

Coping with Reduced Budgets

(From the North Central Region's Budget Summit. March 9, 2009)



Perspectives on the Role of the Dean/Director

- Remain positive.
- Demonstrate commitment with passion.
- Think about change, and the change you may not be able to do even in normal times.
- Be creative, not critical in words.
- Your leadership traits may be a mix (autocratic, custodial, supportive, and authoritative).
- Hold onto your “system’s” values.
- Reinvigorate core programs.
- Allow the program needs to focus your educators, reducing “structure” as the driver.
- **Dealing with the dollars:**
 - ❖ Efficiencies are “part of the mix” but the magnitude of cuts is most likely beyond this.
 - ❖ Understand the issue – one-time strategies to generate cash flow require different approaches than core/base cuts.
 - ❖ A rescission in FY2009 requires different strategies than FY2010 (understand where you are going).
 - ❖ More competitive funding to balance the budget – is inevitable.
 - ❖ Expand partners & partnerships – but be mindful that other partners are cutting too.
 - ❖ Consider outsourcing some programs and/or services.
 - ❖ Consolidate where it is smart, but not without forethought (e.g., ranging from field, department, and colleges/school).
 - ❖ Now may be the time for those rainy day funds.
 - ❖ Work furloughs are getting attention – but it’s state-by-state, and a temporary solution at best.
 - ❖ Re-examine salary levels and schedules.
 - ❖ Encourage “strategic” retirements where possible – phasing in is necessary for critical areas.
 - ❖ Use back contracting – especially with recent retirees.
 - ❖ Serious attention to performance evaluations and program reviews as a basis for decisions.
 - ❖ Distinguish between: reductions in programs – versus – cutting entire programs.
 - ❖ Expand technology and distance education services (e.g., greater use of eXtension).