

Basic Principles for Budget Decisions

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1. **Budgetary decisions are policy decisions.** In budgetary decisions that affect educational policy, the **faculty role in shared governance is essential.** Thus, the Faculty Senate, Collegial Assemblies, and TAUP all have to be involved.
 - a. It is essential that the perspectives of front-line educators play a primary role in decision-making, together with academic administrators, non-academic administrators, and the Board of Trustees.
 - b. Faculty perspectives should come through faculty-chosen representatives.
 - c. A budgetary crisis should not be an excuse to do away with or waive due process.

2. Let's focus on what we all can agree upon – the **criteria** for making budgetary decisions
 - a. **The educational and research missions of Temple are its vital core.** Our goals are
 - i. Student success – at all levels, undergraduate, graduate, and professional
 - ii. Research excellence
 - b. **What financial resources are necessary to carry out those missions?**
 - i. Budget-cutting proposals in the academic programs should either “hold harmless” or improve our ability to carry out our basic goals. Thus, we should avoid simple measures, such as across-the-board cuts, all-around increased teaching loads, larger class sizes, cuts in research release time, replacing full-time faculty with adjuncts, canceling searches for tenure-track faculty, limits on sabbaticals, cuts in support services that enhance student success (such as advising, tutoring, mentoring, counseling, and career development), cuts in professional development and technological support that enhance teaching and research productivity, etc.
 - c. Only after that, if there are discretionary funds, can we fund other activities.

3. **Faculty** should be willing to contribute ideas on how to create efficiencies with the goal of preserving and enhancing our basic goals.

4. **The Senate, Collegial Assemblies, and TAUP** should work together with the administration and student government to present the case for financial resources to implement our educational and research goals.

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