

**Virginia Tech Graduate School**  
**Budgeting, Financial Management, and Administrative Goals**  
**Academic Year 2013-14**

I. Budgeting Practices and Procedures

- Introduce unit-level budgets for the primary operating divisions within the Graduate School: Student Services, Graduate Advising and Admissions, Diversity and Recruitment, and Information Technology.
- Develop a plan to close the tuition remission funding gap in the College of Science (COS) and the College of Architecture and Urban Studies (CAUS). Coordinate with COS and CAUS to prepare and submit an integrated FY2014-15 budget request for additional tuition remission funding to meet needs within the two colleges.
- Develop a strategy to reduce the structural funding gap caused by GSDA-IGEP stipend differential. Considering the \$165,600 in additional resources provided by the Office of Provost beginning in FY2013-14, the remaining funding gap amounts to nearly \$200,000.
- Develop a multiyear operating budget for the Graduate School to better account for shifts in priorities and broad institutional changes.
- Work with the Office of Sponsored Programs to reconcile and correct the current \$45,000 operating deficit associated with the NSF Fellowship Grant.

II. Financial Reporting, Practices and Procedures

- Develop and implement reliable and consistent financial reporting with predictive value.
  - Provide quarterly reports to all unit directors and IGEP principal investigators regarding budget utilization.
  - Coordinate with Application Information Systems (AIS) to develop new reports to monitor the utilization of tuition remission funding across the institution.
- Conduct an internal review of the current award process for the Graduate Student Assembly's Graduate Research Development Program (GRDP) and Travel Fund Program (TFP) to improve the timeliness to which these awards are paid and reduce the labor costs associated with processing the awards.

III. General Administration and Operations

- Develop and implement an operating manual which outlines the policies and procedures pertaining to Graduate School faculty, staff, and graduate assistants. Work with other senior management areas across campus to identify best practices in regards to general administration and operations.

IV. Human Resources and Personnel Management

- Conduct a feasibility study to explore how flexible work options (i.e., teleworking and alternative work schedules) could be utilized by Graduate School faculty and staff to effectively meet business needs and objectives while enhancing employee job satisfaction and morale and productivity and improving recruitment, retention, and productivity.