

**University of Baltimore  
Strategic Planning and Budgeting Committee**

**(Draft Charter September 9, 2016)**

The University of Baltimore Strategic Planning and Budget Committee (SPBC) in consultation and dialogue with the President and the University community, supports and enhances the success of the University through evidence based-decision making relating to: strategic planning, assessment of institutional priorities, review of budgetary policies, and the evaluation of programs and services. All activities of the SPBC are advisory to the President and the President's executive team.

In partnership with the University, SPBC:

- a. Guides the development and dissemination of the University's strategic plan.
- b. Identifies issues that facilitate or impede the pursuit of the University's mission.
- c. Provides advice on budget policies, significant budgetary actions and institutional priorities consistent with the strategic plan of the University.
- d. Assists in the evaluation of the effectiveness of plans, policies, and the assessments that affect the entire infrastructure of the University.
- e. Advises on the development of guidelines for setting planning and budgeting priorities.

**Guiding Principles:**

- Strategic planning, long-term budgeting, and short-term budgeting must be mission driven. The mission and vision should be created in a participatory, consensual fashion. They should be reasonably specific, consistently followed, and constantly evaluated. It is essential that the University operate under a shared understanding of the mission, of definitions of centrality to the mission, of the strategic direction of the university, and with common criteria for the evaluation of our programs.
- Budgeting, planning, and quality evaluation are all part of the same process.
- The mission of the SPBC is to support the welfare of the entire University. As such, those who serve on the SPBC do so with the understanding that they represent the interests of the entire University community, not the interests of their respective units.
- At the center of the planning structure should be a University-level committee reporting directly to the President. All members of the University community must grant legitimacy and centrality to this advisory structure. As such, the composition of the University committee must grant obvious influence to critical constituencies.
- The SPBC will make regular reports to the university governance bodies as requested.

- This advisory structure will review and be consulted on significant budgetary actions – including such activities as enhancements, rescissions, annual budget plans – before their implementation.
- The SPBC should view the organizational structure of university through a wide lens. All decisions should be made using a university level perspective.
- The process must allow for substantial faculty and staff consultation and advice.
- The President’s Executive Team and the SPBC are responsible for the identification of cross-functional, or “horizontal” planning problems.
- The planning and budgeting process must rely on a defined set of data for basic functions of the University. The data available to the SPBC must include all appropriate financial and other relevant (e.g.: enrollment) data for each unit.
- Academic and administrative units should have a strategic planning and budgeting process. The University should provide advice and assistance in strategic planning any time it is sought by units in the University.
- The SPBC will meet at least twice per semester.
- The Committee’s Charter, structure and overall functionality will be reviewed after one year, with recommendations to the President for changes to enhance the committee’s effectiveness.

**Membership:** The SPBC’s membership is comprised of 20 members. Terms of elected members shall be staggered; each term is three years (with the exception of the initial terms\*). Members may be re-elected.

- Vice Provost for Institutional Effectiveness, Planning and Quality (or president’s designee will serve as co-chair of SPBC)
- Senior Vice President, Administration and Finance
- Vice President, Enrollment Management and Marketing
- Vice President, Student Affairs
- 1 Dean, selected by their peers on the Deans’ Council
- 8 Faculty
  - President of UFS (or designee of the UFS will serve as co-chair of SPBC)
  - Five faculty, one elected by the senate of each academic unit: MSB, CAS, CPA, Law, Libraries
  - Two at large faculty elected by the UFS. Each academic unit may nominate faculty who have expertise in strategic planning, finance, marketing, and/or budgeting. Nominees will submit statements or CVs to the UFS Executive Committee explaining why/how they meet the qualifications and confirm that they will commit the time. The UFS Executive Committee, in consultation with the President, will determine who will be the official nominees.
- 4 Staff representatives
  - President of UBSS (or designee)
  - Three representatives will be selected by UBSS. Nominees will submit statements to the UBSS Executive Committee explaining their qualifications and confirming that they will commit the time. The UBSS

Executive Committee, in consultation with the President, will determine who will be the official nominees.

- 3 Students: (appointed by their respective organizations)
  - one undergraduate
  - one graduate
  - one Law

**Ex-Officio Representatives:**

The President shall appoint the following individuals who shall serve as ex officio members of the SPBC. While ex officio members are welcome to attend all meetings, the co-chairs will clearly indicate agenda item for upcoming meetings so that ex-officio members can participate as needed.

- Executive Vice President and Provost
- Vice President, Office of Technology Services
- Vice President, Institutional Advancement
- Vice President, Office of Government and Community Relations
- Vice President, Institutional Research
- Assistant Vice President, Human Resources

Administrative support (i.e., scheduling meetings, disseminating minutes of meetings) for the SPBC will be provided by the Office of the President.

This committee supplants the Governance Steering Council's University Budget Committee.

*\* Initial elected terms shall be one or two or three years, decided randomly. Initial faculty members of the SPBC may be people moving over from the MSCHE Steering Committee.*