

Guiding Principles for Budget Decision Making
Revised May, 2012

On behalf of the faculty of the College of Education, the Budgetary Affairs Committee (BAC) respectfully submits these guidelines and principles for the Dean's consideration. The committee operated on the assumption that the Dean is responsible for decisions about the budget, but these decisions should take into consideration the guidelines and principles set forth by Faculty Policy Council (FPC) in this document. We understand that, except in case of declared financial exigency, the Dean must first abide by the Collective Bargaining Agreement. These guiding principles can be revisited at the discretion of the FPC or the Dean.

Overall Priorities for Decisions

Budget decisions should be made based on program quality, strategic directions for the College and University, and maintaining or enhancing resources for the College. Program quality is not synonymous with program enrollment. While program cost can be readily measured, program value is more difficult to assess. Various indicators of program value include quality and diversity of faculty and students in the program; demand for graduates and enrollment indicators; State of Florida educational needs; ranking of programs with respect to peers; national and international recognition of program; and impact on the region, state, and nation.

Quality of faculty should be judged by criteria employed in annual faculty evaluations and tenure and promotion reviews. Criteria used to judge quality of students should include admission decisions criteria as well as professional accomplishments after program completion. Evaluation of programs in terms of enrollment-related indicators should take into account the number of faculty in the program and academic support provided by the program to other programs in the college. Resources and resource generation are defined here as (a) credit hour generation, (b) distance education funding, (c) external funding, and (d) fees for clinical services.

Principles

1. Align allocations with the core functions of a college of education at a research-intensive institution and the directions set forth by the college's strategic plan.
2. Evaluate academic units in terms of resource generation, quality of programs, and centrality to the core functions of a college of education at a research-intensive institution and the directions set forth by the college's strategic plan.
3. Evaluate administrative units in terms of resource generation and centrality to the core functions of a college of education at a research-intensive institution and the directions set forth by the college's strategic plan.
4. Cut administrative units before academic units.

5. Making budget decisions by attrition is not optimal. Vertical cuts are preferable to horizontal cuts.
6. Maintain incentives for new resource generating activities (e.g., writing grants, developing a distance education program or courses to support a distance education program, providing clinical or consulting services).

Strategies

7. Ask administrative and academic units that receive funds from the Provost's allocation to develop plans for dealing with anticipated cuts and for developing initiatives to increase future resource generation.
8. Differentiate faculty assignments to reduce reliance on adjunct faculty and increase resource generation in relation to teaching, research and service assignment.
9. Evaluate critically the impact budget decisions have on a diverse faculty, staff and student body.
10. Evaluate critically any venture requiring matching funds.
11. Maintain and prioritize resources to support junior faculty, for example where resources exist to support research and travel.
12. Give priority to preserving funding for and support of graduate students.

Preparation for Decision Making

13. Principles of shared governance should be followed as budget decisions are planned.
14. Make public the data elements and units of aggregation that will be used in decision making, and seek feedback from the BAC about them.
15. Solicit strategies about budget cuts and resource generation from the FPC, BAC, and other faculty, staff, and other affected groups.

Communication of Decisions

16. Base all decisions upon transparent and comprehensible data.
17. Before decisions are submitted to the President/Provost, make public both the data and explanations of how the data were used to justify decisions. Also make public an explicit, itemized accounting of anticipated savings. This information should be made available in a timely manner to allow for discussion and feedback from faculty.