**University Planning and Budget Committee**

**Minutes of the Meeting of October 3, 2017**

Members Present: R. Benfield, L. Bigelow, C. Casamento, S. Gross, J. Hodgson, M. Jones, Y. Kirby, K. Martin, P. Troiano, C. Valk, R. Wolff

Absent: C. Galligan, B. Sommers, J. Nicoll-Senft, C. Soler

1. Meeting was called to order at 2:02 pm by R. Wolff.
2. The minutes of the meeting of September 19, 2017 were approved as amended. (Benfield/Jackson)
3. Announcements/Updates  
   1. Guiding principles for zero-based budgeting process

R. Wolff recapped the membership of the Zero-Based Budgeting (ZBB) Work Group: Charlene Casamento and Lisa Butcher from Fiscal Affairs; Brandon Kruh, SGA President; Robert Wolff; Lisa Marie Bigelow and Peter LeMaire (Presidential appointments); Joseph Farhat (representing the Provost; Scott Hazan (SUOAF Representative) and Stephen Adair (AAUP Representative.)

The work group met with Matthew  Ceppi from CliftonLarsonAllen, a consulting firm that is on State contract for the first time. R. Wolf spoke positively about the consultant and the interactions with the ZBB work group thus far.

A draft of the guiding principles the ZBB is working on were discussed. It was noted that the consultant initially drafted them and then engaged in a healthy discussion with the ZBB work group to revise them. Attention was paid to principle #10; a suggested edit was given to R. Wolff to take to the ZBB work group. The zero based budgeting  work group provided input to them; some minor edits are pending.

The committee then reviewed the key questions and assumptions document that is also work in progress.

R. Wolff announced that the next step is a pilot program involving four academic departments (Finance, Biology, Design, and Educational Leadership, Policy, and Instructional Technology) as well as Information Technology and Intercollegiate Athletics. The ZBB work group will develop a website and there will be a link to it from the UPBC website. The ZBB process is highly relevant to the UPBC because the output generated will come to the UPBC for evaluation.  Training sessions for personnel from the pilot departments will be held on November 8 and November 9. Responses from the pilot departments will be due by the end of the semester so that they can be reviewed and folded into the regular budgeting process.

R. Wolff noted that later on in the agenda for this meeting there is an agenda item concerning the need for a subcommittee to review the UPBC bylaws because the ZBB process will increase the workload of the committee and it may be necessary to expand its membership, not only to accomplish the tasks at hand, but also to ensure representation of all academic schools on this committee. Lastly, R. Wolff noted it is also anticipated that a cycle will be created so that the ZBB process dovetails with existing planning and assessment timelines and that ZBB is labor-intensive in the first round, but gets easier.

The CFO indicated that the UPBC needs to look at the impact on UPBC resources to support a full implementation of ZBB. The UPBC may need to consider creating subgroups to focus on specific units’ ZBB submittals which may result in committee members becoming subject matter experts to assist in getting the work done. She reiterated that the pilot is a process through which we will see what works, what doesn't work, and what needs tweaking. Different processes may be needed for academic departments and administrative offices/departments because the benchmarks and metrics that could be evaluated across academic department budgets are different than non-academic departments.

It was also noted that the budgets for information technology and intercollegiate athletics are more complex than those for academic departments as they include the entire division versus a smaller set of units. R. Wolff stated it will be necessary to have a detailed conversation about how many units could be reviewed in a given year and reiterated that a timetable would need to be established.

The CFO also mentioned that when the full roll out is implemented a decision will need to be made as to how to handle the budgets of self-supporting or are a combination of budgeted and entrepreneurial funds such as Continuing Education and the travel abroad component of the Center for International Education budgets have not come before the UPBC.

K. Martin and asked why the university is engaging in ZBB. Four main reasons were identified: (1) the president would like to know how we are currently spending the money we have and how that spending relates to the university's priorities; (2) the CFO indicated this is not necessarily about saving money but more about maximizing allocation of resources to better align spending with strategic objectives; (3) R. Wolfe clarified that ZBB is a methodology President Toro is familiar with and believes can be beneficial to this institution at this point in time; and (4) greater transparency.

K. Martin and noted that the department involved in the pilot should be informed that they need to make sure their strategic plans are up-to-date. R. Wolff indicated he would take this recommendation to the ZBB work group.

* 1. R. Wolff noted the need to form two subcommittees, as follows:  
     1. Subcommittee on Bylaws  
          
        A subcommittee is to examine /revise the committee bylaws to ensure there is representation from all academic schools. The committee should also examine the scope of work performed by the UPBC and review/revise when officers are elected because it appears that, in at the least in the next few years, the committee will be actively engaged over the summer.

Subcommittee members are Kathy Martin and Chad Valk.

* + 1. Subcommittee on the Strategic Planning Process

The goal of this subcommittee is to begin to devise a strategic planning process that would begin by the start of the spring semester, upon the arrival of the new provost. The committee’s task is to look at other models to find and adapt a comprehensive one that could be used here. The committee should also consider whether the university should engage the services of a consultant – perhaps the same one working on the ZBB – to improve the planning process. R. Wolff suggested that we may want to consider hiring the same consultant working with the ZBB work group in order to achieve avoid a learning curve.

Subcommittee members are Robert Wolff, Mark Jackson, Richard Benfield, Lisa Marie Bigelow, and Yvonne Kirby.

The CFO noted that the committee needs to be mindful of the schedules for all planning and budgeting initiatives and ensure that they are carried out in within the context of the NEASC timetable and our human resources bandwidth.

1. Reports  
   1. Chief Financial Officer – another two weeks of past and still no state budget.
   2. Provost - no report.
   3. OIRA: The draft is due to NEASC in mid- February. We need to have the description, assessment, and projections written in one voice. We do not yet have all of the projection sections, including the one from OIRA . Standard 2 is the most affected by all of the planning changes that are happening. Standard 5 is in good shape. Others need a good amount of work.
   4. Student affairs - no report
   5. Institutional advancement – no report
   6. Facilities Planning Committee – the next meeting is Wednesday, October 4, 2017.
2. The meeting adjourned at 2:46 PM. (Gross/Jackson)

Respectfully Submitted,

Lisa Marie Bigelow, Secretary