

Date: 27 March 2013

To: Steve Rein, Chair, Academic Senate

From: Samuel Frame, Chair, Budget and Long Range Planning, Academic Senate

Subject: Budget and Long Range Planning Quarterly Report, Winter 2013

---

The Budget and Long Range Planning Committee (BLRP) had no meetings this quarter. While two meetings were scheduled, a number of voting and non-voting members indicated at various times prior to the meetings they were not able to attend. The number was sufficiently large such that there was no quorum. This report describes the work done by Frame during the Winter 2013 quarter, and includes the materials developed.

- Frame updated BRLP's procedures and guidelines as described in the Fall 2012 report. The updated procedures and guidelines have been distributed to BRLP for consideration.
- Frame investigated what the Academic Senate and/or university budget committees do at other CSU campuses. Rinzler and Stephens also provided information. The objectives of the study are below.
  - (1) Help develop and define BRLP's role
  - (2) Address the charge to revise BLRP's procedures and guidelines
  - (3) Address the charge to improve the way budget information is made publicly available

The attached document summarizes the findings for each campus, including suggestions for BLRP to consider.

## Procedural Guidelines for the Academic Senate Budget and Long Range Planning Committee

### **Responsibilities**

The Constitution of the Faculty states, "joint decision making and consultation between the administration and the General Faculty have been recognized by the legislature of the State of California as the long accepted manner of governing institutions of higher learning and are essential to the educational missions of such institutions. [T]he Academic Senate is empowered to exercise all legislative and advisory powers on behalf of the General Faculty. Advisory powers shall include, but not be limited to consultation on budget policy, administrative appointments, determination of campus administrative policy, University organization, and facilities use and planning."

The Budget and Long Range Planning Committee (hereafter BLRP) shall review and make recommendations concerning policy for the allocation of budgeted resources and long range planning decisions. BLRP shall have representation on bodies formed to review the mechanisms by which campuswide resource allocations are made. BLRP shall work cooperatively and in consultation with administrative departments, units, representatives, and staff members. Budget and long range planning tasks assigned to specific, standing committees of the Academic Senate fall within the purview of BLRP. BLRP shall continuously develop and maintain definitions of budget transparency and faculty consultation on budget and long range planning issues.

Business items may be given to BLRP by the Academic Senate, Executive Committee, and/or the Senate Chair. BLRP may send to the Executive Committee a recommendation in the form of a draft resolution in order that it be placed on the Academic Senate's agenda. BLRP's recommendations shall not be considered policy statements until formally approved by the Senate and/or Executive Committee.

### **Membership**

Shall include one voting General Faculty representatives from each college and PCS. Ex officio members shall be an ASI representative, Vice Provost/Vice President for Academic Affairs or designee, and Vice President for Administration & Finance or designee.

### **Organization**

BLRP shall organize the committee members into two working groups: Long-Range Planning and Budget. The Long-Range Planning working group will be responsible for completing the long-range planning charges given to BLRP by the Executive Committee and representing BLRP outside the committee as needed. The Budget working group will be responsible for completing the budget charges given to BLRP by the Executive Committee and representing BLRP outside the committee as needed.

### **Responsibilities of the Chair**

The BLRP Chair (hereafter the Chair) is responsible for scheduling meetings, setting an agenda, and conducting all meetings. After each meeting, the Chair will provide meeting minutes, including votes taken by BLRP on business items. At the end of each quarter, the Chair will submit a report to the Senate Office including a summary of the BLRP's work and accomplishments. At the end of each academic year, the Chair will conduct an annual review of BLRP's work and accomplishments, and provide an evaluation on how they fit within BLRP's responsibilities.

**Meetings**

BLRP shall meet at least once per quarter. Meetings shall be scheduled during normal work hours. Notification of meetings shall be sent at least five working days before the meeting date. BLRP may establish agreed regular meeting times, and a regular meeting time shall constitute notice. A quorum is required to conduct business. A simple majority of the voting members shall constitute a quorum for a meeting. A vote by the majority of the voting members attending a meeting constitutes the recommendation of BLRP. Voting shall take place by a show of hands unless one attending member requests a secret ballot. Electronic meetings may be conducted as described in AS-721-10.

**Reporting**

All BLRP deliverables must be voted on and approved by the BLRP voting members before dissemination. Minority opinions may be submitted to the Academic Senate for consideration. All meeting minutes, reports, and minority opinions will be made available to the General Faculty by way of the Academic Senate.

Dated: Winter 2013

## What Other CSUs Do (2013)

- Objectives of the investigation
  - (1) Help develop and define BRLP's role
  - (2) Charge to revise BLRP's procedures and guidelines
  - (3) Charge to improve the way budget information is made publicly available
- Considerations
  - What do their Academic Senate budget and long-range planning committees do? In the committee procedures, is there anything we could add to our own procedures?
  - Are there other committees not affiliated with the Academic Senate, and what do they do?
  - How does the institution make the information publicly available? Is there anything they are doing that we should be doing?
- CSUs Considered: Bakersfield, Chico, East Bay, Fresno, Long Beach, Northridge, Pomona, San Diego, San Jose, Sonoma

## **CSU Bakersfield**

### **Committee Name: Budget and Planning Committee**

- Affiliated with Academic Senate
- Meetings three to four times per quarter
- No guidelines or other information made available, just a list of dates and meeting minutes
- Meeting minutes: CSUB Master Plan, charged with approving minor capital outlays and received updates from their administration, updates from Athletics on the impact of joining the WAC, discussion of joint doctoral proposal at CSUB and other new degrees impact on tuition, tuition costs for the summer

### **How budget information is made available**

- Made available at the Budget Office website
- Budget forums where they provide information (November 2012 was last meeting/presentation)
- Also contains other information at the CSU level, the Board of Trustees, and legislative facts/impacts

### **Considerations for BLRP**

- Procedures: have more meetings
- Making budget information available: regular budget forums rather than special forums at the request of the Academic Senate
- BLRP Role: provide input on budget allocations during/before the decision making process

## CSU Chico

### Committee Name: University Budget Committee

- Not affiliated with the senate, University Planning Committee is not active
- Committee membership: 7 faculty, 2 students, 8 other (Dean, CFA President, Provost, VP Finance, VP Student Affairs, VP Advancement), 11 support (Human Resources, Assit VP for Faculty Affairs, another Dean, the Budget Director, Facilities Manager, Vice Provost for Operations, Admissions Office)
- The charge to the Committee is to meet regularly to review the relationship of academic programs and campus budget; to provide timely participation by faculty and students in budget processes; to propose broad strategies for adjusting the academic programs and budget to one another; and to review the effects of their implementation before adoption by the University.
- Functions
  - To monitor and make recommendations on budget decisions during the decision-making process in accordance with the calendar of the university budget processes.
  - To consult on an ad hoc basis with the Provost's office, the Fiscal Administration Committee, and university officers prior to budget decisions that will affect academic programs.
  - To recommend changes in budget formulation and allocation procedures necessary to achieve the short- and long-term goals of the academic programs.
  - To provide and to publish agendas and minutes of meetings on a regular basis and to provide analysis, evidentiary support, and recommendations on budget-related matters as needed to the campus community.
- Procedures
  - The first committee meeting of each academic year will be called by the Chair of the Academic Senate during September.
  - The orientation session will be conducted during September.
  - The Provost, Vice President for Business and Administration, and other relevant officers will provide to the committee timely budget information necessary to the group's performance.
  - Committee deliberations, recommendations, and findings will be reported directly to the appropriate Vice President and the President.
  - The Committee will report to the Academic Senate monthly and in special circumstances as may be deemed appropriate by the committee or the Senate.
- Budget information provided to the committee directly
  - At a minimum, the following materials will be regularly provided to the UBC
  - Annual Plans of Academic Programs - Provost
  - Provost Office Agendas - Provost

- Fiscal Administration Committee Agendas and Minutes - Vice President for Business and Administration
- Deans' Task Force Reports - Provost
- Chancellor's Office Budgetary Subcommittee Agendas and Reports - Appropriate Campus Administrator
- Budget and Planning Options Originating in the Chancellor's Office - Appropriate Campus Administrator
- No minutes available

#### **How budget information is made available**

- Made available at the Budget Office website
- Historically, budget forums (no documentation after 2007-2008)

#### **Considerations for BLRP**

- Procedures: broader membership from administration
- Making budget information available: none
- BLRP Role: receiving regular updates from the Provost's office and administration/finance, provide input on budget decisions during/before the decision making process

## CSU East Bay

### **Committee Name: Committee on Budget and Resource Allocation (COBRA)**

- Affiliated with the Academic Senate
- Meets six times per semester
- Committee membership: nine tenured members from the faculty of the University, two appointees of the President of the University, one from Academic Affairs and one from Administration & Finance. Faculty members shall be elected for two-year, overlapping terms. Because it is expected that members of the committee will develop special expertise in budgetary and financial matters, there shall be no term limitation on membership in the committee. It is expected that in ordinary circumstances the Chair of the committee shall be an elected member of the committee and shall serve in that capacity for at least one year.
- The goal of the Committee on Budget and Resource allocation is to enable and ensure active faculty participation in the fiscal planning and budget development processes.
- Duties
  - To recommend to the Academic Senate budgetary principles and policies that help the University to achieve its long-term academic goals in the light of changing conditions.
  - To make recommendations to the Academic Senate on the development, improvement, and use of university-wide resources.
  - To consult with the appropriate administrators and committees of the administration regarding academic planning, current budget issues, allocation of resources, and campus development, and to report periodically the nature of the consultation to the Executive Committee of the Academic Senate.
  - To make recommendations concerning principles and policies to the Academic Senate governing the development, improvement, and use of the academic facilities of the University and the allocation of funds and human resources directly related to the instructional program.
  - To consult, when appropriate, with other Standing Committees.
- Establish ad hoc subcommittees as deemed necessary
- Meeting minutes: regular visits from administrative partners, but no indication the committee is used during the budget allocation process

### **How budget information is made available**

- Presentations to the Academic Senate
- Budget information is made available on the COBRA website
- Budget information made available on Budget Central website



### **Considerations for BLRP**

- Procedures: broader membership, clearly define charges and role related to budget matters
- Making budget information available: regular budget forums rather than special forums at the request of the Academic Senate
- BLRP Role: regular visits and consultation from administration and Provost's office

## **CSU Fresno**

### **Committee Name: University Budget**

- Not affiliated with the academic senate
- Meet 15 times a semester
- Committee membership: smaller membership with faculty members serving for three years, little administration representation
- The University Budget Committee shall be the deliberative body of the faculty on budget and resource use as they affect the University and including but not limited to instructional budget, allocation of faculty positions, allocation of space, institutional support budget, the athletic budget, facilities planning and self-support programs.
- Meeting minutes: regular visits from administration partners, budget model development, discuss distribution of funding

### **How budget information is made available**

- Made available at the Office of Budget & Resource Planning website

### **Considerations for BLRP**

- Procedures: longer appointments for members
- Making budget information available: none
- BLRP Role: provide input on budget allocations before/during the decision making process, contribute to the development of a budget model

## CSU Long Beach

### Committee Name: University Resources Council

- Affiliated with senate, but better resembles a university committee
- Meet two times per semester
- Committee membership: Provost and Senior Vice President for Academic Affairs (or designee), Vice President for Student Services (or designee), Vice President for Administration and Finance (or designee), Vice President for University Relations and Development (or designee), Deans of the Colleges (or designees), Dean, Library Services (or designee), four tenured or tenure track faculty members from the College of Liberal Arts, and two from each of the other Colleges, one tenured or tenure-track librarian, one tenured or tenure track student services professional, one lecturer who shall serve for a period of one year, one member from the Academic Senate elected by the Academic Senate, one Department Chair, one full-time staff member, two student members
- The University Resources Council shall serve as the primary faculty advisory body to the Academic Senate and University Division heads on matters associated with the University budget. The University Resources Council is subordinate to the Academic Senate, and, as such, all policies and regulations recommended by the University Resources Council shall be presented to the Academic Senate for approval, except for those matters specifically delegated to the University Resources Council. The University Resources Council shall review University financial reports and make recommendations arising from these reports. The Council shall review, evaluate, set priorities where appropriate, and make recommendations on fiscal and business matters.
  - Instructional resources
  - Allocation of faculty positions
  - Allocation of space
  - Institutional support budget
  - Athletic budget
  - Self-support programs
- Provide summaries of funding uses, in addition to Budget Central office
- Meeting minutes: regular visits and updates from administration, discussion of implications of tax initiatives, enrollment updates, implications of various new programs

### How budget information is made available

- Reports developed by the committee
- Made available at the Budget Central website

### **Considerations for BLRP**

- Procedures: broader membership, clearly define charges and role related to budget matters
- Making budget information available: develop reports on the budget and uses
- BLRP Role: regular visits and updates from administration

## CSU Northridge

### **Committee Name: Educational Resources Committee**

- Affiliated with Academic Senate
- Meet twice a semesters
- Committee membership: eight members elected by the Senate, two members appointed by the President of the University.
- This committee shall make general policy recommendations in order to guide the allocation of all University resources which impact educational program. In carrying out its charge, the committee may review and advise on current and proposed allocation of faculty positions; the allocation and the projected needs for space; support equipment and operating expense budgets; the allocation of resources for technology; the assignment and projected needs of support staff; the recommendations of other faculty governance committees which have significant educational resource implications; additionally, at the request of an appropriate University committee or an Associate Dean, independently evaluate proposals for new programs with regard to their impact on the available educational resources of the University
- Meeting minutes: hiring new positions, discussion of Northridge's Funding the Future of the CSU, equipment allocations, space utilization, budget allocations, capital projects, purchasing,

### **How budget information is made available**

- Campus Budget News website
- Budget Planning and Management website

### **Considerations for BLRP**

- Procedures: clearly define charges and role related to budget matters
- Making budget information available: none
- BLRP Role: regular visits and updates from administration, discussion of resource and budget allocations.

## CSU Pomona

### **Committee Name: Budget Committee**

- Affiliated with the Academic Senate
- Meetings scheduled 7-9 times per quarter
- One faculty member from each Academic Senate constituency (college/school), the staff representative to the Academic Senate, a student representative appointed by ASI. Faculty members shall serve three year staggered terms.
- Responsibilities
  - The Committee shall be the deliberative body of the faculty on general fund budget and resource use as they affect the University including, but not limited to, the instructional budget, the academic support budget, the student support budget, the institutional support budget, the allocation of facilities and positions, as well as the allocation of new funds and special funds such as lottery funds.
  - The Committee shall be consulted and assist in the formulation of the policies, priorities, and guidelines by which University resources are requested and allocated.
  - The Committee shall ensure that budget and financial reports are provided to the Academic Senate and made available to the campus community on an annual basis. The reports shall include, but are not limited to, salaries, release time, operating expenses, University Educational Trust, and lottery funds. The divisional reports shall also document all sources and uses of funds in addition to the annual increases and decreases.
  - The Committee shall bring reports and recommendations to the Academic Senate, as do all other standing committees.
  - The Committee chair shall make regular reports to the Executive Committee of the Academic Senate and to the faculty as a whole.
- Meeting minutes: no minutes available

### **How budget information is made available**

- Administrative Affairs Division Budget Information website

### **Considerations for BLRP**

- Procedures: longer appointments for members, clearly define charges and role related to budget matters
- Making budget information available: none
- BLRP Role: none

## **CSU San Diego**

### **Committee Name: Academic Resources and Planning**

- Affiliated with the academic senate
- Schedule of meetings unclear, none listed past 2007
- Nine faculty members, one staff, Provost or designee, Associate Vice President for Academic Resources, Vice President for Business and Financial Affairs, and Vice President for Student Affairs or designee, two students
- Makes recommendations to the Senate and, within policy guidelines established by the Senate, to appropriate administrative officers concerning the allocation of University resources. The Committee shall act as the deliberative body of the Senate on all issues pertaining to, but not limited to, University budgets, allocation of facilities and positions, and allocation of special funds, e.g., Instructional Related Activities and lottery program funds. The Committee's role shall be to review and recommend budget allocations, to review patterns of previous expenditures and propose changes as they may affect instructional programs, and to make general policy recommendations regarding present and future resource decisions.
- Meeting minutes: none available after 2007

### **How budget information is made available**

- Budget Central website, includes a general discussion of budget process

### **Considerations for BLRP**

- Procedures: broader membership
- Making budget information available: provide information about the budget allocation process
- BLRP Role: none

## **CSU San Jose**

### **Committee Name: Budget Advisory Committee**

- Affiliated with Academic Senate, but not active. Responsibilities are now that of the Executive Committee (by way of a Academic Senate Resolution).

### **How budget information is made available**

- University Budget Office website.

### **Considerations for BLRP**

- Procedures: none
- Making budget information available: none
- BLRP Role: deactivate committee and move responsibilities to the executive committee



## **CSU Sonoma**

### **Committee Name: Academic Senate Budget Subcommittee**

- Affiliated with the Academic Senate
- No meetings indicated
- Six faculty members, two administrative representatives
- To inform and educate the Senate and its committees on an ongoing basis regarding the University's budget process and current budget allocations; to review the University's budget, budget process, and budget allocations, and to make recommendations to the Senate and its committees on academic and instructional priorities making claim on the University's budget.
- Meeting minutes: not available

### **How budget information is made available**

- Not identified

### **Considerations for BLRP**

- Procedures: none
- Making budget information available: none
- BLRP Role: none