Update from the Joint Task Force on Resource Allocation

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October 8, 2015
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Mark Hochberg (Designee of the Student Government Association)
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Andrew Mangels (Associate Vice Chancellor for Finance and Budget Director)
MJ Peterson (Secretary of the Faculty Senate, Professor, Political Science)
Amilcar Shabazz (Co-Chair, JTFSO, and Faculty Advisor to the Chancellor for Diversity and Excellence, Professor, Afro-American Studies)
Charge

Phase I of Strategic Plan:

- “promote a culture of evidence”
- set “high standards of transparency, rationality and fairness as we tackle difficult choices.”
- 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.

JTFRA’s charge:

- educating campus community
- identify key characteristics of effective resource allocation
- propose specific changes
Recommendations – May 2015:

- Continue to explore and develop a more decentralized and transparent resource allocation system.

- Further testing of the strategic budget allocation model examined by JTFRA, and the development of a strategic budget development process.

- Have a resource allocation process designed by Spring 2016 so that a decision can be made about both a budget allocation model and process simultaneously.
Summer 2015

Model Testing:
- Load of FY15 data and comparison with FY13 and FY14
- Series of informational meetings with Deans
- Initial analysis of revised model with updated data (e.g., sensitivity to SCH shifts)

Budget Process:
- A&S units developed first run of a costs and services analysis, and these were discussed with Deans in the context of college and campus planning and priorities
- Preliminary discussions about what a parallel budget development process would consist of for FY17 (Budget and planning staff, and JTFSO and JTFRA co-chairs)
Outline of parallel process:

Model testing and development:
- Understand and respond to issues emerging from initial analysis
- Consider options for model revisions and/or phasing
- Develop decision points for moving forward

Budget Process:
- First pass at a budget development process (regardless of the model/data used to inform budget decisions)
  - Define what would constitute an annual budget plan
  - Clarify the development/review process (including including a college-level process) and timetable
- Convene and charge JSACS (process for reviewing A&S costs and services)
JTFRA Schedule:

JTFRA’s charge lasts for one more year: see through the testing of the model and development of the process and system.

Governance retreat: October 15th, JTFRA, JTFSO, Rules Committee, and Faculty Senate Council Chairs

http://www.umass.edu/chancellor стратегический план/joint-taskforce-resource-allocation
### Strategic Budget Allocation Process

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<thead>
<tr>
<th></th>
<th>Current</th>
<th>Proposed</th>
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<tbody>
<tr>
<td><strong>Revenue projection</strong></td>
<td>Primarily at campus level</td>
<td>Estimation of revenues would be an ongoing process at all levels.</td>
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<tr>
<td><strong>Expenditure Management and</strong></td>
<td>Little planning; units manage expenditures to remain within available</td>
<td>Units manage expenditures and engage in consultative budget planning on</td>
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<tr>
<td><strong>Budget Planning</strong></td>
<td>available budgets</td>
<td>continuing basis</td>
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<tr>
<td><strong>Strategic Investment</strong></td>
<td>Highly centralized, ad hoc, and not transparent</td>
<td>Transparent process for informing and communicating decisions, and</td>
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<td></td>
<td></td>
<td>insuring they align with campus priorities</td>
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