



OPEN LAB

Budgeting for Graduate Programs at MSU Denver

Reimagine possible

November 30, 2020

Grad Lab

Office of Social Work Student Services, Finance & Administration
Department of Social Work
College of Health & Applied Sciences

Goals for this session

- Identify the basic components to manage graduate program cash funds.
- Identify the importance of establishing budgetary and enrollment management timelines.
- Explore strategies for allocating funding to line items.
- Identify strategies for budget development and management.

Set up one on one consultations by submitting form on our website.



Best of
luck with
your new
grad
program!
Bye!



It's easy! Just be.....

- Self-sustainable AND
- Low cost AND
- High quality AND
-



Secret Formula.....

Enrollment Mgmt  Budget Mgmt  Strong Foundation for your Program to THRIVE

MSU Denver Funding Sources



Grad Program Cash Funds

- Graduate student enrollment.
- Managed by Graduate Program.
- Can supplement undergraduate programming but NOT the other way around.



Base Budget

- State funds + student tuition
- Managed by Dean's Office and Provost's Office.
- Departments receive an operating budget.



Summer Revenue

- Undergraduate student enrollment.
- Departments receive a %
- Rolls forward year to year.
- Managed at the department level.



Undergrad Program Fees

- Undergraduate student enrollment
- Rolls forward year to year
- Managed at the department level.

Managing Funds

- Recommend that the person managing your grad funds also manages your other funds.
- Keep the money separate, but optimize how they work together!
- Aim to understand how much your graduate program costs!
- It's okay for your grad program to help your undergraduate program, but not the other way around.
- Just do it! Treat it as if you are managing your own checkbook.



8300 – Supporting Undergraduate Programming

- Part of managing the funds is ensuring we are capturing program costs. I.e. – billing to the correct FOAP.
- This means, when we support our undergraduate program, we still use our undergrad FOAPs and we supplement the funding using an 8300 transfer.
- Example

Responsibility Centered Budget Management

“Significant authority for managing the academic enterprise is shifted to deans and other academic unit leaders at RCM institutions. As such, academic heads with an entrepreneurial mindset can flourish in these environments. While some higher education traditionalists remain averse to this distributed leadership approach, **most campus leaders who have implemented a version of RCM report that it empowers unit leaders to grow revenue and control costs.” (Jim Sirianni, Budgeting for Institutional Success, 2016)**



MONEY

“With the advantages of unit autonomy/responsibility, carry over of surplus and true cost allocation of expenses, RCB **has also been criticized for the shift of culture that it can create, most notably the concentration on bottom line as opposed to academic quality**; the insulation of units providing internal service against utilizing central services; and the challenges of collective bargaining decisions.”

Ginger LuAnne Zierdt (2009) Responsibility-centred budgeting: an emerging trend in higher education budget reform, *Journal of Higher Education Policy and Management*, 31:4, 345-353, DOI: 10.1080/13600800903191971



We're glad we did it!

- We know exactly how much the MSW Program costs. This will be important for higher ed to navigate what's ahead.
- We've shifted our academic culture, and no one freaked (for too long, anyway).
- We are nimble, can launch big changes and programs swiftly (writing grants, changing curriculum, etc)
- We are self-sufficient and sustainable.
- We've invested in our undergraduate program, offsetting needs for additional state funds.
- We have invested in ourselves without the addition of additional state funds and we have remained one of the most affordable MSW Programs in the entire nation. Our faculty and staff have access to resources that would not exist without the MSW Program.

Strategic Planning

- Brainstorming – Ideal state
 - We will have XX CHP, X faculty, X staff, X scholarships, travel, other line items
- Now work backwards – how long will it take and what is the goal for each year?
 - Establish SMART goals (Smart, Measurable, Achievable, Relevant, Time-Bound)
 - Remember tuition setting as a tool
 - Cost effective ways to manage the in-between (Grad Lab potential solution)
 - Make sure it's achievable (this is how enrollment mgmt. comes in – if you have to slow things down, you can)
- It's going to feel like the whole thing is held up by band aids and chicken wire....it's fine....everything is fine.
- Keep an eye on the big picture, and don't be afraid to PIVOT! (Scaling Strategies)

Scaling strategies

Tools to dial it up, dial it back IF you don't reach your goals

- Temporary employees (student employment)
- Class size
- Reassigned time
- Operating budget
- 2-3 versions of an operating budget
 - Bare bones
 - 10% more CHP
 - 25% more CHP



Waiting until XX is in contingency (set a goal) before taking a risk.

Resource allocations reflect previous year (careful with this if you are growing fast)

Identifying ideal ratios (faculty to student, staff to student, etc)

Establishing a Timeline

Strategic Growth Plan

A big picture idea of where your program wants to be at least 1 year out (preferably 3-5 years)

How many students? Growing or not? Any hires needed? Start putting the pieces in place.

June 2020

Enrollment Management

Goal setting (admissions funnel & retention)

Scaling Strategies

August 2020-August 2021

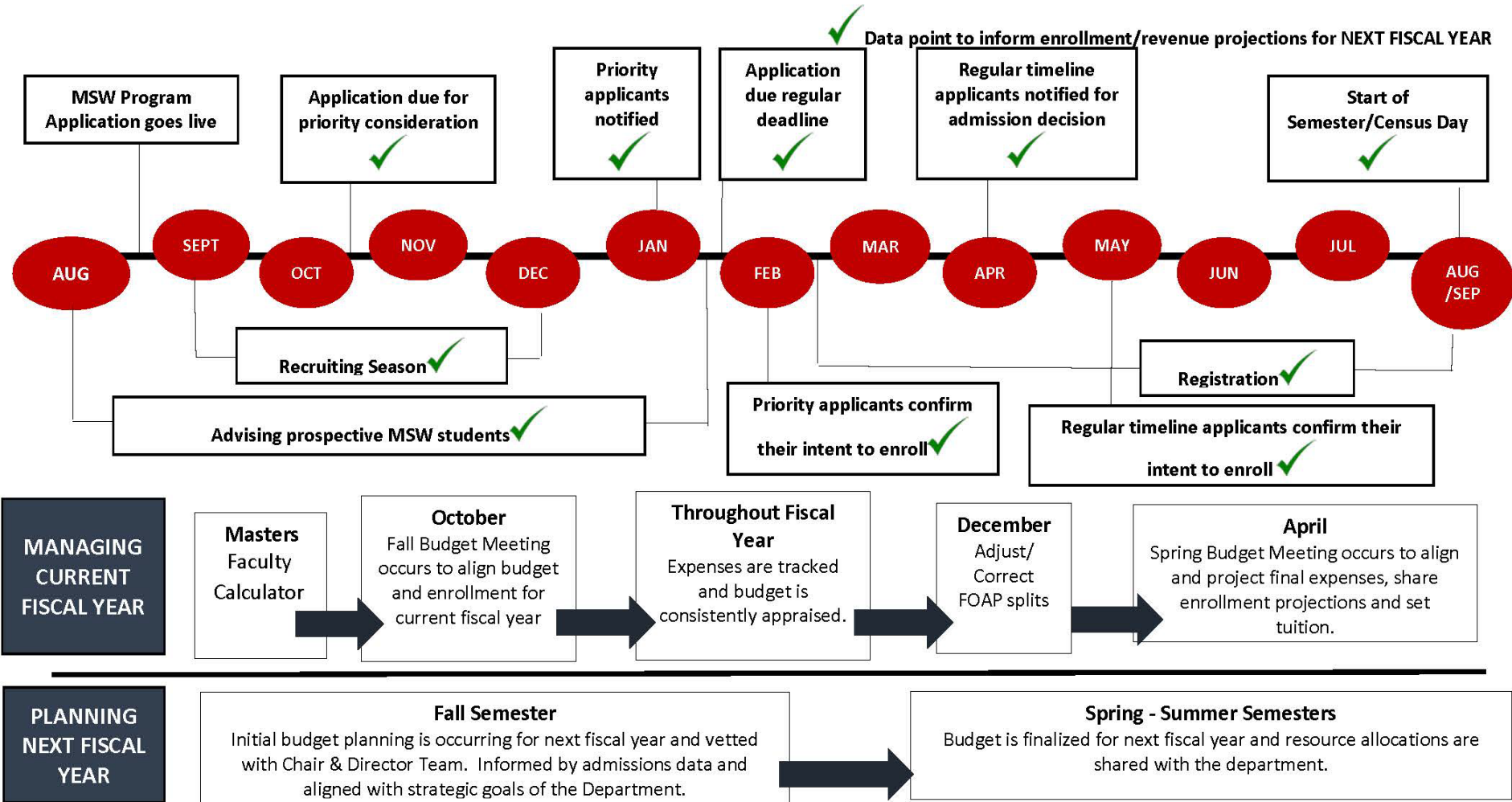
Budget Design

Establishing general line items. Recommend at least 2 versions.

January 2021 (and revisit/revise through August 2021)

Examples based on Fall start Program with an application cycle occurring the preceding August – April.

Department of Social Work
Office of Social Work Student Services Enrollment & Budget Management Strategies that Inform Departmental Strategy
Timeline for Decision Making & Capacity Marker



For questions about the use of this model, please contact Amy Middleton gienckea@msudenver.edu



Budget Design:
2 versions

Budget Office
Budget

+

Working Budget

Budget Office/Banner Budget

Personnel

FT Faculty – CAT I & CAT II

Affiliate Faculty

Administrators

Classified

Admin/Classified Hourly

Fringe

6191 Student Hourly

6500 Other Current Expenses

7099 Travel

7499 Capital and Remodel

7800 Scholarships

Admin Expense Fee

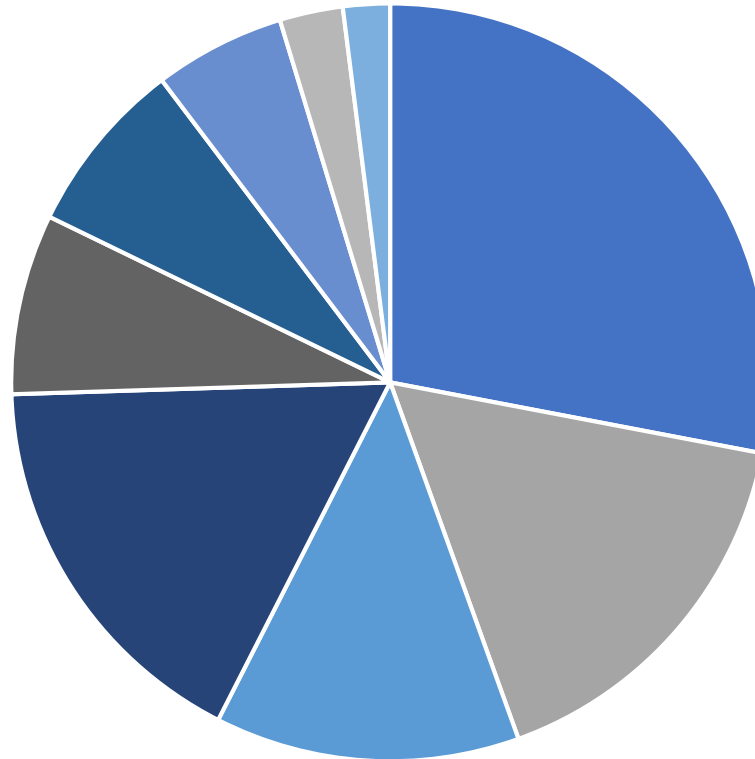
Graduate Overhead Fee

8300 Undergraduate Support

Fund Balance (Clarify this is your contingency!)

**High Level – this is
all they need/want
at the Budget level.**

MSW Program (during COVID)



- FT Faculty 28%
- PT Faculty 13%
- Other Current Expenses 7.7%
- Student Scholarships 5.6%
- Transfer to Undergraduate Program 2%
- Administrators 16.5%
- ASR (10%) and Grad Overhead (7%)
- Contingency Funds 7.5%
- Student Hourly 2.7%

I paid \$28,686 for my MSW.

\$11,761 to faculty salaries

\$4,733 for my OSWSS and
Field Office support

\$2,381 for student support
(student hourly +
scholarships)

\$4,934 for my program's
operating costs and savings
(some of which goes to
students)

\$4,877 so my program could
pay necessary fees to the
University



Working Budget

Personnel

FT Faculty – CAT I & CAT II
Affiliate Faculty
Administrators

Classified

Admin/Classified Hourly

Fringe

6191 Student Hourly

6500 Other Current Expenses

7099 Travel

7499 Capital and Remodel

7800 Scholarships

Admin Expense

Graduate Overhead

8300 Undergraduate Support

Fund Balance (Clarify this is your contingency!)

Who are they? Actual salaries. Actual workload to graduate program

This is where you will really expand your working budget.

6500 Other General Expenses

- Student Research Funds
 - Student Emergency Funds
 - Allies of Diversity (any salary included in personnel)
 - Online Development (any salary included in personnel)
 - Sponsorships
 - Materials and Supplies
 - Marketing & Recruiting
 - Official Functions
 - Marketing & Recruiting Events
 - Technology
- You may have others!

All of these items “roll up” to 6500, so while you’ll need to track each one internally and map it to a Banner account code, the Office of the Budget will review at a higher level.

Review Example Budget

Tracking Expenses

High Level (Quarterly)

- Print report from FGRODTA quarterly and track progress towards revenue and expense tracking.

Day to Day

- Tracking and ensuring items are paid.
- Upcoming Open Lab



Considerations

- My Program uses the faculty calculator and has the Standard Operating Procedure.
- My Program has a working budget with tabs like the one presented to budget and project salary expenses.
- If you answered “no” to the above questions, or have other questions, please submit a consultation request.

<https://www.msudenver.edu/socialwork/oswssfa/gradlab/>

