

Cornell University

New Budget Model
Faculty Senate
May 8, 2013



New Budget Model Principles

- Consistent distribution of revenues and costs
 - Distribute revenues to units
 - Units pay for all the costs associated with their programs
- Eliminate the “General Purpose” budget
- Central Costs
 - Expose costs
 - Allocate central costs to units based on cost drivers
- University Support Pool (USP)
 - Used for initiatives and subventions
 - Funded by
 - Unrestricted central resources
 - Portion of Tuition from Colleges and Schools, e.g., 10%



Major Categories of Revenues & Expenses to be Distributed

Revenues

- Undergraduate Tuition and Fees
- Graduate Tuition and Fees
- New York State Appropriation
- Philanthropy
- Endowment Payout (including endowed professorships)
- F&A from external grants (indirect cost return)

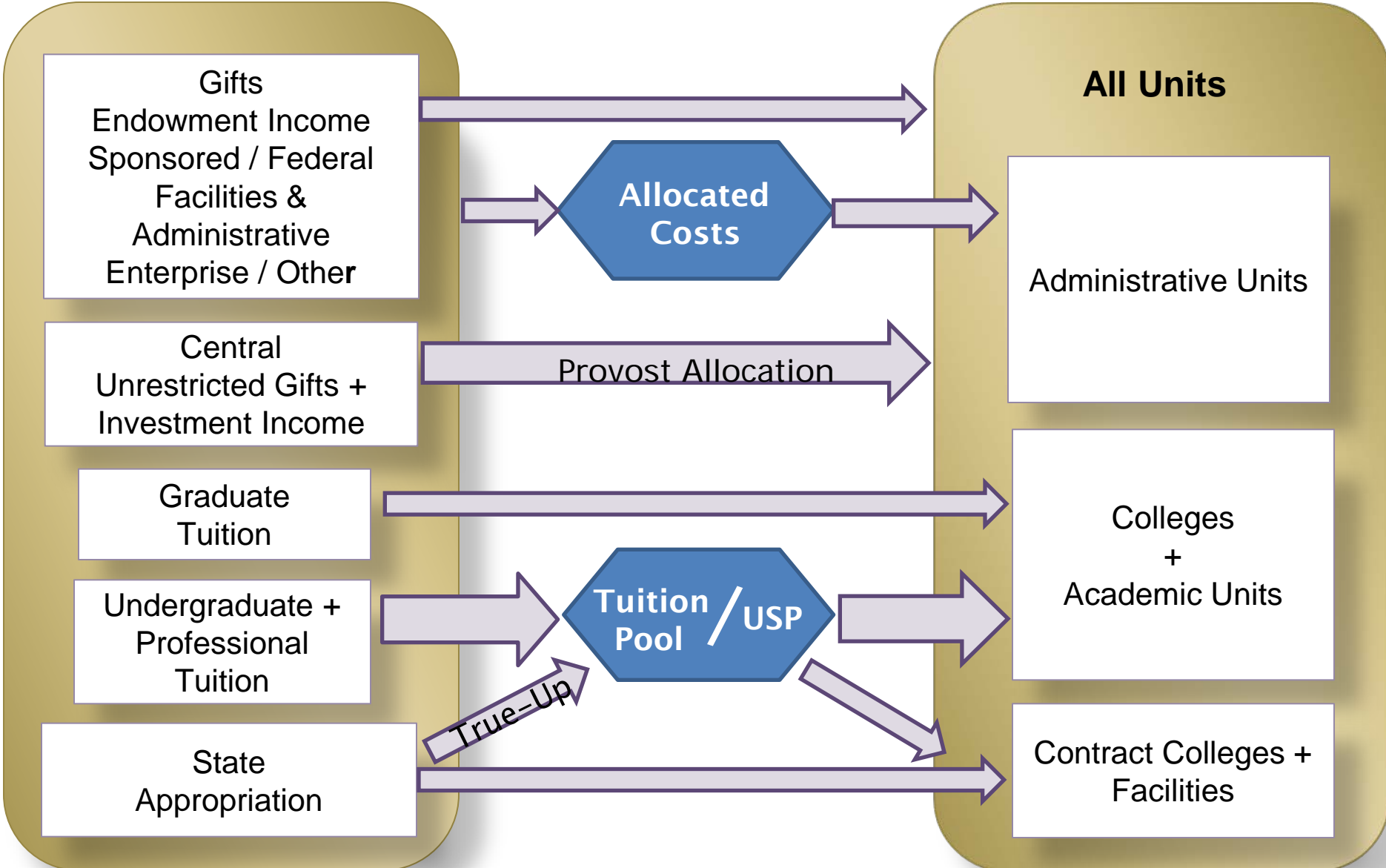
Expenses

- Central Administrative Costs (Allocated Costs)
- Central Initiatives and Subventions (USP)
- Undergraduate Financial Aid
- Graduate Financial Aid
- Facilities & Utilities Costs
- Debt



Sources

Units





For Details

[Division of Budget & Planning Website](#)

[Budget Model Principles](#)

[Budget Model Manual](#)



Budget Model Public Forums

- ▣ **General Campus Wide Forums**
 - ▣ December 12th & 20th
- ▣ **Utilities, Maintenance, Building Care, Debt Service**
 - ▣ January 8th
- ▣ **Tuition, Enrollment, Financial Aid & State Appropriations**
 - ▣ January 10th
- ▣ **Allocated Costs, Libraries, University Support Pool (USP)**
 - ▣ January 17th
- ▣ **Facilities and Administrative Cost (F&A), Research**
 - ▣ January 24th



Key Areas of Stewardship

- Support the strong presence of professorial faculty in the classroom.
- Include a mix of large and small classes.
- Offer a range of learning venues, including off-campus opportunities, study abroad, and community engaged learning.
- Offer laboratory and other experiential learning experiences.
- Support students' unrestricted access to traditional and innovative, semester-long and short-term language study courses.



Key Areas of Stewardship, Cont.

- Provide for enrichment courses, supplementary courses, multi-semester courses, and other unique learning opportunities that fall outside the 3-4 credit norm.
- Support for-credit undergraduate research, project courses, capstone projects, and independent study courses.
- Ensure students' unrestricted access to courses across the university, and support cross-college and cross-disciplinary educational experiences.
- Offer strong foundation (or service) courses that are based in the immediate area of expertise, accessible to students university-wide, and responsive to university-wide student needs.