Academic Leadership: The Online Journal

Volume 3
Issue 1 *Spring* 2005

Article 6

4-1-2005

Strengthening Academic Programs with Proactive Fiscal Management and Other Innovative Strategies

David Buckholdt

Follow this and additional works at: https://scholars.fhsu.edu/alj

Part of the <u>Educational Leadership Commons</u>, <u>Higher Education Commons</u>, and the <u>Teacher</u> Education and Professional Development Commons

Recommended Citation

Buckholdt, David (2005) "Strengthening Academic Programs with Proactive Fiscal Management and Other Innovative Strategies," *Academic Leadership: The Online Journal*: Vol. 3: Iss. 1, Article 6.

Available at: https://scholars.fhsu.edu/alj/vol3/iss1/6

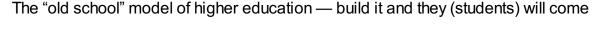
This Article is brought to you for free and open access by FHSU Scholars Repository. It has been accepted for inclusion in Academic Leadership: The Online Journal by an authorized editor of FHSU Scholars Repository.



Academic Leadership Journal

Conclusion

Price pressures in the form of escalating tuition will continue to impinge upon colleges and universities in an unabated fashion. While distance learning experiments and electronic assisted teaching may provide some relief in training-centric sectors of higher education, the university enterprise remains a labor intensive endeavor. Technology and healthcare expenses will continue to grow at most institutions at a rate far above the cost-of-living index. Public institutions are finding strong resistance to additional support based on tax revenue. Private institutions are increasingly being questioned about the "value-added" they provide and whether it justifies their premium tuition.



and

pay

for

it — has been eroding since the 1970s. College tuition costs have become a national political issue. As a result, the natural disposition of academic leaders to primarily attend to things academic is no longer possible or prudent. Academic leaders must exercise scrupulous attention toward financial matters or risk the erosion of academic quality as well as a loss of influence and power to business and financial officers in central administration. In this paper, we have argued that the first line of attention should be directed to the establishment of baseline costs for academic and support units (i.e., cost methodology), the importance of a strategic plan and the sharing of financial/operational decisions with local units through RCM (responsibility centered management). From this general change in oversight and perspective, other cost savings ideas that do not diminish academic quality, will likely be uncovered. One thing is clear. Business as usual for academic leaders, which has historically meant minimal attention to the financials of their business, is no longer possible or justified.

References

Breneman, D.W. (2002). For colleges, this is not just another recession. The Chronicle of Higher Education: The Chronicle Review (August 12).

Brint, S. (Ed.) (2002). The changing American university. Stanford: Stanford University

Brown, W. & Gamber C. (2002). Cost containment in higher education. San Francisco: Jossey Bass (Volume 28, #5).

Dickesen, R. C. (1999). Prioritizing academic programs and services. San Francisco: Jossey Bass.

Ehrenberg, R. A. (2002). Tuition rising. Cambridge: Harvard

Guskin, A.E. & Marcy, M.B. (2003). Dealing with the future now. Change (July/August, pp10-21).

Hill, C.W.L. (1998). Strategic management. Boston: Houghton Mifflin.

Hunt, C.M., et al. (1997). Strategic planning for private higher education. New York: Haworth

Keller, G. (1983). The management revolution in American higher education. Baltimore, MD: Johns Hopkins.

Kenton, J.D. (2002). Presentation and analysis of financial management information. Washington, D. C.: National Association of College and University Business Officers.

Leslie, D.W. & Fretwell, E.K (1996). Wise moves in hard times. San Francisco: Jossey-Bass.

Massy, W.F. (2003). Honoring the trust: quality and cost containment in higher education. Bolton, MA: Anker.

Strauss, J.C. & Curry, P. (2002). Responsibility center management: lessons from 25 years of decentralized management. Washington. DC: National association of college and business officers.

VN:R_U [1.9.11_1134]