of, 122–123; for governing board, 123; institutional, 122–123; by unit managers, 122; variances cause of, 123

Budget approval: for Alpha University, 50–51, 116; by governing board, 117; as iterative process, 116; program scope reduction of, 116

Budget communications: of accountability, 68; with constituencies, 67; with executive committee, 68; fund accounting of, 68–69; to governing boards, 68; university values support of, 67–68

Budget cycle management: analysis for, 122–123; available time of, 97–98; capital budget of, 95; current operating budget of, 95; fiscal year operating budget of, 98–121; institutional characteristics of, 96–97; next year's operating budget of, 95; revenues estimation of, 95–96

Budget deficit: for Alpha University, 199; of problems identification and solutions, 155; symposium for, 160

Budget fluctuations: case studies of, 196–201; cuts and reasons for, 176–180; feast-or-famine behavior of, 196; for for-profit institutions, 175–176; opportunities management with, 191–196; performance review of, 196; reductions with, 181–185; unit strategies of, 185–191

Budget management problems and pitfalls: advice to, 165–170; at Alpha University, 160–161; attitude of, 170–171; campus safety issues of, 149; complexity of, 149; end planning for, 162; handshake deals of, 158–159; hidden costs identification of, 161–162; issues of, 150–158; library flooding of, 149; multiyear consequences of, 162–163; others implications for, 163–164; pitfalls of, 158–165; problem postponement of, 160; revenues overestimation of, 159–160

Budget managers/management: budget requests implications of, 20–21; capabilities assessment of, 154; change management of, 156–158; fiduciary decision making sound for, 20–21; fiscal context understanding of, 22; fiscal problem solving for, 22; friend making for, 22; hiring authority of, 23; legal implications of, 23; manager success of, 19; organization understanding of, 150–152; positions review of, 23; problems solutions for, 154–156; of public institutions, 23; qualities of, 19; resource gathering, 21; unilateral decisions risk of, 23; unit budget history of, 152–154

Budget purposes: business strategy of, 62–63; for communication, 67–69; definition of, 61; for fiscal control, 66–67; incentives of, 65–66; for resource allocation, 63–65

Budget reductions: across-the-board funding of, 183, 192–193; at Alpha University, 177; for Alpha University, 199; of problems identification and solutions, 155; symposium for, 160

Capital budgets: anchor funding for, 139; bonds for, 140–142; of budget cycle management, 95; debt service of, 56; endowment loan for, 138–139; for expansion of technology, 71; funding of, 138–143; gift support for, 139; government funding for, 178; hidden costs of, 144–145, 161; Imagineering for, 139; income sources of, 48–49; joint ventures for, 142–143; for multi-year projects, 70–71; operational costs of, 161; planning of, 137–138; for private institutions, 33; for renovation, 135; self-financing of, 138–139; social issues impact on, 143–144; unit budgets impact on, 137; value engineering for, 138

Carpet replacement, 133

Case study at Alpha University: budget cuts at, 177; budget fluctuations for, 198–201; budget for, 50–51, 116; budget forecast for, 129–132; budget items, priority list of, 26; budget requests increase of, 24; challenging times of, 199–201; costs of, 24–26; endowment for, 23, 198; enrollment growth of, 24; expenses, 74; faculty hiring of, 25; financial
aid budget for, 24; lab equipment for, 25; mandated budget items for, 26; National Merit Scholars recruiting by, 25; network upgrade for, 25; problem postponement of, 160–161; reserve funds of, 51; revenues functional expression of, 73

Case study at Omega College: annual fund for, 197; budget fluctuations for, 196–198; education masters program in, 197; endowment for, 197; enrollment for, 197–198; financial aid for, 197; as private college, 196; teachers college founded as, 196

Cash accounting, of budgets, 73

Cavanaugh, J.C., 195

Centralized budget decision making, 89–90

Change management, 156–158

Changes orders, as hidden costs, 144

College Work-Study for financial aid, 6

Communications: with colleagues, 190; line charges for, 52; from technology, 9; university budget for, 67–68

Community colleges, 177

Competition, 2, 10, 130

Computers: replacement of, 133; wants, needs compared with, 52

Consistency, 190

Construction: faulty, 180; joint ventures funding for, 142–143; long-term campaigns for, 42; of recreational facilities, 40

Consumer Price Index (CPI), 11, 80

Contingency funds, 187

Continuing education, as auxiliary service, 127–129

Contracted institutional services, 56; capital expenses annual payment for, 46; competitive bidding for, 45–46; exclusive use of, 46; Lyrica royalties from, 46; outsourcing of, 45–46

Controls and approvals: audit requirements of, 18–19; for human resource issues, 17; policies for, 16; for purchasing, 17–18

Cost Accounting Standards Board (CASB), 44

Costs: administrative, 184; for Alpha University, 24–26, 199; of audit, 18; of auxiliary services, 44–45; calculation of, 43; of electricity, 112; financial aid for, 7–8; of fiscal control, 67; of gifts, 42–43; of health insurance, 24, 199; operating, 42, 44–45, 62, 161; personnel, 181; of printing, 53; of programming, 54; of recruiting, 11; of resource allocation, 64; of revenue collection, 189; of scholarly journals, 12; students, competition for, 10–11; to students, 3; students amenities for, 11; of technology, 8–9; of Title IX, 6, 24–25, 199; unforeseen, 120; of unit budget, 115; of unusual events, 179–180; of utilities, 100.

See also Hidden costs; Operating costs

Counseling center, 25

Credit rating, 140–142

Current budget: of incremental budget, 80; operating, 95

Cutting the fat, 180

D

Debt service, 56, 140

Decentralized budget decision making, 90

Decision makers, 164, 166–167

Decision making, budgets and: centralized approach of, 89–90; decentralized approach of, 90; fiduciary, 20–22; hybrid approach of, 90–91

Decisions, difficult, 190–191

Dental school, tuition for, 35

Dickeson, R.C., 114, 185–186, 188

Discretionary spending, budget freeze of, 182–183

Doctoral programs, tuition for, 34

Documentation, 191

Dropkin, M., 61, 150

Dubeck, I.W., 69

E

Employee Retirement Security Act of 1974 (ERISA), 4

Employment Act (1967), 5

Encumbrances, 50, 118

Endowed chairs, from focused giving, 42

Endowment, 34; for Alpha University, 23, 198; enrollment for, 39, 176; for Harvard University, 14, 38; loan for capital budget, 138–139; for Omega College, 197; operating budget support of, 37–39; for private institutions, 14, 37, 176; for public institutions, 37; reinvestment of, 37; restricted funds of, 37; revenues for capital budget, 138–139; self-financing of, 138–139

Enrollment: at Alpha University, 24, 117; budgets influenced by, 10–11; in community colleges, 177; endowment influence of, 34, 176; at Omega College, 197–198; at private institutions, 176; resources allocation and, 65; special student fees influencing, 40; tuition influence on, 33, 176; vulnerability to, 176

Entertainment and gifts, 55–56

Environmental scan, 98; outside forces identification of, 100–101; outsourcing of, 101; utilities alternative sources for, 100

Equal Employment Opportunity Act (1972), 5

Equipment replacement, maintenance and: for Alpha University, 25; building infrastructure
Facilities: at Alpha University, 24; budget strategy for, 63; construction of, 40; as expenses, 56; targeted investments for, 193; unit budgets for, 56

Faculty, and staff, 9; at Alpha University, 25; competition for, 2, 10; revenues for, 102

Family Educational Rights and Privacy Act (FERPA), 4–5

Family requirements, as social issues, 143

Federal capital support, 48–49

Federal student financial aid programs.

See Financial aid

Fellowships: expenditures offset by, 57; as expenses, 57; from focused giving, 42

Fiduciary decision making, 20–22

Financial aid: applications for, 13; College Work-Study for, 6; costs of, 7–8; government funding for, 177–178; for Omega College, 197; Pell grant for, 6; regulations for, 6–7; as revenue, 31; students competition for, 11

Financial support, for institutions of higher education, 1

Fiscal control, 1–2, 66–67

Fiscal data accuracy, of budget analysis, 122–123

Fiscal problem solving, 22

Fiscal year operating budget, 70; adjustment of, 119–121; analysis of, 121–123; guidelines of, 98–106; internal unit proposals for, 111–113; performance monitoring of, 117–119; phases of, 98–99; process sharing information of, 107; review of, 116–117; unit budget requests submission of, 114–116; unit funding review of, 113–114; unit guidelines and process of, 107–110; unit performance analysis of, 110

Focused giving, 41–42

Forecasting expenses, revenues and, 169; for Alpha University budget, 129–132; budget variances of, 102; of expenses, 101–103; for faculty positions, 102; for multiple years, 102–103; past performance review of, 128–129; prior budget analysis for, 102; revenues conservative forecast of, 96, 101–103; rolling average for, 129; unit manager assistance of, 101

Formula budgeting, 79; calculation of, 76; inconsistency of, 77; legislative review with, 76; limitations of, 86; retrospective nature of, 77; of state appropriated funds, 32, 75–76

For-profit institutions, 2, 175–176

Friend making, 22

Fund accounting, of budget communications, 68–69

Fundraising: as annual giving, 41; for capital budgets, 138–143; operating budget reduction of, 179; resources of, 21. See also Across-the-board funding

Game playing, 167–168

Gifts: annual giving of, 41, 179, 197; for capital budgets, 139; as expenses, 55–56; long-term campaigns of, 42; as revenues, 41–43; for sustainability, 144

Gifts that eat, 42–43

Goldstein, L., 12–13, 181

Goldstein, R.C., 96

Golseth, A.E., 157

Governing boards: budget analysis for, 123; budget approval by, 117; budget communications to, 68; tuition set by, 34

Government funding, reductions in: budget reductions from, 178; for capital projects, 178; for financial aid, 177–178; for general appropriations, 177–178; for research, 177–178

Graduate and professional school tuition, 34–35

Grants, and contracts: approval of, 44; closing of, 162; for indirect costs, 43; multiyear consequences of, 163; as new sources of revenue, 189; Pell, 6, 13; for postponement problem, 161; recession reduction of, 13; research supported by, 43; of revenues, 43–44; special funds budget for, 72; for sustainability, 144

Gulf Coast, 179–180

Halpin, J., 61, 150

Handshake deals, 158–159

Harvard University, endowment loss of, 14, 38

Health insurance, 24, 40, 199

Hearn, J.C., 84
Help, 161
Hidden costs: building condition of, 144–145; of capital projects, 144–145, 161; identification of, 161–162
Higher Education Cost Adjustment (HECA), 12
Higher Education Price Index (HEPI): for higher education purchases, 11–12; for incremental budget, 80
Hiring: at Alpha University, 25; authority, 23; budget freeze of, 183
Holdsworth, J.M., 84
Honesty, 166
Hospitals: functional reporting of, 73; revenue of, 46
Human resources: advice from, 190; compensation for, 17; regulations compliance with, 17
Human Subjects Research Act, 5
Hurricane Katrina, 179
Hybrid budget decision making, 90–91

I
Imagineering, for capital budgets, 138
Incentives: for budget balances, 65–66; for end-of-year spending, 66; excess funds at unit level, 66; for reserves, 66; unit budget rolled up, 65; for unit reserve account, 66; unused budget spending of, 65
Income: appropriated funds as, 32; capital budgets of, 48–49; endowment, 37–39; facility rental fees of, 48; federal capital support of, 48–49; future, 182; restricted funds of, 37; taxation subject to, 48, 71
Incremental budget, 76–77; determination of, 80; limitations of, 87; by line item, 80; performance disincentive for, 81
Indiana University, initiative-based budget at, 81
Information, for budget reductions, 181–182
Information sharing, 107, 166; rapid dissemination of, 186; trust reinforced by, 186; unit strategies of, 186; withholding, 167
Informed listening, 21
Initiative-based budget: criticisms of, 82, 87; at Indiana University, 81; new initiatives resources for, 81; strengths of, 82, 87
Institutional and unit budget guidelines, 47, 85, 115, 163; analysis for, 122–123; for auxiliary budgets, 127; of budget adjustments, 120; environmental scan of, 98, 100–101; expense and revenue, forecasting of, 101–103; parameters review of, 99; past performance of, 101; for personnel, 100; planning process of, 103–104; for public institutions, 98; reduction with, 181; at state-supported institutions, 98; timetables of, 104–106; unit performance review of, 98–99. See also Private institutions; Public institutions
Institutional characteristics, 175; advisory committees of, 97; complexity of, 96
Institutional services: contracted, 45–46, 56; payment for, 131–132
Internal unit proposals: anticipated savings of, 111; future implications of, 111; institution benefits to, 111; process cost-effectiveness of, 113; unit plan linked to, 111
Interview space, 26
Investments, for endowment, 37. See also Targeted investments

J
Joint ventures, 142–143
Jones, L.M., 84

K
Kallsen, L., 84
Knowing, not, 168

L
Land-grant university, budget strategy for, 62
LaTouche, B., 61, 150
Law school, tuition for, 35
Lean years, lessons learned from, 192
Least drastic means first, 186
Legal advice, 143; for budget manager, 23; for difficult decisions, 190; for least drastic means, 186; to new managers, 169–170; on personnel issues, 170; for staff reductions, 186; for unusual events, 180
Lewis, D.R., 84
Library: budgets of, 12; flooding of, 149
Licensing: images use of, 46; products granted for, 47; revenues from, 47
Lines of credit, of debt service, 56
Long-term campaigns, 42
Lyrica, royalties from, 47

M
Maddox, D.C., 61, 81
Mandatory student fees: at private institutions, 36; as restricted funds, 36; revenues from, 36
Masters program, 25
Mayhew, L.B., 62
MBA programs, 34, 177
McClellan, G.S., 137–138, 156
McLean, W., 39
Medical school, tuition for, 35
Meisinger, R.J., 69
Membership and periodicals, 54–55
Memory, handshake deals reliance on, 159
Mills, D.B., 138
Milton, S., 77
Miscellaneous, as catchall, 57
Moody, 140–142
Multiple budgets, 95
Multiyear consequences, 162–163

N
National Labor Relations Act (1935), 5
National Merit Scholars, at Alpha University, 25
New Orleans, 179
New programs: consideration of, 194; expense of, 193; politicization of, 194; success measure of, 193
New sources of revenue, 189
New York, tuition free college in, 8
Non-essential cutbacks, 188
Northwestern University, 47
Not-for-profit institutions, 31
Nova Southeastern University, 77

O
Occupational Health and Safety Act of 1990 (OSHA), 4
Office of Management and Budget (OMB): contracts rules for, 7; indirect costs calculation of, 43
Office supplies, 51–52
Omega College. See Case study at Omega College
Operating budgets: alternate plans for, 164; annual giving of, 41; budget cycle management of, 95, 98–121; capital project in, 71; current, 95; endowment of, 37–39; fundraising and reduction of, 179; institutional policies shaped by, 70; next years, 95; reserve funds in, 69; transfers from, 69. See also Fiscal year operating budget
Operating costs: of auxiliary services, 44–45; of budget strategy, 62; long-term campaigns for, 42
Organization: alliances identification of, 151; colleagues network of, 152; political process of, 151; soft data of, 151–152
Organizing and expressing budgets: accrual accounting of, 72–73; functional reporting of, 72–73
OSHA. See Occupational Health and Safety Act of 1990
Others, implications of, 163–164
Outsourcing: of contracted institutional services, 45–46; of environmental scan, 101; expenses of, 51–52, 188–189; as unit strategy, 188–189

P
Parking lot, 25
Participants, 97
Past performance, of all line items, 101
Patents, 47
Payment, for institutional services, 131–132
Pell Grant: applications increase of, 13; for financial aid, 6
Performance-based budget: base funding level of, 77; at Beta State University, 78–79; criteria of, 78; to encourage accountability, 77–78; limitations of, 86; at Nova Southeastern University, 77; strengths of, 86; at University of Cincinnati, 77; variables variety of, 79
Pew Charitable Trusts, 177
Physical plant, 25
Planning, for the end, 162
Planning, programming, and budgeting systems (PPBS): complexity of, 82–83; limitations of, 88; management fad of, 83; strengths of, 88
Planning process, 137–138; strategic goals of, 103; strategic plan of, 103
Playing fields, 26
Postage, centralized expenses for, 53
Postponement problem: at Alpha University, 160–161; grant for, 161; maintenance deferral of, 160; pension contribution delay of, 160; work-around for, 160
Preparation, 166
Price, J.M., 135, 137–138, 142
Priorities, explicit judgments of, 194
Prioritizing Academic Programs and Services (Dickeson), 114
Privacy expectations, as social issues, 143
Private institutions, 10; budget public open to, 68; capital budget for, 33; endowment income for, 37; endowment loss of, 14, 176; enrollment of, 176; financing relationships in, 15; fiscal policies of, 16; mandatory student fees of, 36; public institutions differences between, 14–16; purchasing decentralization of, 18; revenues by source of, 15; state appropriations for, 33; tuition discounting of, 35; tuition governing board set by, 34
Private partner, of joint ventures, 142–143
Problems identification, solutions and, 160–161, 163–164; budget deficit of, 155; central budget office assistance from, 156; solutions sharing of, 156
Processes adaption, of lessons learned, 192
Professional development, budget cuts of, 54
Program elimination, students influenced by, 185
Program supplies, 51
Programming: costs of, 54; cultural celebrations of, 53; restrictions on, 54
Promises, few, 188
Public institutions: budget guidelines for, 98; budget manager role of, 23; budgets as public record, 68; endowment for, 37; entertainment restrictions on, 55; expenditures of, 49; financial support seeking of, 3; fiscal policies of, 16; revenues by source of, 15; tuition discounting of, 35; tuition setting of, 33; workforce growth of, 23
Publication and printing: Alpha University services fee for, 132; as expense, 52–53; in-house departments for, 53
Purchase orders, 121
Purchasing, 163; controls and approvals for, 17–18; decentralization of, 18; of inferior product, 18; state contract for, 18

Q
Questions, 166

R
Recession. See 2008-2009 recession
Regulations: for endowment, 38; for financial aid, 6–7; human resources compliance with, 17; increase of, 2; for purchasing, 17–18; unfunded mandates and, 4–7
Rehabilitation Act (1972), 6
Religious institutions, 47
Renovation, for capital budgets, 135
Research: budget strategy for, 62; government funding, reductions in, 177–178; grants supported by, 43, 163; priorities change in, 178; regulations for, 5; unfunded mandates for, 5
Reserves, 180; for Alpha University, 51, 132; for budget adjustments, 120; budgeting for, 134–135; incentives for, 66; in operating budgets, 69; for self-financing, 138–139; for special programs, 45
Resource allocation: enrollment surge in, 65; for mandated requirements, 64; for non-essential programs, 64; policies changes in, 65; shared, 189–190; stakeholders perceptions of, 65; wants compared to needs, 63
Resources: budget managers suggestions for, 194–195; capital budget commitment to, 135; fiscal, 2; fundraising of, 21; institutional office coordination with, 21; for new initiatives, 81; new normal building of, 195; personnel sharing of, 21
Responsibility-center budgeting, 83–84, 88
Restricted funds: budget for, 72; for endowment, 37; as mandatory student fees, 36; of revenues, 32, 49; of special funds budget, 72
Restructuring, 184–185
Revenue, overestimation, 159
Revenue Theory of Costs (Bowen), 64
Revenues, 31, 95; of Alpha University, 73, 129–130, 177; alternate sources of, 120; from athletic programs, 44–45; from auxiliary services, 127; budget statements for, 31; centers, 83–84; common sources of, 32; competition influence on, 130; contracted institutional services of, 45–46; endowment income of, 37–39, 138–139; estimation of, 95; financial aid as, 31; forecasting of, 96, 101–103, 129–132; gifts of, 41–43; grants and contracts of, 43–44; from hospitals, 46; identification of, 189; income other sources of, 48–49; from licensing, patents, royalties and, 46–47; loss of, 35; mandatory student fees of, 36; new sources of, 189; overestimation of, 159–160, 165; of private institutions, 15; of public institutions, 15; religious institutions support from, 47; restricted funds of, 32, 49; shortfall of, 119–120; sources of, 189; special programs of, 45; special student fees for, 39–41; state appropriated funds of, 32–33; tuition for, 33–35
Risk tolerance, 182
Royalties, from Lyrica, 47

S
Safety, 4–6, 149
Salaries: central approval of, 70; as encumbrances, 50; staffing changes as breakage, 50; targeted investments for, 193
Sandeen, A., 156
Savings, 111, 114
Scholarships and fellowships, 57
Self-financing, 138–139
Shared resources, 189–190
Shin, J., 77
Silverman, R., 47
Social issues, capital budgets influence on, 143–144
Special funds budget, 72
Special programs: approval for, 45; reserve funds for, 45; sports camp as, 45
Special student fees, 39–41
Staff reductions, legal advice for, 186
Stakeholders, 168
Standard and Poor (S&P), 140–142
State appropriated funds: for capital budget support, 33; formula budgeting of, 32, 75–76; for private institutions, 33; revenues of, 32–33
State Higher Education Executive Officers, 12
States: audit by, 19; support lack of, 3, 33, 37; tax base reduction of, 13
The Student Right-to-Know and Campus Security Act (1999), 4
Students, 3, 85; in budget process, 97; competition for, 10–11; loans for, 6–8; mandatory fees for, 36; printing use of, 53; privacy for, 4–5; special fees for, 39–41, 45; technology for, 8–9. See also Financial aid

Summer session, as auxiliary service, 128

Surpluses, budget adjustments, 66, 132

Sustainability, 144

T

Targeted investments: for institutional priorities, 193; for new positions, 193; for strategic priorities, 193

Targeted reductions: programs justification of, 184; unit flexibility lack of, 183–184

Taxes: base reduction of, 13; business expenses as deduction, 55; business income subject to, 71; other income subject to, 48; universities exempt from, 71

Technology: Alpha University upgrade for, 199; capital budgets for, 71; communication via, 9; community colleges training at, 177; investment in, 184; for recruiting, 11; for restructuring, 184; risk tolerance for, 182; as social issues, 143; for students, 8–9

Tennessee, tuition free college in, 8

Tenure, 181, 191

Time, 97–98, 181

Timetable: deadline meeting of, 104, 124; institutional budget schedule of, 104–106; unit budget schedule of, 104–106

Title IX, 6, 24–25, 199

Title VII of the Civil Rights Act (1964), 5

Traffic Management Institute, 149

Travel, 55

Tribal colleges, budget strategy for, 62–63

Tuition: for dental school, 35; discounting, 35; for doctoral programs, 35; enrollment influence on, 176; free college, 8; governing board set by, 34; for law school, 35; mandatory student fees for, 36; for MBA programs, 34; for medical school, 35; as new revenue source, 189; at public institutions, 33; as revenues, 31, 33–35; scholarships for, 57

2008-2009 recession: alternate plan for, 164; annual fund dependent on, 14; as anomaly, 191; budgeting error for, 164; endowment loss of, 14; financial aid applications for, 13; fundraising influence on, 179; long-term response to, 164; operating budget flexibility of, 164; scholarships, and grants reduction of, 13; state support reduction of, 13; tax base reduction of, 13

U

Undergraduate Budget Priorities Committee, 97

Unfunded mandates, security and safety issues of, 5–6

Unions, 17, 181, 190

Unit budget: budget committee of, 109; capital budget impact on, 137; to central budget office, 114–115; centralized decision making for, 90; consistency of, 110; for cost centers, 83–84; costs of, 115; decentralized decision making for, 90; equipment replacement for, 133; for facilities, 56; for fiscal problem solving, 22; history of, 152–154; incentives for, 65; institutional guidelines for, 115; issues clarification of, 107–108; line items decision parameters of, 107; organizational members listened to, 109; performance analysis of, 98–99, 110; pitfalls of, 116; process clarity of, 108; proposals for, 111–113; ramifications of, 116; request implications of, 107; for revenue centers, 83–84; review of, 113–114; submission of, 114–116; targeted reductions of, 183–184; timetable for, 104–106, 108

Unit funding: current program elimination of, 113–114; options feasibility of, 113; savings new approach of, 114

Unit managers: budget analysis by, 122; for decentralized budget decision making, 90

Unit strategies, 185; contingency funds use of, 187; of difficult decisions, 190–191; of information sharing, 186; of least drastic means, 186; of non-essentials curback, 188; as outsourcing, 188–189; of resources sharing, 189–190; of revenue sources identification, 189; of voluntary cutbacks, 187

Units: as cost centers, 83–84; flexibility of, 193; as revenue centers, 83–84. See also Internal unit proposals

University: budget communications of, 67–68; budget strategy of, 62; fiscal problem solving for, 22; gifts cost of, 42–43; taxes exempt from, 71

University Budget Committee, budget presentation to, 97

University of Cincinnati, 77

University of Michigan, 32–33

University of Minnesota, 84

University of Vermont, 3, 33

University of Virginia, 3, 33

Unusual events: costs increase of, 180; as natural disaster, 179; recovery from, 179–180

Utilities, 56, 100
V
Voluntary cutbacks, 187
von Destinon, M., 69, 85, 107

W
Wages, as encumbrances, 50
Walt Disney Company, 138
Woodard, D. B., 69, 85, 107

Z
Zero-based budget: anxiety increase of, 85; implementation difficulty of, 85; items justification of, 84–85; strengths and limitations of, 88