



**Enhancing Senate Input on University Planning and Resources
(Senate Document #17-18-20)
ERG Committee | Chair: Andrew Horbal**

The Senate Executive Committee (SEC) and Senate Chair Walsh request that the Elections, Representation, & Governance (ERG) Committee review the attached proposal entitled *Enhancing Senate Input on University Planning and Resources*.

Specifically, the committee is asked to:

1. Consult with the proposer(s).
2. Review data included in the proposal on the role and composition of similar bodies at Big 10 and other peer institutions.
3. Work with the Senate Office to compile feedback from members of the Senate leadership of other Big 10 institutions on the effectiveness of similar bodies at their institutions.
4. Consult with the Associate Vice President for Finance & Chief Financial Officer.
5. Consult with the Associate Vice President for Finance and Personnel.
6. Consult with a representative of the Office of the Provost.
7. Consult with a representative of the Office of the President.
8. Consult with the Senate Director on how the proposal might impact the Senate's ability to make informed recommendations.
9. Consider how such a body could provide budgetary perspective to support the work of existing Senate standing committees during their consideration of policies and issues with resource implications.
10. Consider whether such a body should have specific provisions on composition, membership selection, chair appointment, administrative representation, and term limits that differ from those for other Senate standing committees in order to align with the needs of the University Senate, Senate committees, and the University administration.
11. If appropriate, recommend revisions to the Senate Bylaws. If the committee recommends revisions to create such a body, the committee should develop appropriate specifications on composition, ex-officio membership, term limits, chair appointment procedures, and charge elements and identify an appropriate name for the body.

We ask that you submit a report to the Senate Office no later than **February 8, 2019**. If you have questions or need assistance, please contact Reka Montfort in the Senate Office, extension 5-5804.



Enhancing Senate Input on University Planning and Resources

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UNIT	CMNS, ARCH, ARHU, BSOS, ENGR, VPAF	CONSTITUENCY	Faculty, Staff, & Past Senate Chairs

DESCRIPTION OF ISSUE

The Senate is the primary shared governance body at the University and includes elected representatives of the faculty, staff, and students. The Senate’s primary role is to advise, consult with, and make recommendations to the University’s administrators. This is defined in the University of Maryland Plan of Organization for Shared Governance, which states: *Subject to the authority of the Board of Regents, the Chancellor, and the President, the Senate shall consider any matter of concern including, but not limited to, educational, **budgetary**, and personnel matters; campus-community matters; long-range plans; facilities; and faculty, staff, and student affairs.*

The Senate shall advise the President, the Chancellor, or the Board of Regents, as it deems appropriate. In addition, Article 1 of the Plan defines the Senate and its Functions. In 1.3.p., one of those functions includes: **Consult and advise on long-range plans as they relate to institutional budget, physical plant development, and other aspects of campus life including ways in which these aspects may be improved, and provide means to keep such plans under continual review.**

The Senate’s effectiveness as an advisory body hinges on its ability to make informed recommendations. In order to facilitate this, an open and transparent budgeting process is necessary. While the majority of the Senate’s work focuses on policy, the campus budget is where policy is put into action. The Senate and its committees should have a clear understanding of the fiscal issues facing the campus in order to fully identify the implications of potential recommendations under consideration.

A top priority in the University’s budgeting process should be enhancing academic excellence on campus. A well-informed Senate can provide valuable input from the various perspectives of the campus community toward this end, and can provide the advice needed to help the administration make the best possible budgetary and policy decisions.

A clear understanding of the budget can also help members of the Senate to understand the fiscal issues facing the campus, provide the campus community the means to ask relevant and informed questions, and aid in developing future campus leaders. This level of clarity would allow the Senate to serve as a valuable conduit for disseminating information and educating the campus community on the complexities of resource realities and could also help reduce false assumptions about how campus resources are being utilized.

DESCRIPTION OF CHANGE YOU WOULD LIKE TO SEE

We propose the formation of a new Senate Budgetary Affairs Committee whose broad charge would be to review and advise on the University's budget. The proposed committee would provide transparency in the budgeting process, and ensure the administration has perspectives from the campus community as it considers priorities and implements policies.

Proposed Membership: The members of the committee should include students, faculty, staff, and ex-officio representatives of the administration. Members of the committee should be selected by the Committee on Committees primarily from a slate of nominees provided by the Senate Executive Committee, and should include but not be limited to members of the campus community with budgetary experience. Ex-officio representatives on the committee should include members of the administration that are sufficiently knowledgeable on the campus budget such as the Associate Vice President for Finance and Personnel, the Chief Financial Officer, and/or any other representative of the Provost.

Proposed Committee Charge:

- (1) Review, on a continuing basis, the fiscal policies and resources of the university;
- (2) Act as a vehicle to provide analysis and advice to the administration on strategies for the long-term and short-term allocation of university resources consistent with maintaining the missions of the university;
- (3) Report annually to the Senate on the budgetary and fiscal condition of the university and upon the request of the Senate Executive Committee; and
- (4) Act as a resource to other Senate committees on the fiscal implications of proposed legislation.

SUGGESTION FOR HOW YOUR PROPOSAL WOULD BE PUT INTO PRACTICE

The creation of a new standing committee of the Senate would require a change to the Senate Bylaws.

ADDITIONAL INFORMATION

Many other major research universities, including the vast majority of our Big Ten peers have developed effective models for providing budgetary advice to their administrations through comparable committees. (see attachment)

Peer Institutions- Senate Budget Committees

Institution	Committee Name	Charge/ Purview	Term Length	Membership	Reporting Structure	Advisory Role
University of Illinois at Urbana-Champaign http://www.senate.illinois.edu/cmte_biz.asp	Senate Budget Committee	Study general state and nation budget trends, study the campus budget, study the criteria followed in regards to allocations, and study the impact of budgetary decisions on educational policy and quality	Faculty: 2 years Students: 1 year	5 faculty, 1 academic professional, 2 student, and the Provost or the Provost's designee (ex officio).	Reports and makes recommendations to the Senate	Advise members of the campus administration on the formulation of policies affecting the budget and on the allocation of funds requested by and appropriated to the University and the Urbana-Champaign campus.
Indiana University http://www.indiana.edu/~ufc/constitution.html#articleIV	University Faculty Council	Consider the relative allocations of the University's resources with respect to new programs and significant changes in existing programs. Consider the setting of priorities with regard to capital outlays. Consider the setting of general faculty salary policies.	Unclear- information not on website	16 faculty members- this is a committee of the Faculty Council which does not include any other constituencies	Prepares an annual report to the Bloomington Faculty Council.	Monitors the development of the annual campus budget through consultations with the dean of budgetary affairs; members participate in budget meetings of academic and some non-academic campus units; develops budget policies;
University of Iowa https://uiowa.edu/facultysenate/charge	Faculty Senate/Staff Council Budget Committee	Advise on budgetary priority setting and other budgetary matters which affect the University's General Education Fund; including salary policy and other budgetary decisions affecting faculty and staff; Advise on state appropriations requests made to the Board of Regents; as may relate to University salary and other budget priorities; Advise on the internal governance procedures of the University which have major budgetary implications and impact on faculty and staff; Advise on the translation of University planning processes and unit reviews into specific budgetary allocations; Promote programmatic and resource allocation decisions that are guided by strategic plans and that will advance the University; and Consult with the UISG (Undergraduate Student Government) president and vice president on matters within the charge of this committee.	Members shall be appointed for a term not to exceed three years. Reappointment is permitted; however, no person may serve for more than six consecutive years on the committee. (4) The Committee shall have co-chairs, each of whom may be appointed for a two-year term by the President of the University after consultation with the Faculty Senate President and Staff Council President.	7 members of the Faculty Senate 7 members of the Staff Council Provost and Vice President for Finance and University Services serve as liaisons to the committee	Joint Committee of the Faculty Senate and the Staff Council	Advisory capacity to the President; President appoints the co-chairs (1 faculty and 1 staff) after consultations with the Faculty Senate President and the Staff Council President
University of Michigan http://facultysenate.umich.edu/senate-assembly/committees/financial-affairs-advisory-committee-faa/	Financial Affairs Advisory Committee (FAAC)	As the voice of faculty, the committee shall advise and consult with the Executive Vice President and Chief Financial Officer on policy and procedure issues related to the broad range of University activities. The committee's advice shall be sought and given in a timely manner so that the advice could affect the decision-making outcome.	3 years	Up to 12 faculty members, representing a cross-section of Schools/Colleges and Regional Campuses members, with attention to race, ethnicity, gender, and rank; 1 Graduate student selected by the Central Student Government. 1 SACUA (Executive Committee) liaison.	Reports through the executive committee (SACUA) to the Senate Assembly and then to the Faculty Senate as appropriate	Consults with the Executive Vice President and Chief Financial Officer on matters of finance.
University of Minnesota- Twin Cities http://usenate.umn.edu/committees/finance-and-planning-committee-scfp	Finance and Planning Committee (SCFP)	a. To consult with and advise the president and senior University officers on planning, and in particular on financial and operational planning. b. To consult with and advise the president and senior academic and financial officers on the development of the biennial request, of supplemental budget requests, and the annual budget and to review the implementation of the annual budget. c. To consult with and advise the president and senior University officers on the development of the University's capital budget and capital plans, the biennial capital request, supplemental capital requests, and the implementation of capital projects. d. To participate in the development and review of all physical facilities planning. e. To consult with and advise the president and senior University officers on the financial and operational aspects of all major proposals and policy initiatives. f. To consult with and advise the president and senior University officers on other questions of resource allocation, including space allocation. g. To consult with and advise the president and senior University officers on the periodic review of University operations. h. To recommend to the Faculty Consultative Committee, Senate Consultative Committee, or to other Senate committees such actions or policies as it deems appropriate. i. To take up other matters as shall be referred to the committee by the Faculty Consultative Committee, the Senate Consultative committee, or other Senate Committees.	Faculty and Staff: 3 years Students: 2 years	10 faculty, 2 academic professionals, 4 students, 2 civil service members, and ex officio representation as specified by vote of the University Senate.	Makes recommendations to the Senate Consultative Committee (Executive Committee) as appropriate; dual reporting authority to the University Senate and the Faculty Senate	Consultative body to the president and senior University officers on all major issues of planning, budget, resource allocation policy, and University operations.

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Institution	Committee Name	Charge/ Purview	Term Length	Membership	Reporting Structure	Advisory Role
Northwestern University http://www.northwestern.edu/faculty-senate/committees/Budget%20and%20Planning.html	Budget and Planning Committee	Interact with University budget and planning processes to discern whether they are aligned with academic values and Faculty interests. Report to the Senate and to relevant University officers any concerns with respect to advancing the academic mission of the university or the quality and sustainability of the Faculty. Provide suggestions on behalf of the Senate to relevant University officers and planning committees regarding the direction and general welfare of the University and the role of the budget in meeting institutional objectives. Develop and coordinate information and expertise regarding best practices with respect to specific issues and general budgetary and planning processes in order to fulfill the Committee's and the Senate's goals and responsibilities.	Unclear- information not on website	5 faculty members and 1 chair (based on membership list on website)	Reports to Senate and relevant University officers Annual Report to the Senate	Provides suggestions on behalf of the Senate
Ohio State University https://senate.osu.edu/fiscal-committee-rules/	Fiscal Committee	(1) Review, on a continuing basis, the fiscal policies and resources of the university; (2) Advise the president on the alternatives and strategies for the long-term and short-term allocation of university resources consistent with maintaining the missions of the university; (3) Analyze resources and budgets from an overall university-wide perspective; (4) Analyze resources and budgets in detail for centrally supported vice presidential units; (5) Advise the president, in the event of an imminent financial crisis, whether a determination of financial exigency is warranted; and (6) Report annually to the faculty council and the senate on the budgetary and fiscal condition of the university.	Faculty: unclear- not stated Staff: 3 years Students: 2 years	9 tenure track faculty members, 4 students, 3 staff members, 6 administrators (2 non-voting) 1 faculty member and 1 staff member are appointed by the President	Reports annually to the faculty council and the Senate	Advisory to the President
Pennsylvania State University http://senate.psu.edu/senators/standing-committees/university-planning/	University Planning Committee	The Committee on University Planning solely and in consultation with other committees, shall report on and/or propose action on matters of University planning that affect development and alumni relations, physical plant resources, and the academic and financial policies of the University. In accordance with the Constitutional advisory and consultative roles of the Senate, specific areas of responsibilities include but are not limited to: the allocation of resources among units and functions as they relate to educational policy, academic planning, development planning, and campus and physical planning	Faculty: 2 years Administrative and Students: 1 year	At least 12 elected faculty senators, 1 undergraduate student senator, 1 graduate student senator, Executive Vice President/Provost of the University or representative, Senior Vice President for Finance and Business/Treasurer (non-voting), Senior Vice President for Development and Alumni Relations (non-voting)	Mandated reports: a. Annual Construction Report b. Annual Space Allocation and Utilization Report c. Annual University Budget and Planning Report d. Biennial Development and Alumni Relations Report The Committee on University Planning shall have the authority to approve its mandated informational Reports for publication to the Senate Agenda. The committee shall send its Informational Reports to the Senate Council.	Advisory to the Office of the President, including the Senior Vice President for Finance and Business/Treasurer, Senior Vice President for Development and Alumni Relations, and the Executive Vice President/Provost,
Purdue University http://www.purdue.edu/senate/committees/universityResources/facultyCommittees.html	Budget Interpretation, Evaluation, and Review Committee	Budget Interpretation, Evaluation and Review Committee The Committee shall be charged with continuing to collect and analyze data about Purdue's revenues and appropriations and to convey information about Purdue's budgetary policies to the Senate. Furthermore, with coordination and consultation with the University Resources Policy Committee, this Committee will work with the fiscal officers of the administration to examine and evaluate budgetary policies.	Unclear- information not on website	4 faculty members and 4 liaisons from various campus offices (similar to ex-officio representation it seems)	Reports to the University Resources Policy Committee. URPC is a committee of the Senate. The Budget committee is listed as a faculty committee. It's not clear what any of this means.	Consults with fiscal officers of the university

Peer Institutions- Senate Budget Committees

Institution	Committee Name	Charge/ Purview	Term Length	Membership	Reporting Structure	Advisory Role
University of Wisconsin- Madison https://secfac.wisc.edu/governance/faculty-legislation/6-25-budget-committee/	Budget Committee	<p>Advises and makes recommendations to the chancellor, the provost, and the vice chancellor for finance and administration on institutional budget issues, long-range financial strategies, state biennial budget proposals, and allocations to schools, colleges, and divisions.</p> <p>Advises the shared governance executive committees on issues of budgetary impact and the public position to be taken on budgetary issues. Meets regularly with vice chancellor for finance and administration.</p> <p>Serves as a resource for schools/colleges, departments, and others on matters related to the budget.</p> <p>Consults with and advises other committees, such as school/college academic planning councils and campus planning committees, relating to institutional-level budgetary matters. The committee may also recommend the creation of ad hoc committees on budget-related matters.</p> <p>Reports to the Faculty Senate, Academic Staff Assembly, University Staff Congress, ASM Student Council, and their respective executive committees upon request.</p>	<p>Faculty and staff: 4 years</p> <p>Students: 2 years</p>	<p>4 faculty members, 2 academic staff members, 2 university staff members, 2 students; Ex officio non-voting members: campus budget director; chancellor or designee; provost or designee; and vice chancellor for finance and administration or designee.</p>	<p>Reports to various shared governance bodies (see last sentence in charge)</p>	<p>Advises and makes recommendations to the chancellor, the provost, and the vice chancellor for finance and administration</p>
Rutgers University http://senate.rutgers.edu/Committees.shtml	Budget and Finance Committee	<p>To select and study policy issues associated with the University's budget, including priorities and allocation of funds, and to develop recommendations to the Senate.</p> <p>To evaluate the probable financial impact of proposed new programs being considered by the Senate.</p> <p>To receive, study, and make recommendations to the Senate, and through it to the Board of Governors and Board of Trustees, with respect to requests from members of the University community or others with a legitimate interest regarding Rutgers University investments.</p> <p>To consider, study, and make recommendations to the Senate, and through it to the Board of Governors and Board of Trustees, with respect to any investment policies of the University that may involve ethical and moral principles as established by the Boards of Governors and Trustees.</p> <p>To consider broad issues related to physical plant and infrastructure, space, transportation, and safety on and among the three campuses.</p> <p>To present to the University Senate an annual report on the Rutgers University budget.</p>	<p>Unclear- information not on website</p>	<p>17 faculty members, 4 staff members, 6 students, 6 administrators, 2 representatives from the alumni association</p>	<p>Presents an annual report to the University Senate</p>	<p>Receive, study, and make recommendations to the Senate; through the Senate, recommendations can be made to the Board of the Governors and Board of Trustees</p>
University of California- Los Angeles https://senate.ucla.edu/committee/cpb	Council on Planning and Budget	<p>CPB's charge is to "make recommendations based on established Senate policy to the Chancellor and Senate agencies concerning the allocation of educational resources, academic priorities, and the planning and budgetary process" as well as formulating a Senate view on "the campus budget and each major campus space-use and building project." CPB discusses with the Executive Vice Chancellor and Vice Chancellor for Finance the current strategic and budget issues. CPB maintains an active relationship with the Statewide University Council on Planning and Budget (UCPB) through its UCPB representative.</p>	<p>Up to 3 years</p>	<p>16 faculty, 2 undergraduates, 2 graduates, Vice Chancellor for Finance and Budget (ex-officio)</p>	<p>Reports to the Senate Liaises with the Statewide University Council on Planning and Budget</p>	<p>Recommendation to Chancellor and Senate agencies</p>