

Proposed Budget Cutting Principles Spring 2015

1. Make targeted, strategic cuts guided by Never Settle and consistent with unit-level strategic plans, rather than across-the-board reductions.
2. At all levels of decision-making, cuts should be detailed and precise, positioning the unit and the institution for future success.
3. As we shrink expenditures in some areas, be sure to also invest in some key places/initiatives.
4. Cuts and investments should be made with attention to activities that provide essential value, as well as those that can grow and diversify revenue for the whole. Where possible, prioritize and preserve those functions that generate greater value (i.e., academic, certainly, but also some administrative support functions).
5. Seek to improve effectiveness by streamlining processes and decision making at all levels, from administrative to academic.
6. Take an all-funds view when considering cuts, looking beyond State-allocated funds to optimize the strategic use of all resources.
7. Implement permanent cuts with an eye toward long-term reduction in costs, rather than focusing strictly on those changes that provide only temporary reprieve.
8. Consider the potential of a unit/activity to absorb cuts by reallocating or generating other sources of revenue, while being sensitive to the importance of supporting entrepreneurial activity.
9. It is important that the best interests of the institution guide the process, even if cuts or investments do not produce immediate benefit at the local level.
10. The process must honor shared governance while remaining nimble and effective. An excellent recent example was the tuition-setting process that involved the central administration and undergraduate and graduate student shared governance.

