

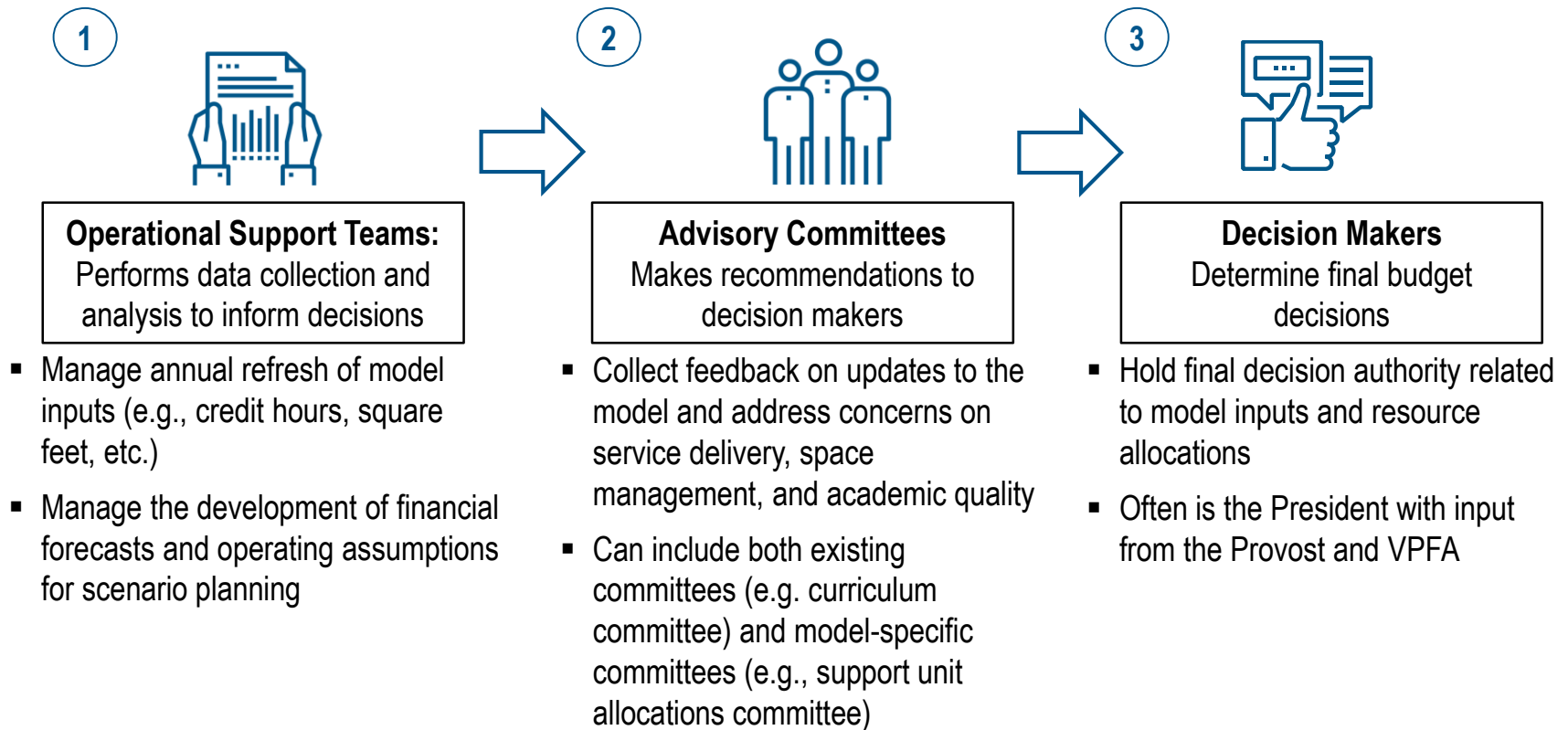
# Resource Allocation, Management, and Planning Governance Structures



# Budget Model Governance

Budget model governance is intended to clarify roles and responsibilities for facilitating the budget process, including information collection, advisory input, and decision authority.

## Illustrative Governance Information Flow:

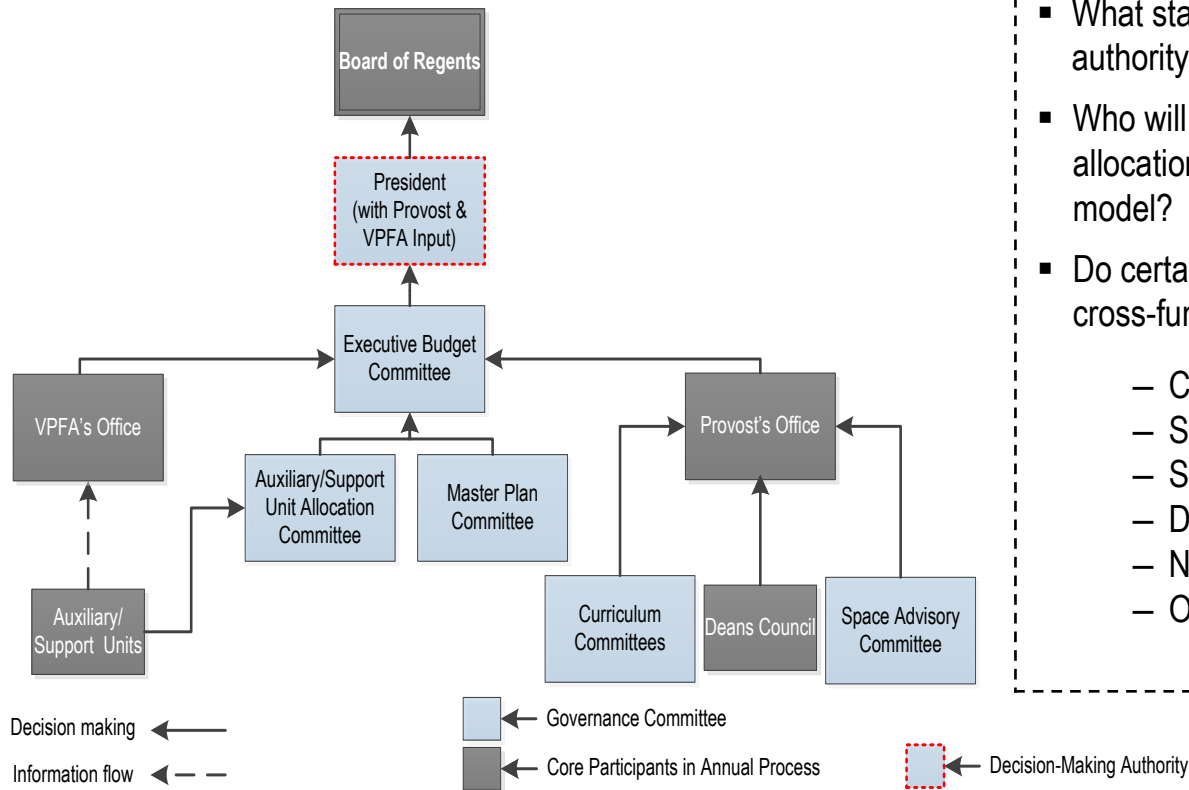


**A strong governance structure will ensure that broad, cross-functional input is collected in the allocation process; it will not, however, ensure consensus among stakeholders.**

# Governance Structure and Considerations

Governance structures at institutions operating inventive-based models vary based on the degree of decision authority and quantity of advisory committees influencing decision making.

## Decision Making Flow<sup>1</sup>



## Governance Considerations

- What stakeholder group will have ultimate authority for annual resource allocation decisions?
- Who will have opportunity to provide input into allocation decisions and other changes to the model?
- Do certain annual model inputs require specific, cross-functional advisory input?
  - Central fund allocations?
  - Support unit allocations?
  - Space management?
  - Deferred maintenance?
  - New program development?
  - Others?

**Once a governance structure with appropriate decision-making authority is identified, it is important to document committee membership and charges to effectively operationalize the new budget model.**

Note 1: In addition to the depicted governance committees, additional operational support teams are recommended to enhance the budget development process

# Executive Budget Committee

The Executive Budget Committee will review academic, auxiliary, and support unit budgets and provide recommendations to the President.

Roles and Charges
<ul style="list-style-type: none"> <li>▪ Review recommendations from the Provost regarding Academic Unit budget requests</li> <li>▪ Review recommendations from the Auxiliary/Support Unit Allocations Committee</li> <li>▪ Recommend Central Fund distribution</li> <li>▪ Recommend comprehensive budget</li> <li>▪ Review and provide policy/guidance on budget model management</li> <li>▪ Conduct outreach across university on resource allocation priorities</li> </ul>

Revised Positions	
Position	Nominating Body
Chair: Provost	None
VP Finance & Admin.	None
Budget Director	None
Staff Rep.	Staff Council
SGA Rep.	SGA
Faculty Rep #1	University Senate
Faculty Rep #2	University Senate

# Auxiliary/Support Unit Allocation Committee

The Auxiliary/Support Unit Allocation Committee would meet during October and November to support unit leadership to review each unit's budget proposal, and promote service effectiveness and efficiency.

## Roles and Charges

- Reviews the auxiliary and support unit's budget proposals, including strategic objectives, service level demands, and workforce plans
- Examines benchmark data and performance metrics to evaluate service level effectiveness and efficiency
- Offers suggestions for performance improvement for support units; promotes development of service level agreements
- Submits an executive summary of the unified auxiliary and support unit budget recommendations to the Executive Budget Committee

## Revised Positions

Position	Nominating Body
Chair: VP Finance & Admin.	None
CFO	None
Dean #1	Deans
Dean #2	Deans
College Rep. #1	Deans
College Rep. #2	Deans
College Rep. #3	Deans
College Rep. #4	Deans
Staff Rep.	Staff Council
Faculty Rep. #1	University Senate
Faculty Rep. #2	University Senate

# Space Advisory Committee

The Space Advisory Committee develops policies and procedures for space management and acts as a broker for space across campus.

Roles and Charges
<ul style="list-style-type: none"> <li>▪ Reviews requests, identifies possible solutions and makes recommendations for the use of space on campus</li> <li>▪ Develop policies and procedures for space management</li> <li>▪ Govern the allocation and brokerage of space across campus</li> <li>▪ Ensure that facilities management distributes accurate and timely space utilization data to operating units for budget planning</li> <li>▪ Support development of service level agreements between facilities management and revenue-generating units</li> </ul>

Revised Positions	
Position	Nominating Body
Chief Facilities Officer	None
VP Enroll. & Student Exp.	None
Ass. Provost Research	None
Provost's Office Rep.	Provost
Athletics Rep.	Athletics
Libraries Rep.	Dean of Libraries
OCSE Rep.	Dean of OCSE
CHHS Rep.	Dean of CHHS
PCAL Rep.	Dean of PCAL
GFCB Rep.	Dean of GFCB
CEBS Rep.	Dean of CEBS

# Master Plan Committee

The Master Plan Committee is currently responsible for developing the university-wide master plan, prioritizing projects, and monitoring development and planning progress.

## Roles and Charges

- Develops the university-wide master plan
- Updates and documents progress toward stated campus development goals
- Prioritizes projects outlined in the master plan
- Monitors the status and progress of planning and development

Note that additional responsibilities may be required to support the new RAMP model; however, none have been added at this time

## Committee Membership

Current Members	Campus Unit
Bryan Russell	Facilities
Craig Biggs	Athletics
Ken Branch	Facilities
Melissa Cansler	City of Bowling Green
Jordan Ray	Staff Council
Brian Kuster	Student Affairs
Josh Montgomery	Facilities
Jessica Steenbergen	Academic Affairs
Jennifer Tougas	Parking & Transportation
Kyle Davenport	Campus Services
Brad Wheeler	Business Services
Dr. Matthew Nee	OCSE
Stephen Mayer	SGA
Ben Peterson	Facilities

# Curriculum Committees

The Undergraduate and Graduate Curriculum Committees advise colleges on curriculum issues. This includes the addition or elimination of courses or programs and ensuring coherent interdepartmental curriculum changes.

## Roles and Charges

- Addresses curriculum issues of interest to the University
- Considers proposals for new courses and programs, and changes to existing ones. Submits recommendations to the Faculty Senate
- Reviews the various university curricula with special attention to duplication or obsolescence of courses
- Promote the development of interdisciplinary courses and programs
- Ensure that proposed changes embody coherent courses of study and adhere to sound educational practices. Recommends against course/program changes that are strictly for financial gain

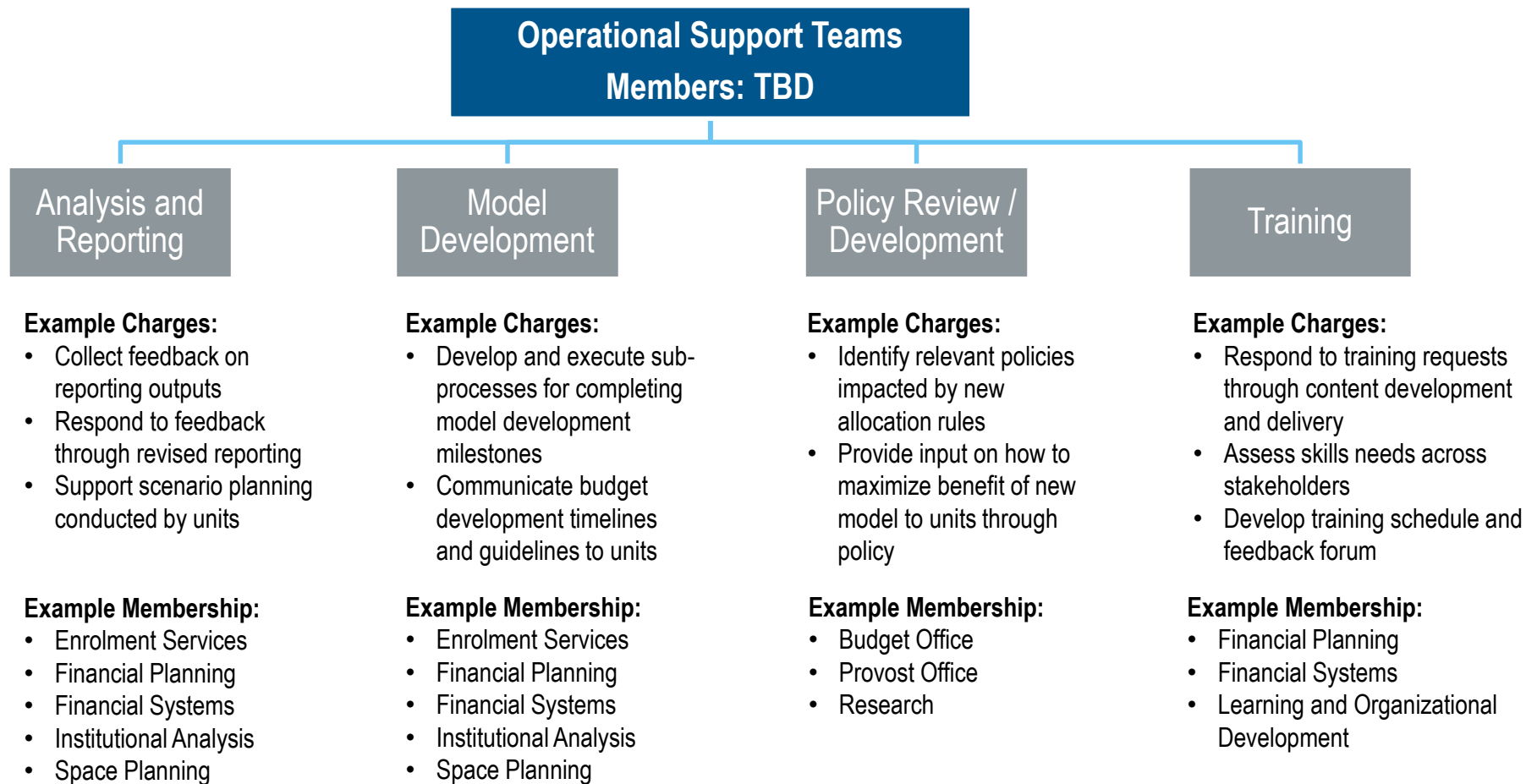
## Committee Membership

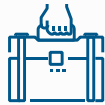
- Based on discussions at the last Steering Committee, the current membership of the Undergraduate and Graduate Curriculum Committees should be maintained
- However, there may be a need for additional members associated with Academic Affairs who can provide supplemental data and guidance to help prevent “gaming of the system” in relation to the new model



# Recommended Operational Support Teams

In addition to the model management structure, below are examples of additional operational support teams that may be needed to facilitate the budget development process.





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