Appendix 2.1:
Strategic Planning and Resource Council (SPARC) – Proposed Reorganization

This appendix presents a reorganization plan for the Strategic Planning and Resource Council, bringing together a Strategic Planning Committee and a Strategic Budgeting Advisory Committee. The Faculty Senate, Staff Senate, and Student Government Association have all endorsed the proposal, and the reorganization will be presented to the Board of Trustees for action at its May 2012 meeting.

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Strategic Planning and Resource Council

Charge:

To coordinate efforts between the Strategic Planning Committee (charged with making recommendations concerning the implementation of the strategic plan initiatives) and the Strategic Budgeting Advisory Committee (charged with making funding recommendations that support strategic plan initiatives and the mission of the university).

Membership:

The Strategic Planning and Resource Council will have the following members:

a. One full-time, tenured faculty member, appointed by the president to a three-year term, will serve as chair of the Council. This person will vote only in the event of a tie. The chair will be provided with a one-course reduction in teaching load for the fall and spring terms during her/his term as chair.

b. The president will appoint a chair-elect at the end of the current chair's second year to serve one year as *ex-officio* before becoming chair.

c. The chair of the Council, the presidents of the Faculty Senate, Staff Senate, and Student Government Association, and the chair-elect in a year when there is a chair-elect will serve as the executive committee of the Strategic Planning and Resource Council.

d. All members of the Strategic Planning Committee and all members of the Strategic Budgeting Advisory Committee. Elected/appointed members of the Strategic Planning Committee and the Strategic Budgeting Advisory Committee must be different (with the exceptions of the presidents and vice-presidents of the Faculty Senate, the Staff Senate, and the Student Government Association).

Procedure:

a. The chair of the Council and the executive committee will meet monthly to discuss agendas, procedural deadlines, and reporting goals of the Strategic Planning Committee and Strategic Budgeting Advisory Committee. The executive committee functions to inform and assist the chair in this coordinated effort.

b. The chair of the Council will serve as chair of the Strategic Planning Committee and the Strategic Budgeting Advisory Committee.

c. Annual Report and Presentation: A written report will be provided to the Faculty Senate, Staff Senate, and Student Government Association by October 1 of each year. This report should summarize the activities of the Strategic Planning Committee and the Strategic Budgeting Advisory Committee during the prior year, provide appropriate statistics and data, and outline long-range planning for the following year. This report should be approved by the membership of the two committees. The chair of the Strategic Planning and Resource Council shall, by the same date, contact the presidents of the Faculty Senate, Staff Senate, and Student Government Association to schedule presentations to these bodies.

Meetings:

a. The executive committee of the Strategic Planning and Resource Council will meet at least once per month from September through August of the following year.

b. When possible, meetings will be convened in person. However, comments on specific issues and votes may be taken by written proxy (including email) if necessary.

c. The meeting schedules for the Strategic Planning Committee and the Strategic Budgeting Advisory Committee will be established in September, and the schedules will be announced to the university community using whatever communication means are considered most likely to reach the broadest possible university audience.

Reports to President

I. Strategic Planning Committee

Charge:

a. To collaborate with the Strategic Budgeting Advisory Committee, as part of the Strategic Planning and Resource Council.

b. To make recommendations concerning the implementation of the strategic plan initiatives for the next fiscal year, in addition to a five-year period.

c. To conduct studies and make inquiries related to the strategic plan and mission of the university.

d. To present concerns and recommendations to the president and the university campus as a whole.

Membership:

The Strategic Planning Committee will have the following voting members:

a. The presidents and vice-presidents of the Faculty Senate, the Staff Senate, and the Student Government Association.

b. Three tenured faculty members appointed by the Faculty Senate to two-year staggered terms. One of these appointees will be an academic department chair or equivalent.

c. Two staff members (one classified and one non-classified) appointed by the Staff Senate to a two-year staggered term.

d. Two students appointed by the Student Government Association to a one-year term.

e. One Dean, elected by the Council of Deans to a two-year term.

f. One Vice-President elected by the Executive Staff to a two-year term.

g. One Board of Trustee to a one-year term.

h. One community member appointed by the President to a two-year term.

i. The Provost or designee.

j. The Chair of the Strategic Planning and Resource Council will serve as chair. The chair will vote only when there is a tie.

The Director of Assessment shall serve as an ex-officio member of the Strategic Planning Committee.

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Procedures:

a. Each spring, the Strategic Planning Committee will determine, via meetings with individual units and campus-wide forums, which initiatives the university community believes should be moved from the list of possibilities generated during the university-wide strategic-planning process during AY 2010-11 to the active list for the following fiscal year; it will also consider additions to the campus list. It will incorporate the results of this discovery process – along with assessment results and other information – in its recommendations to SPARC and the president.

b. The Strategic Planning Committee will prepare a written report for the Strategic Planning and Resources Council by September 15 of each year. This report – based on the campus discovery process (see item b above), the information contained in the Institutional Report Card presented to the Board of Trustees at their ~~August~~ December meeting, and other appropriate inputs – will assess the university's progress on the various strategic initiatives contained in the Strategic Plan and recommend further action on those initiatives or, upon completion of those initiatives, recommend the adoption of new initiatives from the lists generated during the university-wide strategic-planning process during AY 2010-11 as updated in the annual campus discovery process. This report will serve as a source of information for the Strategic Planning and Resource Council when it makes its October 1 report to the Faculty Senate, Staff Senate, and Student Government Association; and for the Strategic Budgeting Advisory Committee when that group makes its budget considerations and recommendations to the university president in December.

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Meetings:

a. The SPC will meet at least once per month from September through August of the following year.

b. When possible, meetings should be convened in person. However, comments on specific issues and votes may be taken by written proxy (including email) if necessary.

c. The meeting schedule for every year will be established in September and the schedule will be announced to the university community using whatever communication means are considered most likely to reach the broadest possible university audience.

Reports to President

II. Strategic Budgeting Advisory Committee

Charge:

a. To collaborate with the Strategic Planning Committee, as part of the Strategic Planning and Resource Council.

b. To review changes and updates to the university budget in light of the strategic plan.

c. To make recommendations, in support of the university's mission and strategic plan, concerning new proposals from unit heads and salary requests from the Staff Senate Compensation Committee and the Faculty Salary Review Committee. Recommendations shall be for the next fiscal year, in addition to a five-year period.

d. To conduct studies and make inquiries related to university revenues, university expenditures, and the general allocation of university funds.

e. To present concerns and recommendations to the president and the university campus as a whole.

Membership:

The Strategic Budgeting Advisory Committee will have the following voting members:

a. The presidents of the Faculty Senate, Staff Senate, and Student Government Association

b. One faculty representative from each college elected by each college from among the tenured or continuing faculty with a minimum of seven years of service in the college. Representatives are elected to two-year terms with Health and Behavioral Sciences, Education, and Fine Arts and Communication electing new representatives in the spring elections of even-numbered years, and Business, Natural Sciences and Mathematics, and Liberal Arts electing new representatives in the spring elections of odd-numbered years.

c. One tenured or continuing faculty member with a minimum of seven years of service elected at-large from among faculty members not working within the six formal colleges. The representative is elected as needed to a two year term as part of an at-large Faculty Senate election. All faculty members are eligible to vote for this representative.

d. Three classified staff members appointed by the Staff Senate to a two-year term.

e. Three non-classified staff members appointed by the Staff Senate to a two-year term.

f. A director of an academic unit that reports directly to the provost (e.g., dean, the director of the library, etc.) selected by the provost.

g. A designee selected by the director of athletic administration. The director of athletic administration cannot serve on the SBAC.

h. The Chair of the Strategic Planning and Resource Council will serve as chair. The chair will vote only when there is a tie.

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The committee will also include as non-voting members the presidents-elect of the Faculty Senate, the Staff Senate, and the Student Government Association. The vice president of finance and administration will attend meetings in a non-voting advisory role to deliver budget reports as required in the committee charge and to answer questions about the budget process. In addition, the associate provost for finance and administration will attend meetings in a non-voting role to answer questions about the impact of the budget on Academic Affairs. The SBAC will be assisted by a non-voting committee staff consisting of

the controller, the director of institutional research, the budget director, and an administrative assistant from the division of finance and administration.

Procedure:

a. The vice president of finance and administration will provide a detailed copy of the annual budget to the SBAC in September of every year and will brief the SBAC on changes in the distributions of funds compared to previous years. The vice president of finance and administration will also provide monthly updates to the SBAC on university revenues and expenditures.

b. The vice president of finance and administration will keep the SBAC informed about projections for future revenues and expenditures. Any changes in assumptions that might alter projections in a meaningful way will be reported to the committee. The SBAC will review the changes and present any concerns and recommendations to the president.

c. In November of every year, the heads of the university divisions that report directly to the president and are responsible for a category of the university budget will present their proposed base budget increase for the next fiscal year, as well as a projected five-year plan, to the SBAC, including descriptions of need as tied to the strategic plan and explanations for any changes from the current fiscal year. In addition, the chair of the Staff Senate Compensation Committee and the Faculty Salary Review Committee will present salary recommendations for the next fiscal year, as well as a projected five-year plan. The SBAC will consider the proposals along with projected future revenues and make a recommendation to the university president regarding the divisional needs as assessed and ranked by the SBAC and to meet salary needs for the next fiscal year and for a projected five years.

d. Copies of all SBAC recommendations will be presented to the heads of each university division reporting directly to the president and to the two salary committees. In addition, the campus will be notified once the recommendations have been forwarded to the president.

Meetings:

a. The SBAC will meet at least once per month from September through August of the following year.

b. When possible, meetings should be convened in person. However, comments on specific issues and votes may be taken by written proxy (including email) if necessary.

c. The meeting schedule for every year will be established in September and the schedule will be announced to the university community using whatever communication means are considered most likely to reach the broadest possible university audience.

Reports to President
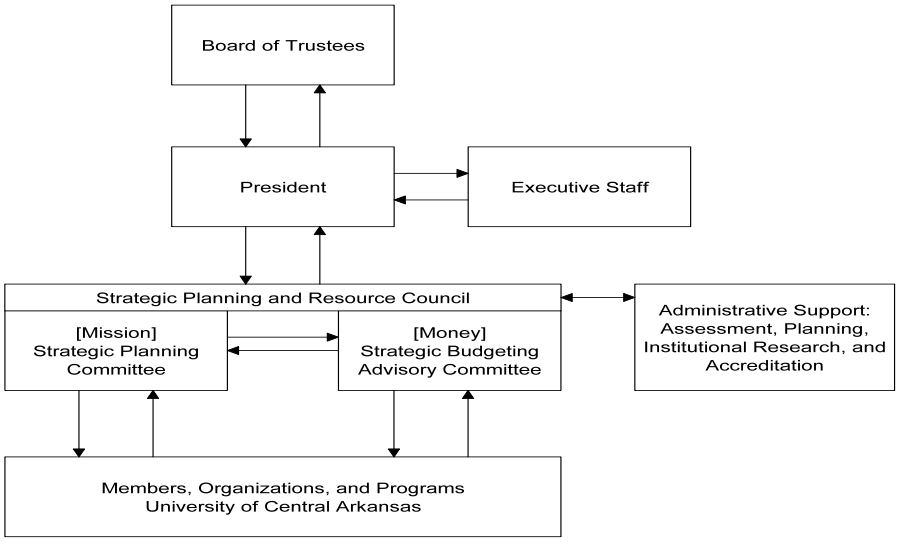
Diagram of SPARC Structure and Accountability