# URPC Principles from Spring 2015

* Achieve a balanced budget by 2017-18
* Build an operating reserve equal to 4% (2% contingency and 2% current operations) by 2019-20
* Allocations will be contingent on available funding
* Allocations will not be distributed until costs have been committed or incurred

# Dennis’ Strategic Budgeting Principles

* Budgeting should be driven by academic decisions
* Know the asset structure you’d like to have—what adjustments would be most desirable?
* Recognize that uncertainty is the norm
* Create circumstances that let you avoid decisions made in a crisis environment—the necessity of a contingency fund
* Don’t take anything off the table before you start – especially personnel
* Protect (some) resources for strategic investments even in tough times
* Use tough times as a rationale for change

# Principles found at other institutions:

* The budget must include investment strategies to achieve quality as reflected in academic excellence and institutional integrity.
* The budget should be constructed both to cover current costs and provide for strategic reinvestment to enhance the quality of existing programs and to develop new University initiatives.
* The budget must be balanced on an annual basis, and be sustainable into future years.
* New approaches to doing business must be explored to free up existing resources.
* Our contingency/reserve policy must be carefully monitored to ensure that unit, college, school, and University goals can be achieved through careful planning.
* Budget planning and development should not only be grounded in careful analysis of relevant data, but should also include assessment and accountability measures to gauge progress toward achieving our goals. VM
* Promote authority, responsibility, and accountability, both locally and university-wide
* Provide incentives for effective management of both revenues and expenses and reward creativity and innovation AUBURN
* The budget process will be relatively simple – based on a few understandable metrics, consistent, and transparent URI
  + It should include an open mechanism of communication between the divisions/unit and the SBPC (URPC equivalent)
* The budget will be sustainable and developed to support a sustainable mission
  + Budget recover mechanisms will be established to adjust budgets and create potential for reallocation
  + Investments in new initiatives within units should include resources from both the units and/or institutional allocations and reallocations