



San José State
UNIVERSITY

A campus of The California State University

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Workload: Will likely increase slightly for RRB board members and middle-level administrators within the consulted offices relative to the current workload of RPB members during the first three to five years after implementation of this policy and then decline to current workload levels. Campus-wide, and assuming Parkinson's Law can be repealed, greater efficiencies should have a salutary effect on faculty, staff, and administrative workloads.

Rationale: In practice it was found that the role for the Resource Planning Board envisioned by S05-10 has proved to be unworkable due to budget timelines and the composition of the board. This proposal, if adopted, abolishes the RPB and creates a new special agency, the Resource Review Board (RRB) broadly charged with reviewing and recommending improvements in the processes involved in resource allocation and the procedures for evaluating the effectiveness of expenditures. In consultation with the appropriate offices, the RRB will also recommend to the President how to best communicate complex financial documents into a form understandable by the campus community and the citizens of the State of California.

decentralization tends to encourage local protectionism and lost sight of the broader campus goals and needs.

- 1.8 The planning and budget process should foster year-to-year stability, which allows for long-range planning, and also provides sufficient flexibility to allow for changing needs and conditions.
- 1.9 The planning process should take into consideration information identified through assessment (including WASC, HERI and SNAPS) and campus and system-generated statistics that illustrate trends and needs. Initiatives and plans identified through strategic planning should include techniques to assess their effectiveness and progress. The budget process should also include assessments using comparable universities as benchmarks.
- 1.10 The principles articulated by the Chancellor and Board of Trustees in 1987 (see Appendix A) are to be followed in planning and budgeting decisions and activities.
- 1.11 The planning and budget process should encourage the development of

strategic planning and resource allocation occurs within the proper budget cycles.

- 2.2.3 The Goals Advisory Council is responsible for setting goals, priorities and future directions for the campus for the next five to seven years. The GAC also is responsible for setting timelines for attaining the goals.
- 2.2.4 The University Planning Council is responsible for using the recommendations of the GAC and the President to develop strategies for achieving the goals, as well as developing action plans and performance indicators.
- 2.2.5 The Resource Review Board advises the president on alignment of resources to priorities and on the effectiveness of allocation and expenditures of campus financial resources. The RRB will review processes and results to determine whether:
 - 2.2.5.1. Sources of funding are correctly identified and employed;
 - 2.2.5.2 Allocations have been timely and appropriate in amount;
 - 2.2.5.3 Allocations have been consistent with established priorities
 - 2.2.5.4 Expenditures have resulted in accomplishment of the intended goals and objectives.
- 2.2.6 The RRB is also authorized to look for and advise the President in regard to:
 - a. possible improvements in budget and planning processes;
 - b. areas of potential savings, and
 - c. potential sources of additional funding, public and private
- 2.2.7 Where CSU Executive Orders or similar mandates call for a budget advisory or similar body, the RRB will serve that function. For example, the RRB shall serve as the “campus budget advisory committee” (referenced in CSU Executive Order 805) for the purpose of consultation regarding the allocation of all revenues derived from enrollment of non-matriculated students in state-supported regular courses or in self-support special session courses.

- 3.0 Accountability and Reporting: The RRB shall specify, with approval of the President, the content, detail and means for presentation of budget and actual financial data to the campus
 - 3.1 Budget and actual financial data are to be reported to the university annually. Broad categories of salaries and operating expenditures are to be further broken down into details such as travel, office supplies, etc. as specified by the Resource Review Board and approved by the President.
 - 3.2 Budget and actual financial data are to be made easily accessible to campus constituencies via the web and other means as determined by the RRB
 - 3.3 RRB agendas and reports will be available and shall be maintained as a part of

the university strategic planning website. From this website, there will be links to budget-related policies and procedures and other campus budget reports as well as system-wide budget and financial data.

- 3.4 College deans each year shall, within the first 30 working days of each semester, report in writing to their faculties the resources allocated to and within their colleges for the current year

accompanied by a brief statement of the person's experience with the SJSU budget and interest in serving), serving a three-year term.

4.1.13 The President of Associated Students or designee.

4.2 The Vice President of Administration & Finance will provide support to the RRB for issuance of reports and other administrative needs. The Senate Chair will be responsible for meeting minutes.

4.3 The discussion of fiscal matters gives the RRB the ability to meet in Executive Session with only its members, as determined appropriate by the co-chairs of the RRB. The co-chairs may invite appropriate staff members to attend as may be needed (without voting rights).

4.4 Any action taken by the RRB requires the presence of a quorum of its voting members.

5.0 Definition of Terms

5.1 Lottery – funds made available to the CSU by the State with restrictions as set out in state law. See the Chancellor's Office budget website for information on the restrictions on use of lottery funds.

5.2 Strategic Planning – an organized effort whereby an organization develops a vision (what it desires to become, why it exists), mission (describes why it exists, what it does), goals (what it strives to do to reach its vision and meet its mission) and measurable objectives to help it assess how it is progressing in achieving the vision and mission. Strategic planning helps all members of the organization to be able to make decisions that will help the organization reach its vision. The strategic planning process at SJSU is provided in UP F04-3.

6.0 Related Policies

6.1 UP F03-3 – Principles and Strategies to be Observed and Utilized During Times of Budget Cuts

6.2 UP F04-3 – The Strategic Planning Process at SJSU

Appendix A

CSU Principles Regarding the Role of Faculty and Students in Budgetary Matters

The CSU Chancellor's Office and Board of Trustees have for many years recognized the need and benefit of campuses having constituency groups involved in the budget process and have information on financial condition. The following set of principles included in a June 26, 1987 memo from then Chancellor W. Ann Reynolds to the campus Presidents, is included in this policy as a helpful set of principles to help ensure budget transparency at SJSU.

Principles

1. Access to Information

Faculty, student, and other members of the University community are entitled to information which provides a meaningful summary of the institution's budgetary status and financial condition.

Persons serving in a formal consultative role should have early access to relevant information regarding the public funds available to the institution and their use.

The campus policies and procedures employed in the development of the campus budget should be clearly described and understood by those engaged in formal consultative roles.

The campus policies and procedures employed in the allocation of the campus resources should be clearly described and understood by those engaged in formal consultative roles.

The groups engaged in formal consultation, and the procedures employed in the consultative process should be clearly described and understood by those engaged in the process.

2. Formal Consultative Process

- a. There will be a committee, or committees, advisory to the President, or designee(s) of the President. The committee(s) will include faculty and students selected through established campus governance procedures. The President or designee, may appoint additional members because of their special expertise or value to the committee.
- b. The role of the committee(s) in budget matters, including special considerations such as lottery funds, will be made known clearly through a written charge to the committee.
- c. Regular committee processes normally should be followed, including the preparation of timely agendas, advance distribution of discussion material, and maintenance of a written record of the committee's recommendation. Actions regarding recommendations will be communicated to the participants.
- d. The desirability of membership continuity in budget deliberations should be recognized by appropriate terms of service.

[1] Report of the Board of Trustees' Ad Hoc Committee on Governance, Collegiality, and Responsibility in the California State University, 9/85.

[2] Letter dated June 26, 1987 to campus presidents from Chancellor W. Ann Reynolds.

[3] CSU Academic Senate, AS-2599a-03/FGA/FA, March 2003.