

1 San Jose State University
2 Academic Senate
3 Organization and Government Committee
4 November 2, 2015
5 Final Reading

AS 1579

6
7 **Policy Recommendation**
8 **Budget Advisory Committee**
9

10 Legislative History: Rescinds SM-S03-1 (which placed the Budget Advisory Committee
11 in rotation with policy committees on the Senate agenda); Modifies S09-6 (to remove
12 content related to a budget advisory committee from our current strategic planning
13 policy); Amends Senate Bylaw 10.1 which provides a listing of special agencies.
14

15 A coded memo from the Chancellor in 1987, provides the directive behind the guidance
16 and establishment of Campus Budget Advisory Committees. Historically, S05-10
17 abolished the existing Budget Advisory Committee and replaced it with a Resource
18 Planning Board. S07-3 then established a Resource Review Board noting that “In
19 practice it was found that the role for the Resource Planning Board envisioned by S05-
20 10 has proved to be unworkable due to budget timelines and the composition of the
21 board. This proposal, if adopted, abolishes the Resource Planning Board and creates a
22 new special agency, the Resource Review Board”. Subsequently S09-6 (Strategic
23 Planning Policy) rescinded S07-3 and established a Strategic Planning Board which
24 would serve as the budget advisory committee. SM-S11-1 then temporarily assigned
25 responsibilities of the Budget Advisory Committee to the Senate Executive Committee
26 (plus 3 additional members) noting that “the SPB has had limited meetings, due to
27 management transitions and considerable uncertainty in the CSU budget. Those same
28 budget uncertainties, however, make it all the more important that the Senate and the
29 campus remain connected to the budget advisory role.” Finally, F14-1 revoked the
30 temporary assignment of Budget Advisory Committee responsibilities and returned
31 responsibilities to the Strategic Planning Board.
32

33 Whereas: S09-6, which defined the Strategic Planning Board as the body to serve in
34 the role of a Budget Advisory Committee, is under reconsideration this fall,
35 and

36 Whereas: The SJSU statement on shared governance notes that effective shared
37 governance depends on judicious use of fully collaborative and
38 consultative decision making, and

39 Whereas: The campus has not had an active budget advisory committee as called
40 for in the 1987 coded memo from the Chancellor (BA 87-14) in recent
41 years, therefore be it

42 Resolved: That until such time as S09-6 is updated, provisions in that policy related
43 to a budget advisory committee be removed, and be it further

44 Resolved: That Senate bylaw 10.1 be amended to add the Budget Advisory
45 Committee to the list of special agencies, and be it further

46 Resolved: That effective with the approval of this policy recommendation a special
47 agency titled 'Budget Advisory Committee' be established in accordance
48 with the structure, membership, and charge detailed below.
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50
51 Rationale: A budget advisory committee is critically important in the areas of education,
52 engagement, and transparency when it comes to (a) understanding our decentralized
53 budgeting process, (b) identifying problem areas connected to budget allocations and
54 expenditures, (c) serving in an advisory capacity to campus leadership highlighting
55 issues and concerns from the Academic Senate and campus community on budget-
56 related matters, and (d) serving as a resource to the campus community on budget-
57 related questions. This proposal is meant to provide for a budget advisory committee
58 whose charge and responsibilities are in alignment with the principles articulated in the
59 SJSU Statement on Shared Governance and provided by the System Budget Advisory
60 Committee working with the Statewide Academic Senate and California State Student
61 Association and endorsed by the CSU Chancellor in BA 87-14.
62

63 Approved: 9/28/15
64 Vote: 8-0-0
65 Present: Grosvenor, Mathur, Curry, Gleixner, Shifflett, Elmiaari, Beyersdorf,
66 Becker
67 Absent: Laker
68 Financial Impact: None expected.
69 Workload Impact: Additional workload for members of the Budget Advisory
70 Committee.
71
72

73 **1. Budget Advisory Committee** 74

75 A Budget Advisory Committee is an integral part of the effort to engage the campus
76 community in developing an understanding of our decentralized budgeting process.
77 Working closely with the Vice President for Administration and Finance the Budget
78 Advisory Committee will on a regular basis review reports related to budget/finance
79 situations, identify areas of concern, and provide feedback and input on priorities and
80 solutions. Meeting regularly, the Budget Advisory Committee will be in a good position
81 to address and communicate budget issues to the Academic Senate and faculty as they
82 emerge throughout an academic year.
83

84 The Budget Advisory Committee will be a special agency. In conducting their budget-
85 related work, the President and the Budget Advisory Committee should remain
86 cognizant of the principles in BA 87-14 (Chancellor's coded memo) regarding access to
87 information and consultation. In collaboration with campus leadership the Budget
88 Advisory Committee should strive to serve the campus through education,
89 communication, and transparency.
90
91

92 **1.1 Charge**

93
94 The Budget Advisory Committee is charged with providing input and recommendations
95 to the President throughout the planning, implementation and subsequent review of
96 budget expenditures including advice on key campus priorities. The Budget Advisory
97 Committee will assist with identifying challenges, serve as an advisory resource to the
98 campus community, and provide a mechanism to communicate financial issues across
99 the campus in a timely fashion. In addition, this committee will serve as a resource to
100 enhance the campus community's understanding of university-wide budgeting
101 processes; develop a broad and deep understanding of budget issues at all levels in
102 order to identify and analyze problem areas and propose solutions; and provide advice
103 concerning the planning, development, and implementation of materials to communicate
104 budget-related information to the campus community.

105
106 **1.2 Membership**

107
108 Senate Vice Chair (Co-chair)
109 VP Administration & Finance/CFO (Co-chair)
110 AVP Academic Budgets & Planning (EXO)
111 1 Dean
112 1 Department Chair
113 2 Faculty Senators
114 2 Faculty-at-large
115 AS President or Designee
116 Academic Affairs Staff Member (finance/budget responsibilities)

117
118
119 **1.2.1 Recruitment and Appointment of Members**

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121 Members (other than ex-officio) serve a 3-year term which is renewable for one
122 additional 3-year term. When filling initial appointments, the Chair of the Committee on
123 Committees will stagger the terms of non ex-officio seats. The student member serves
124 a 1-year term and can be re-appointed. Solicitation of applications to serve on the
125 Budget Advisory Committee will be made through the normal Committee on
126 Committees process for the seats designated for faculty, staff, dean, and student
127 members. When multiple applications are submitted for a seat, the Executive
128 Committee of the Academic Senate will select individuals to serve. In considering
129 applicants, attention should focus on the person's expertise in areas related to the
130 planning and allocation of budget resources and the need for continuity over time in
131 membership for a portion of the seats. In addition, to expand engagement in shared
132 governance, efforts would be made to keep membership on the Budget Advisory
133 Committee separate from that on the Strategic Planning Steering Committee.

134
135 **1.2.2 Interim Appointments.**

136

137 When a seat will be vacant for no more than 1 semester (e.g., sabbatical) an interim
138 appointment can be made following normal Committee on Committee processes. Any
139 seat that will be vacant for a year or more will require a replacement for the remainder
140 of the term associated with that seat.

141
142 **1.2.3 Replacing Members**

143
144 If a member is absent from three regularly scheduled committee meetings in an
145 academic year, the chairs of the Budget Advisory Committee may request that the
146 Associate Vice Chair of the Senate initiate action to recruit a replacement. If a member
147 repeatedly does not perform assigned committee duties, the chairs of the Budget
148 Advisory Committee may request that the Associate Vice Chair of the Senate initiate
149 action to recruit a replacement.

150
151
152
153 **1.3 Responsibilities**

154
155 The co-chairs of the Budget Advisory Committee will convene and preside at meetings,
156 prepare agendas, propose and maintain time-lines for its activities, and take
157 responsibility for the effective operation of the committee. The BAC shall:

158
159 1.3.1 Participate in and facilitate a highly transparent, informative, and participatory
160 campus budget planning and allocation process.

161
162 1.3.2 Participate in a budgeting process that integrates campus strategic goal setting,
163 budget review and planning, and allocations set by the president.

164
165 1.3.3 Participate in the review of the accomplishment of finance goals across divisions
166 and other appropriate units in the context of accountability with respect to the proper
167 use of funds.

168
169 1.3.4 Advise the President regarding the timing and content of annual budget calls.

170
171 1.3.5 Advise the President during the fiscal year regarding significant or unanticipated
172 events that have a significant effect upon campus budget allocations.

173
174 1.3.6 Advise the President regarding the content and format for reporting annual
175 budget data to the campus community in a thorough and consistent manner such that
176 annual changes in the budget are easily tracked and understood.

177
178 1.3.7 Provide annual recommendations to the President regarding the proposed budget
179 allocations across the University's several divisions in line with the University Strategic
180 Plan.

181

- 182 1.3.8 Receive reports related to enrollment targets and yield and contribute to
183 discussions on proposed budget allocations.
184
- 185 1.3.9 Review, analyze, and advise the President regarding significant budget actions
186 external to the campus that could impact the University's Operating Fund; e.g., the initial
187 CSU budget proposal and the Governor's May Revise.
188
- 189 1.3.10 Provide information to the Strategic Planning Committee regarding the
190 alignment of campus resources with the strategic plan.
191

192 At the conclusion of each academic year the Vice Chair of the Senate will complete the
193 summary report required of all special agencies and communicate, at an appropriate
194 level of detail, information related to the Budget Advisory Committee's work directly to
195 the Senate.
196

197 **2. Considerations for the Budget Advisory Committee**

198
199 Information and input from multiple sources and perspectives should be
200 examined whenever possible. Information reported out to the campus
201 community should be in a format that is readily understood and facilitates
202 productive dialogue. The tenor and nature of communication with all individuals
203 and groups providing and receiving budget-related information should be
204 constructive, inclusive, and transparent.
205

206 The Budget Advisory Committee may access as needed all documents related to
207 the campus annual budget as well as expenditures. Committee members would
208 receive the training needed to access available data.
209

210 Given the complexity of our decentralized budgeting processes, the Budget
211 Advisory Committee will need to become knowledgeable with regard to a wide
212 range of SJSU resources, operations and organizations. These are likely to
213 include the following:
214

215 University

- 216 • Operating Fund Budget & Resources
- 217 • University Sources and Uses of Funds
- 218 • Expenditures by Division
- 219 • Comparisons to other CSU Campuses

220 Self Support Operations & Funds

- 221 • Continuing Education Reserve Fund
- 222 • Student Health
- 223 • University Housing
- 224 • University Parking
- 225 • Capital Outlay & Deferred Maintenance
- 226 • Intercollegiate Athletics
- 227

- 228 • Lottery
- 229 • Student Fees (e.g., Student Success, Excellence, & Technology Fee)

230

231 Auxiliary Organizations

- 232 • Associated Students
- 233 • Research Foundation
- 234 • Spartan Shops, Inc.
- 235 • Student Union, Inc.
- 236 • Tower Foundation

237

238

239 **3.0 Policy Modifications**

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241 Following implementation, if modifications to this policy appear needed the Vice Chair of
242 the Senate will provide the Academic Senate Chair with the Budget Advisory
243 Committee's suggestions. The Chair of the Academic Senate will then refer the
244 recommendation(s) out to the appropriate policy committees for timely review and
245 subsequent action.