGET PROCESS PITS DIVISIONS AGAINST EACH OTHER

WHAT IF:

The PBAC Process required SDSU Divisions to work together to focus on broad initiatives, as opposed to specific budget items?

- *What policies and procedures would need to be considered, reviewed, modified?*