AMENDMENT TO THE
SPECIAL REPORT
of the
RULES COMMITTEE
concerning the

ESTABLISHMENT OF AN AD HOC COMMITTEE
TO BE NAMED THE
JOINT TASK FORCE ON RESOURCE ALLOCATION
(JTFRA)

Presented at the
730th Regular Meeting of the Faculty Senate
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COMMITTEE MEMBERSHIP

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**AD HOC COMMITTEE TO BE NAMED**

**THE JOINT TASK FORCE ON RESOURCE ALLOCATION (JTFRA)**

**Background:**

One of the overarching goals expressed in the Phase I report is to “promote a culture of evidence” in all aspects of campus decision-making, and to set “high standards of transparency, rationality and fairness as we tackle difficult choices.” Meeting those goals in resource allocation requires developing the analytic tools, evidence, and decision-making framework necessary to evaluate the costs and benefits of different choices and adopting practices that reinforce the link between evidence and decisions.

The Phase I report also defines three expectations that will guide a more intentional system of resource allocation:

- **The “common good” must be clear and well defined, so that the value of reallocation is evident.**
- **It should be easily and immediately clear how the budget system rewards efforts that meet or exceed institutional goals.**
- **Decision-making should be informed and accountable. This argues for clear articulation of purposes, development of relevant metrics, and transparent evaluation of outcomes.**

These expectations will guide the work of JTFRA in all aspects of its charge.

JTFRA’s work will have the following components:

- **Educating and engaging the campus community.** Over the past few decades colleges and universities have experimented with many different approaches to resource allocation. We are fortunate to have that rich experience to draw on as we consider ways of improving our own approach. The Task Force will help the whole community learn about different approaches and their implications, and promote informed choice with respect to any potential changes to the current system.
- **Identifying key characteristics for an effective resource allocation model.** Whatever system we choose, it must fit the campus’s needs, values and culture. The critical first step is therefore setting the parameters within which choices will be made. As noted above, some parameters — like transparency and intentionality — have already been established. Others, however, require striking a balance among a number of trade-offs: complexity vs. simplicity, centralized vs. decentralized decision-making, flexibility vs. predictability, and so on. The JTFRA discussion must address these and other factors to arrive at an approach that fits both operational needs and the campus culture.
- **Proposing specific changes for consideration by the campus community.** JTFRA will develop preliminary recommendations and present them to the campus community for consideration. Following that discussion, final recommendations will be presented to the Chancellor.

It is expected that JTFRA will broadly engage the campus community in the course of its work, and may organize public forums, consult with existing groups, and seek the perspectives of campus officers and administrative units. Special attention will be given to close interaction with Vice Chancellors,
Deans and others who play central roles in the resource allocation process. JTFRA will also work closely with the Academic Priorities Council and the Program and Budget Council, which will serve as lead councils in the campus governance process. JTFRA’s work may be assisted by outside consultants with knowledge of national trends and practices.

**Charge:**

The Joint Task Force on Resource Allocation (JTFRA) will organize the campus’s consideration of alternative resource allocation models, and make recommendations to the Chancellor for moving forward with any proposed improvements that result from the study.

**Membership:**

The Joint Task Force on Resource Allocation will consist of sixteen (16) members, distributed as follows:

- The Secretary of the Faculty Senate, or designee
- The Chair of the Faculty Senate Rules Committee, or designee
- The Chair of the Academic Priorities Council, or designee
- The Chair of the Program and Budget Council, or designee
- Three (3) Five (5) Other Members of the Faculty, appointed by the Rules Committee
- The President of the Student Government Association or designee
- The President of the Graduate Student Senate or designee
- The Associate Vice Chancellor for Finance and Budget Director
- The Associate Provost for Academic and Resource Planning
- Two (2) School/College Deans appointed by the Chancellor
- Three (3) Five (5) Other Members of the Administrative Staff
- The Co-Chairs of the Joint Task Force on Strategic Oversight (JTFSO)

A Chair or Co-Chairs will be appointed by the Chancellor.

**Subcommittees:** At the discretion of the Chair or Co-Chairs, the Committee may form subcommittees that may include other members of the campus community.

**Reporting Dates:** The Joint Task Force will issue progress reports to the Faculty Senate as appropriate. JTFRA will develop preliminary recommendations and present them to the campus community for consideration by April 1, 2014. Following that discussion, final recommendations will be presented to the Chancellor. The Committee’s Final Report to the Chancellor will also be broadly disseminated to the campus community.

**Sunset:** The Joint Task Force on Resource Allocation is established for a maximum period of three years, subject to possible renewal by vote of the Faculty Senate. If its work is completed prior to that date, the Committee may vote to dissolve itself.

**MOVED:** That the Faculty Senate approve the Amendment to the Establishment of an Ad Hoc Committee to be named the Joint Task Force on Resource Allocation (JTFRA), as presented in Sen. Doc. No. 14-010B.