

REPORT OF THE FS BUDGET & PLANNING COMMITTEE

March 14, 2018

The Faculty Senate Budget & Planning Committee supports the Institutional Resource Request Form 2017-2018 developed by the Ad Hoc Planning & Budgeting Process Review Committee. It allows the Faculty Senate, or any individual or group, to request resources from administration. It includes a list of criteria that should be met before submitting a request, which the committee finds reasonable. The Leeward CC Faculty Senate has always maintained that it has an important shared governance role in the budgeting process and that administration needs to be held accountable on the budget. While this new process expands this right to other individuals and groups on campus, any request from the Faculty Senate should carry considerable weight.

This new policy, while welcome, does not end the continuing concern that the Leeward CC administration continues to essentially ignore Board of Regents Policy regarding the role of Faculty Senates in the budgeting process. During the first few meetings of the Ad Hoc Planning & Budgeting Process Review Committee it was abundantly clear that the members of that committee did not feel that the BOR policy applied to budgeting. This was not a surprise because administration has maintained this view for a number of years. With the recent change in administrative personnel, the Faculty Senate has made progress in being included in the budgeting process. The Faculty Senate Budget and Planning Committee appreciates the new climate and responsiveness. However, since there is still a refusal to recognize BOR policy calling for faculty input on the budget, the Faculty Senate's role could change with a change in administrators. The committee believes it is important to get BOR policy clarified so that the Faculty Senate does not lose its budgeting role again.

Pertinent and appropriate reference to the following documents supports the Budget & Planning Committee's position on Leeward CC Faculty Senate role in campus budgeting process.

BOARD OF REGENTS POLICY CHAPTER 1

Section 1-10: Policy on Faculty Involvement in Academic Decision-Making and Academic Policy Development.

b. Faculty Involvement in Academic Decision-Making and Academic Policy Development

It is the policy of the University to maintain and strengthen organized and systematic involvement by faculty in academic decision-making and policy development.

The following further describes details of this policy.

1. Together with and subject to the approval of its chancellor, each campus faculty may:
 - a. determine its own organization consistent with this policy and any other applicable University and/or Board policies, bylaws, and procedures; and
 - b. adopt its own bylaws and rules of procedure for exercising the role and performing the duties outlined in this policy. Once such organization or organizations and charters

are approved, the pattern of participation in campus and University matters will be realized in accordance with the charters.

2. The duly authorized organization specified by each charter shall have the responsibility to speak for the faculty on academic policy matters such as:

b. budget planning and implementation

5. The role of the faculty as set forth herein shall not be delegated to any other entity by the faculty organization established pursuant to this policy.

Below are some other documents pertaining to the FS role in the budgeting process:

Memorandum of Agreement Regarding the Roles and Consultation Protocols Involving UH Management, UH Professional Assembly, and UH Faculty Senates

Faculty Senate

The Faculty Senates on each campus shall have responsibility for deliberation and providing advice to administration on

7) Review of the University and/or campus mission, strategic planning directions and goals, and related budget and assessment decisions. This responsibility may be exercised through campus budget and/or planning committees that may include additional shared governance entities.

The Faculty Senate bylaws clearly give a role to the Faculty Senate in budgeting. These bylaws were approved by our administration a little over a year ago.

FACULTY SENATE BYLAWS

ARTICLE V. Standing Committees

SECTION 3. Budget and Planning Committee

A. Functions

1. Consult with and advise the Administration on matters relating to projected budgets and current expenditure plans.

2. Consult with and advise the Administration on matters relating to future plans for programs, personnel, facilities, and equipment.

3. Work with the Administration to establish goals and monitor progress toward their attainment.

4. Review and make recommendation to the Senate concerning policy relating to campus resource allocation and use.

5. Review and make recommendations to the Faculty Senate on the Campus Institutional Priorities (IP).

The Faculty Senate role in budgeting is also clearly spelled out in Leeward CC's Principles of Shared Government:

The Principles of Shared Governance at Leeward Community College (Leeward Community College Policies, L1.201 Policy on Shared Governance)

1. The Provost and the administration and all campus constituency leaders and representatives shall adhere to the shared governance policy.
 2. The college should provide on-going education regarding the agreed upon shared governance policy.
 3. The administration must solicit and consider Faculty Senate input before decisions are made that have a direct impact on the academic policy, the academic curriculum or the academic procedures of the college.
 4. A team approach to planning and problem solving should be employed.
 5. Committee members and constituency representatives are responsible for keeping the people they represent informed.
 6. Committee members on administrative and campus wide committees should be selected or nominated by the groups they represent or at least chosen from lists submitted by elected leaders of those groups.
 7. Decision-makers should communicate their actions and decisions with reasons appropriate to those decisions to those directly affected by the decision.
- 8. The Campus Council and Faculty Senate's recommendations on budgetary priorities should be given heavy weight in administrative decisions relating to those matters.**

FACULY SENATE VOTES SUPPORTING A ROLE IN THE BUDGETING PROCESS

Budget and Planning Committee Motion—May—April 12, 2017—On behalf of the FS Budget & Planning Committee Senator May would like to make a motion to add a one-year license for an Internet-based, plagiarism-prevention service (similar to Turnitin.com), costing approximately \$12,865, to the planning lists.

The vote this year, April 12, 2017, was 15 in favor of the motion, 3 against, and 2 abstentions. A similar motion was made last year, April 13, 2016, in which the vote was unanimous in favor of the motion.

Budget and Planning Committee Motion—May—December 7, 2016—On behalf of the FS Budget & Planning Committee I would like to make a motion to request that more of an effort be made to make the operating budget understandable to the campus community and that financial analysis of the operating budget be shared with the campus. This financial analysis should include financial ratios, especially efficiency ratios, such as administrative costs (administrative expenses/total revenues),

instructional expenses (including the growth of non-tenure track positions to tenure track positions), and track the growth in non-academic administrative and professional positions at Leeward CC. These ratios should be tracked over time for a minimum of the last 10 years (is the percentage growing or shrinking) and should be compared to other schools of comparable size (is our percentage of administrative costs in line with other schools, for example).

VOTE: 15 Y, 0 N, 0 A - Motion Passed

Request to the Faculty Senate Chair to Find Out How Budgeting Is Handled on Other Campuses.

The Faculty Senate Planning and Budgeting Committee would like to find out how budgeting is handled on other campuses and requests that the Faculty Senate Chair ask the Community College Council of Faculty Senate Chairs (CCCFSC) and All Campus Council of Faculty Senate Chairs (ACCFSC) whether they have faced the same challenges that the Leeward CC Faculty Senate has faced and if they could describe the process by which they provide input into the budgeting process. Below is a handout that could be distributed to CCFSC and ACCFSC members before they meet.

LEEWARD CC FACULTY SENATE'S ROLE IN THE BUDGETING PROCESS

The Leeward CC Faculty Senate has faced real challenges with our administration concerning the role of the Faculty Senate in the budgeting process. The Faculty Senate Budget & Planning Committee feels that it has the right to provide input based on BOR policy:

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2. The duly authorized organization specified by each charter shall have the responsibility to speak for the faculty on academic policy matters such as:

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5. The role of the faculty as set forth herein shall not be delegated to any other entity by the faculty organization established pursuant to this policy.

Leeward CC administration maintains that the BOR does not give the Faculty Senate that right despite the clear wording of the BOR policy. Faculty attempts at providing input into the budget have been rebuffed with claims that the Faculty Senate has no role in the budgeting process. Leeward CC administration claims that Campus Council, not Faculty Senate, makes decisions regarding budgeting on our campus. The Faculty Senate is a creation of the BOR, the Campus Council is a campus creation. Membership in the Faculty Senate is by campus-wide election, but many on campus would maintain that Campus Council is packed with administrators or quasi-administrators and is tightly controlled by administration. The Faculty Senate has been given two votes out of 18 on the Campus Council. Needless to say, with two votes out of 18, the voice of the Faculty Senate is drowned out by the other members of Campus Council.

The Faculty Senate Budget and Planning Committee feels strongly that the Faculty Senate needs to be allowed to provide input into the budget in order to fulfill its role of helping to set campus priorities. Despite what people say, where the money goes is the truest indication of a campus' priorities. It is a dramatic loss in accountability and transparency if Faculty Senate's concerns about the budget are routed through the Campus Council rather than directly to administration. There was a time a number of years ago when the budget routinely passed through the Faculty Senate for approval. In spring 2018, progress has been made in allowing Faculty Senate input into the budget due to a change of administrators. However, administration still refuses to recognize BOR policy allowing faculty input on the budget, so Faculty Senate's role could change with a change in administrators. The Faculty Senate Budget & Planning Committee has asked James Fujita, the Leeward CC Faculty Senate Chair, to find out whether other campuses face the same challenges that Leeward CC faces and if other faculty senates could describe the process by which they provide input into the budgeting process.

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7.Decision-makers should communicate their actions and decisions with reasons appropriate to those decisions to those directly affected by the decision.

8.The Campus Council and Faculty Senate's recommendations on budgetary priorities should be given heavy weight in administrative decisions relating to those matters.