**AUBURN UNIVERSITY**

**SYLLABUS**

**Course Number:** HIED 8230

**Course Title:** Planning and Budgeting in Higher Education

**Credit Hours:** 3 semester hours

**Prerequisites:** None

**Corequisites:** None

**Date Syllabus Prepared:** January 10, 2017

**Texts:** Readings in planning and budgeting for higher education,

available online or distributed by the instructor.

Each student should have a copy of the 6th edition of the

*Publication Manual of the American Psychological Association.*

**Course Description:** Components and implementation of comprehensive, ongoing planning and budgeting programs in higher education.

**Course Objectives:**

1. Understand planning and budgeting for operations, cash, and capital assets, in institutions of higher education.
2. Understand performance measurement systems.
3. Understand cost analysis and control.
4. Develop an appreciation for the extent to which budgeting practices and organization behavior exert reciprocal influence.

**Course Content:**

Theory and practice of budgeting, including trends toward responsibility center budgeting in higher education and intercollegiate athletics; techniques of budgeting for cash and for capital expenditures; introduction to costing systems; approaches to performance measurement; analysis and control of costs; consortial activity between and among higher education institutions; outsourcing by higher education institutions; organization behavior considerations.

**Course Calendar (TENTATIVE)**

January 11 Introduction

January 18 Introduction

January 25 Schweitzer, C., ed. (2016). How did we get here? *Business Officer, 50*(1), 16-17,

19-20.

Wilms, W.W., Teruya, C., & Walpole, M. (1997). Fiscal reform at UCLA.

*Change, 29*(5), 41-50.

Scarborough, S. (2009). The case for decentralized management. *Business*

*Officer, 42*(10), 23-27.

The buck stops elsewhere. (2013). *Business Officer, 46*(6), 32.

February 1 Strupeck, C.D., Milani, K., & Murphy, J.E. III. (1993). Financial

management at Georgia Tech. *Management Accounting, 74*(8), 58-63.

Stocum, D.L. & Rooney, P.M. (1997). Responding to resource constraints.

*Change, 29*(5), 51-58.

Tambrino, P.A. (2001). Contribution margin budgeting. *Community*

*College Journal of Research and Practice, 25*(1), 29-36.

Williams, J.D. & Riaz, S. (2015). A build-anew budget. *Business Officer, 48*(10),

36-41.

February 8 Dempsey, W.M. (1997). The devil is in the details. *Trusteeship, 5*(1),

16-20.

Ewell, C. & Hughes, T. (2015). Dashboard distillation. *Business Officer, 48*(6),

31-34.

Rao, S.K. (1997). Overhead can kill you. *Forbes, 159*(3), 97-98.

Jackson, N.M. (2014). Measuring time. *Business Officer, 48*(5), 30-34.

Holtta, S. (1998). The funding of universities in Finland: Towards

goal-oriented government steering. *European Journal of*

*Education, 33*(1), 55-63.

February 15 Zemsky, R. & Massy, W.F. (1990). Cost containment. *Change, 22*(6),

16-22.

Adams, O.L. III & Shannon, D.M. (2006). Cost control: The imperative

for higher education. *College and University, 81*(4), 61-64.

Hayes, C.R. (2015). Rightsizing a system. *Business Officer, 49*(1), 70-74.

February 22 No class – Instructor at Applied Sport Management Conference

March 1 Article reviews

March 8 Article reviews

March 15 No class – Spring break

**Course Calendar (TENTATIVE)**

March 22 Cash budgeting tutorial

Gose, B. (2006, January 27). Colleges rely on consortia, contractors, and

ingenuity to cut costs. *Chronicle of Higher Education,* B1, B4-B5.

Coplin, W.D. (2006, January 27). 7 ways colleges can cut costs in their

classrooms. *Chronicle of Higher Education,* B15-B17.

June, A.W. (2006, January 27). Fed up with rising premiums, colleges go

into the insurance business. *Chronicle of Higher Education,* B7.

Pulley, J.L. (2006, January 27). In Oregon, colleges hope to care for

themselves. *Chronicle of Higher Education,* B8-B9.

Weinstein, M. & Heron, W.D. (2009). Riding the health care roller

coaster. *Business Officer, 42*(9), 23-28.

March 29 Sabo, S.R. (2010). All for one, one for all. *Business Officer, 43*(7), 26-31.

Dunleavy, P.E. (2013). Here’s to your health care. *Business Officer, 47*(4),

14-18.

Jackson, N.M. (2016). Cost control. *Business Officer, 49*(6), 20-24.

April 5 Angelo, J.M. (2005). Is outsourcing right for you? *University Business,*

*8*(2), 31-32, 41-42, 44.

Gose, B. (2005, January 28). The companies that colleges keep. *Chronicle*

*of Higher Education,* B1-B11.

Davies, P. (2005, January 28). Outsourcing can make sense, but proceed with caution. *Chronicle of Higher Education,* B20-B22.

Bruszewski, R.V.& Levine, S.H. (2015). Only-what-you-need outsourcing,

*Business Officer, 49*(1), 77-81.

April 12 Capital budgeting tutorial

Christensen, D. (2009). Life-cycle funding for capital assets. *Business*

*Officer, 42*(8), 28-34.

Bruszewski, R., Jung, S., & Turner, J. (2010). Facilities funding thaws.

*Business Officer, 43*(6), 26-32.

Motley, A. (2015). The download on upkeep. *Business Officer, 49*(5), 31-36.

April 19 Exam

**Course Requirements:**

1. Students are expected to read all assignments, to be present for all classes, and to participate in class discussion. Each student shall present readings assigned by the instructor.
2. Each student shall read one (1) journal article which addresses one of the topic areas described in the Course Content section above and shall prepare a 3-5 page review of each article. The papers shall be submitted to the instructor in accordance with the style of the *Publication Manual of the American Psychological Association* (6th edition).
3. The class shall be examined on key terms and concepts of the course.

**Grading and Evaluation:**

Presentation of readings…………………………. 20 points

Article review……………………………………. 30 points

Exam……………………………………………. . 50 points

Total……………………………………. 100 points

Grading Scale

1. and above = A

80-89 = B

70-79 = C

60-69 = D

below 60 = F

**Class Policy Statements:**

Auburn University, Office of the Provost

A. Attendance: Although attendance is not required, students are expected to attend all classes, and will be held responsible for any content covered in the event of an absence.

B. Excused absences: Students are granted excused absences from class for the following

reasons: illness of the student or serious illness of a member of the student’s immediate

family, the death of a member of the student’s immediate family, trips for student organizations sponsored by an academic unit, trips for university classes, trips for participation in intercollegiate athletic events, subpoena for a court appearance, and religious holidays. Students who wish to have an excused absence from class for any other reason must contact the instructor in advance of the absence to request permission. The instructor will weigh the merits of the request and render a decision. When feasible, the student must notify the instructor prior to the occurrence of any excused absences, but in no case shall such notification occur more than one week after the absence. Appropriate documentation for all excused absences is required. Please see the Student Policy eHandbook, available at [www.auburn.edu/studentpolicies](http://www.auburn.edu/studentpolicies) for more information on excused absences.

C. Make-Up Policy: Arrangement to make up a missed major examination (e.g., hour

exams, mid-term exams) due to properly authorized excused absences must be initiated by the student within one week of the end of the period of the excused absences(s). Except in unusual circumstances, such as the continued absence of the student or the advent of university holidays, a make-up exam will take place within two weeks of the date that the student initiates arrangements for it. Except in extraordinary circumstance, no make-up exams will be arranged during the last three days before the final exam period begins.

D. Academic Honesty Policy: All portions of the Auburn University student academic honesty code (Title XII) found in the Student Policy eHandbookwill apply to university courses. All academic honesty violations or alleged violations of the SGA Code of Laws will be reported to the Office of the Provost, which will then refer the case to the Academic Honesty Committee.

* E. Disability Accommodations: Students who need accommodations are asked to electronically submit their approved accommodations through AU Access and to arrange a meeting during office hours the first week of classes, or as soon as possible if accommodations are needed immediately. If you have a conflict with my office hours, an alternate time can be arranged. To set up this meeting, please contact me by e-mail. If you have not established accommodations through the Office of Accessibility, but need accommodations, make an appointment with the Office of Accessibility, 1228 Haley Center, 844-2096 (V/TT). The link for persons with disabilities is as follows: <https://fp.auburn.edu/disability/syllabus.asp>

F. Course contingency: If normal class and/or lab activities are disrupted due to illness, emergency, or crisis situation, the syllabus and other course plans and assignments may be modified to allow completion of the course. If this occurs, and addendum to your syllabus and/or course assignments will replace the original materials.

Auburn University College of Education

G. Professionalism: As faculty, staff, and students interact in professional settings, they are expected to demonstrate professional behaviors as defined in the College’s conceptual framework. These professional commitments or dispositions are listed below:

o Engage in responsible and ethical professional practices

o Contribute to collaborative learning communities

o Demonstrate a commitment to diversity

o Model and nurture intellectual vitality

**Instructor:**

Olin L. Adams III earned his Ph.D. in Higher Education at Ohio University (Athens, Ohio). He also holds the M.B.A. in Accounting, *cum laude*, from Mount Saint Mary’s University (Emmitsburg, Maryland) and the A.B. in History from Centre College (Danville, Kentucky).

Adams joined the faculty of EFLT at Auburn in Fall 2000, following 10 years on the

Accounting faculty at Ohio University. Licensed as a C.P.A. by the State of Maryland, he practiced accounting in that state for eight years prior to pursuing an academic career.

Adams’ first research interest was the financial management of higher education. He has conducted two national studies of managerial accounting practices in four-year institutions. Adams also has published research on leading issues in higher education finance, outsourcing in higher education institutions, and cost control in higher education.

Adams’ later research has addressed financial, legal, and marketing issues in intercollegiate athletics, the economics and safety of Thoroughbred racing, and the history of sport. His articles in this area have covered the business model in intercollegiate athletics, the tax exempt status of intercollegiate athletics, and the marketing of intercollegiate athletics in a post-amateur environment, while presentations have included papers on cost control in intercollegiate athletics, the NCAA system of revenue and cost management, conference realignment in intercollegiate athletics, the rise of the Southeastern Conference, startups of small college football programs, and cost of attendance. Adams is writing a book on the 1965 season of Tennessee football and plans a second book on the decline of amateurism in intercollegiate athletics. He serves as chair of the sport management minor at Auburn.

Adams is the son of the late Olin L. Adams, Jr. and Juanita Vinson Adams. His father was a veteran of World War II, with service in the Army Air Corps. He received his doctorate from the University of Maryland and served as a school superintendent for 31 years in five districts across four states. Adams’ mother served as president of her community garden and women’s clubs and as a member of her city’s parks board. Her second cousin, Fred M. Vinson, was chief justice of the United States from 1946 until his death in 1953.

Adams grew up in the Midwest and in Knoxville, Tennessee. At Centre he was a sports writer for the campus newspaper, public address announcer for home football games, and official scorer at home basketball games. Adams’ outside interests today include exercise, college athletics, and Thoroughbred horse racing. He has attended the Kentucky Derby 40 times and every other major race at least three times. Adams enjoys the music of the 1950s and 1960s, especially Frank Sinatra and Elvis Presley, classic movies, and the comedy of Jerry Seinfeld.

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