

## II. Project Objectives and Methodology

The objective of this phase of the project was to develop an assessment of the operating and capital resource allocation processes at CUNY based on our knowledge of effective practices in budgeting and planning, as well as best practices of other institutions. Specifically, this phase was designed to:

- Determine the extent to which current processes encourage alignment of university and college budget requests with strategic goals and priorities
- Study the efficiency of the processes and make recommendations for improvement
- Determine the availability and quality of incentives to promote effective fiscal management
- Identify the existence of effective incentives for colleges to generate alternative revenue sources
- Evaluate the effectiveness of the link between resource allocation decisions and university and college goals and outcomes

Our methodology designed to meet this objective included the following work steps:

- Review available planning and budgeting documentation, including fiscal 1996-97 budget and allocation data
- Interview Central Administration personnel regarding the planning and budget processes and recent improvements, including the Vice Chancellor of Finance and Administration, Vice Chancellor of Academic Affairs, Vice Chancellor of Facilities, Planning and Construction Management and the Budget Director
- Interview campus personnel at the eleven senior colleges, six community colleges, the CUNY School of Law and the Graduate Center, including presidents, provosts/vice presidents of academic affairs, vice presidents of finance and administration, deans, budget directors, business managers, faculty members and facilities personnel
- Develop a comprehensive picture of the planning and budgeting processes at the state, city, central administration and campus levels for the operating and capital budgets
- Provide recommendations for improving the operating and capital resource allocation processes
  - Recommend measures for improving the links between strategic priorities and resource decisions
  - Propose revisions to the process steps and/or institutional policies that will improve the efficiency or effectiveness of the resource allocation process
  - Identify opportunities for colleges to generate alternative revenues, reduce costs and reallocate existing resources