

RADFORD UNIVERSITY

Faculty Senate

Resource Allocation Committee

Resources on Budget Planning and Implementation

Fall 2020

The following items provide foundational knowledge about budget development and implementation practices at Radford University, in the Commonwealth of Virginia, and in U.S. higher education broadly.

Topics include:

- Resources for locating and understanding internal budget data and budget procedures at Radford University and in the Commonwealth of Virginia;
- Faculty-centered perspectives from the American Association of University Professors;
- Administrator-centered perspectives from the National Association of College and University Business Officers;
- Selected discussion from the higher-education trade press; and
- Selected items in research literature.

Online Resources: Radford University

Office of Budget and Financial Planning:

<https://www.radford.edu/content/budget/budget-office.html>

Office of Government Relations:

<https://www.radford.edu/content/president/home/govt-relations.html>

2020 State Priorities (PDF):

https://www.radford.edu/content/dam/departments/administrative/president/2020_State_Priorities_Publication.pdf

Budget Development Process (PDF):

https://www.radford.edu/content/dam/departments/administrative/budget/Budget_Development_SSB.pdf

Operating Budget Plans and Financial Overviews:

<https://www.radford.edu/content/budget/budget-office/reports.html>

Budget Planning Summit (2016)

<https://www.radford.edu/content/president/home/budget-summit/invitation.html>

Online Resources: Commonwealth of Virginia

Virginia State Budget:

<https://budget.lis.virginia.gov/>

SCHEV Budget Recommendations and Assessments:

<https://www.schev.edu/index/reports/schev-reports>

SCHEV Higher Ed Data for Virginia:

<https://research.schev.edu/>

“Virginia’s Budget Process from Agency Submission to Enactment.” University of Virginia Office of State Governmental Budget Relations.

https://sgr.virginia.edu/sites/sgr.virginia.edu/files/budget_process.pdf

“Legislative Budget Process.” Virginia House Appropriations Committee.

<http://hac.virginia.gov/legislative.htm>

Tweedy, Michael and Virginia Senate Finance Committee. “Virginia’s Budget: Why It Matters and 2019 General Assembly Update.” (October 16, 2019).

<https://vnppinc.org/wp-content/uploads/2019/10/Mike-Tweedy.pdf>

“Overview of the Budget Process in Virginia,” NAMI Virginia.

<https://namivirginia.org/wp-content/uploads/sites/127/2016/05/Budget-Process-in-Virginia.pdf>

Resources from American Association of University Professors

Financial Crisis FAQs

<https://www.aaup.org/issues/financial-crisis-faqs>

“Understanding Institutional Finances”

<https://www.aaup.org/issues/responding-financial-crisis/understanding-institutional-finances>

“The Federal Budget Process”

<https://www.aaup.org/our-work/government-relations/federal-budget-process>

Resources from National Association of College & University Business Officers

NACUBO Planning and Budgeting Topics:

<https://www.nacubo.org/Topics/Planning-and-Budgeting>

Goldstein, Karen L. “An Embedded Budget.” *Business Officer*. June 2018.

<https://www.businessofficermagazine.org/features/an-embedded-budget/>

Goldstein, Larry. *College and University Budgeting: A Guide for Academics and other Stakeholders*. 5th edition. NACUBO, 2019.

<https://products.nacubo.org/index.php/leadership/college-and-university-budgeting-fifth-edition-html.html>;

<https://www.amazon.com/dp/B07R6XLBG3>

Hignite, Karla. "Future Ready." *Business Officer*. January/February 2020.
<https://www.businessofficermagazine.org/features/future-ready/>

Walker, Katie. "RCM Reality Check." *Business Officer*. November 2019.
<https://www.businessofficermagazine.org/features/rcm-reality-check/>

Trade Press Discussion

Kolbe, Tammy and Rick Staisloff. "Moving to Offense: A New Playbook for Confronting Budget Shortfalls." *Inside Higher Ed*, August 6, 2020.
<https://www.insidehighered.com/views/2020/08/06/new-playbook-confronting-higher-education's-looming-budget-shortfalls-opinion>

Miyares, Javier and Darren Catalano. "How Your College Can Survive the Pandemic." *Chronicle of Higher Education*, June 1, 2020.
<https://www.chronicle.com/article/how-your-college-can-survive-the-pandemic>

Smith, Dean O. "How University Finances Work in a Crisis." *Chronicle of Higher Education*, July 1, 2020.
<https://www.chronicle.com/article/how-university-finances-work-in-a-crisis>

Vaillancourt, Allison M. "What if Everyone on Campus Understood the Money?" *Chronicle of Higher Education*, September 11, 2020.
<https://www.chronicle.com/article/what-if-everyone-on-campus-understood-the-money>

Warner, John. "Budgets Are a Reflection of Values." *Inside Higher Ed*, December 1, 2019.
<https://www.insidehighered.com/blogs/just-visiting/budgets-are-reflection-values>

Whitford, Emma. "Public Higher Ed Funding Still Has Not Recovered From 2008 Recession." *Inside Higher Ed*, May 5, 2020.
<https://www.insidehighered.com/news/2020/05/05/public-higher-education-worse-spot-ever-heading-recession>

Wilhelm, Ian. "4 Deans Share the Best Advice They Have Received About Budgets." *Chronicle of Higher Education*, August 7, 2019.
<https://www.chronicle.com/article/4-deans-share-the-best-advice-they-have-received-about-budgets/>

Research Literature

Topics: Public Budgets, Higher Ed Budgets, Higher Ed Cost, Resource Allocation

Archibald, Robert B. and David H. Feldman. *Why Does College Cost So Much?* New York: Oxford University Press, 2010.

Barr, Andrew, and Sarah E. Turner. "Expanding Enrollments and Contracting State Budgets: The Effect of the Great Recession on Higher Education." *The Annals of the American Academy of Political and Social Science* 650 (November 2013): 168–193.

- Barr, Margaret J. and George S. McClellan. *Budgets and Financial Management in Higher Education*, 3rd edition. San Francisco, CA: Jossey-Bass, 2017.
- Calabrese, Thad, Dan Williams, and Anubhav Gupta. "Does Participatory Budgeting Alter Public Spending? Evidence From New York ." *Administration & Society* 52, no. 9 (October 2020): 1382–1409.
- Fethke, Gary. "Decentralized University Budgeting, United with a More Flexible Tuition Structure." *Journal of Education Finance* 39, no. 4 (Spring 2014): 323–343.
- Jongbloed, Ben and Hans Vossensteyn. "University Funding and Student Funding: International Comparisons." *Review of Economic Policy* 32, no. 4 (Winter 2016): 576–595.
- Lewis, Carol W. and W. Bartley Hildreth. *Budgeting: Politics and Power*. 2nd edition. New York: Oxford University Press, 2012.
- Massy, William F. *Resource Management for Colleges and Universities*. Baltimore, MD: Johns Hopkins University Press, 2020.
- Musell, R. Mark and Ryan Yeung. *Understanding Government Budgets: A Guide to Practices in the Public Service*. 2nd edition. New York: Routledge, 2020.
- Piatak, Jaclyn S. "Weathering the Storm: The Impact of Cutbacks on Public Employees." *Public Personnel Management* 48, no. 1 (March 2019): 97–119.
- Rogers, Nicholas M. "Why Change? A Practitioner's Perspective on Why and How Universities Tackle Organisational Change (or Don't)." *Perspectives: Policy and Practice in Higher Education* 23, no. 4 (October 2019): 152–157.
- Serna, Gabriel R. and Spencer C. Weiler. *Higher Education, Fiscal Administration, and Budgeting: An Applied Approach*. Lanham, MD: Rowman and Littlefield, 2016.
- Smith, Dean O. *How University Budgets Work*. Higher Ed Leadership Essentials. Baltimore, MD: Johns Hopkins University Press, 2019.
- . *University Finances: Accounting and Budgeting Principles for Higher Education*. Baltimore, MD: Johns Hopkins University Press, 2019.
- Virdee, Sonia and Andrew Keeble. "Finance, Resource Allocation and Income Forecasting." In *Higher Education Strategy and Planning: A Professional Guide*. Tony Strike, editor. New York: Routledge, 2018.
- Zemsky, Robert, Susan Shaman, and Susan Campbell Baldrige. *The College Stress Test: Tracking Institutional Futures Across a Crowded Market*. Baltimore, MD: Johns Hopkins University Press, 2020.
- Zumeta, William, David W. Breneman, Patrick M. Callan, and Joni E. Finney. *Financing American Higher Education in the Era of Globalization*. Cambridge, MA: Harvard Education Press, 2012.