

California State University Maritime Academy Faculty Senate

Resolution 20-21/04
May 20, 2021

Proposed Changes to the Campus Leadership Retreat and Budget Prioritization Sessions

WHEREAS: The Faculty Senate of California State University Maritime Academy welcomes and values the ability to have significant and considerate input in the budget prioritization of needs and requests from the various campus divisions and, through the Executive Committee's participation in the annual Campus Leadership Retreat, takes this responsibility solemnly;

WHEREAS: The Strategic Priorities Budget Prioritization that occurs at the Leadership Retreat solicits the input of campus members to produce a ranked list of budget requests presented to them by the various campus divisions for the upcoming year;

WHEREAS: Any budget or budget prioritization process, whether draft or final, reflects the priorities, values, goals and trajectory (both past and future) of an organization;

WHEREAS: It is sound and prudent for any process, when designing future budget priorities, to accurately reflect upon and assess past budget requests and, in particular, account for how previous requests and priorities may have been funded (and to what extent), and, as best as possible, assess how effectively and efficiently such prior allocations and commitments yielded results in support of a Strategic Plan, as well as campus needs and goals;

WHEREAS: The Executive Committee members, as well as all other participants in the Leadership Retreat, inherently require as much information about previous campus commitments, priorities and requests, in order to properly evaluate and rank a slate of budget priorities presented to them;

WHEREAS: Proper and sufficient context is necessary to evaluate specific requests for future priorities when ranking proposals that incur costs, since past is prologue and, in particular, such context helps ensure the efficacy and efficiency with which future allocations might be stewarded by any particular campus division;

WHEREAS: It is irresponsible to discuss budget priorities without even a rough estimate of the projected dollar amounts that are requested and, thus, might become actual commitments;

WHEREAS: It is imprudent to consider ranking proposed budget requests that are deemed by each evaluator to be not necessary, since a ranking is appropriate for sorting priorities that are deemed of value, but a ranking of items deemed NOT of value will inherently ascribe some *artificial and inflated* value when being placed in an ordered set;

It is

RESOLVED: That the Faculty Senate call on the President and/or those organizing the Campus Leadership Retreat to secure and provide data (including dollar amounts) for past budget priorities presented at such previous Leadership Retreats for the past 2 years, and that this data be provided as a "birds-eye" view to begin the Budget Prioritization Session, so as to better inform the context

by which proposals to be considered may continue, complement, or adjust the budgetary/ programmatic aspects of the broader Strategic Plan;

RESOLVED: That this data further be incorporated by all presenters requesting budget priority items, so as to better provide granular contextual information concerning the requests of each division and further elucidate the degree to which previously requested items had been previously funded in support of a division's aspect(s) of the Strategic Plan;

RESOLVED: That the Vice-Presidents of each division, in preparing their requests for budget prioritization, assess the efficacy and efficiency of prior budget proposal items presented at Leadership Retreats and subsequently funded (to any degree) for the past 2 years, and consult with the Budget Advisory Committee to ensure the accuracy of the data gathered and that the assessment of any previously funded items is of a quality that it can inform the degree to which past proposals have supported aspects of the Strategic Plan and portend that requests to be prioritized may best continue to do so;

RESOLVED: That the Vice-Presidents of each division, when presenting their requests for budget prioritization, clearly delineate how future requests are distinct from (and perhaps further support, amend or alter) past requests from the previous 2 years, so as to assure those being asked to rank proposals that future commitments do not conflict with or needlessly duplicate prior requests that may have been funded to any degree;

RESOLVED: That this assessment speak to the ability of any proposed items for budget prioritization to continue a progression, or support a different aspect of the Strategic Plan;

RESOLVED: That this assessment be made available to those members of the Campus Leadership Retreat tasked with ranking proposals at least 48 hours before the rankings are to occur, and that it be made available in written/electronic form, and that it include supporting data concerning the stewardship of and efficacy towards the Strategic Plan for previously funded items for the past 2 years;

RESOLVED: That no proposed list of budget priorities, nor a budget itself shall be taken or considered *in vacuo*;

RESOLVED: That proposals presented for prioritization include a rough estimate of the projected costs, and that it be specified if these amounts are a recurring, finite-interval, or one-time cost;

RESOLVED: That rankings be taken and given an ordinal number by the Leadership Retreat members ONLY if they deem an item presented to have some value in their estimation, and that the option to record no ranking in the list (e.g., leaving it blank) signify that such item has no priority for that evaluator in the next budget cycle;

RESOLVED: That the organizers of the Leadership Retreat provide for and solicit anonymous survey data/written suggestions from the participants concerning the quality and effectiveness of the Leadership Retreat (by session and in total) with respect to articulating and/or advancing the Strategic Plan, and that solicited feedback be considered for planning the organization and themes of future retreats, and that participants are provide a *detailed agenda with a specification of goals and expectations* in advance of the event, followed by a *widely-shared document summarizing the outcomes and work products* after the event;

RESOLVED: That priority be given in the 2021-2022 academic year to the development of a campus budget policy that delineates procedures for the development and approval of an annual campus budget. The policy shall be developed through shared governance processes.

RESOLVED: That this resolution be distributed to the President, the President's cabinet, members of the Campus Leadership Council, members of the Budget Advisory Committee, and all participants of Campus Leadership Retreat sessions, and that it be re-distributed yearly at least three weeks before a Strategic Priorities Budget Prioritization session shall occur.