

Bylaws of the University Budget Advisory Council (UBAC)

Adopted October 20, 2022

Purpose

Aligned with the mission of the university, UBAC will advise the President, Provost and Cabinet regarding the university's budget, providing a vital link between the university leadership and the community. In this advisory role, UBAC will make recommendations on the university budget and financial plan, accounting for both current and future needs.

In support of the university's strategic goals of developing inclusive and participatory shared governance as well as mission-driven resource stewardship, UBAC will educate the university community about budget processes and considerations, providing feedback from the multiple perspectives of campus stakeholders.

To foster transparency, UBAC will serve with the goal of making all of the University's financial decisions and processes more accessible and transparent to the USF community.

Principles

All members of the USF community share a common commitment to advancing USF as an institution and providing an excellent education and high quality student experience. UBAC respects the variety of personal experiences and professional expertise members of the community – including the board of trustees, faculty, administrators, staff, and students – bring to their work, and seek to benefit from collaborative engagement with one another in the shared governance of the university.

UBAC is committed to these guiding principles:

- *Consultative and Transparent Budget Processes.* All budget-related processes should be clear to the USF community, and UBAC expects to be consulted on the same in a timely manner. UBAC will provide feedback on the University's budget development and decision-making process. UBAC will help realize the principle of consultative and transparent budget processes through its role in the decision-making process.
- *Responsibility and Accountability.* UBAC is committed to communicating clearly about the responsibilities of all members of the USF community, including the trustees, administrators, staff, faculty, and students. UBAC recognizes the primary responsibilities of multiple stakeholders in the budget decision process and the need for effective communication and coordination between stakeholders as part of effective shared governance.

- *Equity.* UBAC is committed to approaching all decisions with an equity lens. UBAC will work with leadership to improve services and resources to better support our increasingly diverse population of students, faculty, staff, administrators, and trustees to fully experience and contribute to an inclusive community.
- *Voice.* UBAC will provide a voice to represent and advance the collective interests of the university including students, staff, alumni, and faculty.

Membership

UBAC is composed of members from multiple constituencies. UBAC recognizes that each constituency group shall be in charge of their own method of membership, whether it be an election, appointment or other process.

1. UBAC membership shall consist of 18 voting representatives from the following constituencies. These are the members and their method of appointment/election:
 - a. Five faculty members (one appointed from the Association of Law Professors and Professional Librarians (ALPPL); one appointed from the Part-Time Faculty Association (PTFA); and three appointed from the University of San Francisco Faculty Association (USFFA).
 - b. Five staff members (one appointed from OPEIU, Local 29; four at-large members, through an appointment/election process recommended by the Staff Council).
 - c. Five administrative members (five appointed by the President and Provost including one representative for the deans; the Vice Provost for Budget, Planning and Strategic Analysis; and three additional members).
 - d. Three student representatives (two undergraduate and one graduate student appointed from the Associated Students of USF Senate (ASUSF)).
2. Council Terms of Office.
 - a. Non-administration UBAC members serve three-year terms; administration UBAC members serve terms determined by the President and the Provost.

- b. Replacement of council vacancies or members on leave, sabbatical, or with other scheduling conflicts will be recommended by the member constituency group. Replacements will complete the remaining term of the member leaving the council.
 - c. As university appointed administrative positions change, they will be replaced with representatives appointed by the President or Provost.
 - d. If a constituency cannot fill their appointed seat, the seat shall still remain open to be filled when qualified applicants arise.
3. All voting members of UBAC have equal voting rights on all council recommendations.
 4. To encourage transparency and communications, the names and roles of current representatives serving on UBAC will be listed on the University's UBAC website, recognizing that these positions may change due to terms of office and other circumstances.

Co-Chair Roles

UBAC will be led by three co-chairs. The administration co-chair will be designated by the President and/or the Provost. The faculty chair will be elected by the UBAC faculty/librarian members. The staff co-chair will be elected by a majority vote of represented and non-represented UBAC staff persons.

1. Each co-chair will serve a term of one-year and a maximum of two terms. These elections will be held no later than August 1 of each academic year.
2. The co-chair designee of the President/ Provost may serve more than the maximum of two terms.
3. The three co-chairs will prepare the agendas for each meeting and determine which chair will conduct each UBAC meeting.
4. The co-chairs will meet independently to plan meetings and carry out their duties.

Duties

UBAC members will:

1. Attend UBAC meetings, workshops and campus presentations,
2. Review and provide feedback on financial projections, budget proposals, and budget processes, including augmentation/modification requests and other planning scenarios developed by University administration/leadership,
3. Communicate with members of the USF community, serve as representatives for constituent groups at UBAC functions, balance diverse community needs in UBAC deliberations, and ensure that budgetary issues and procedures are widely communicated within the University community,
4. Be mindful of transparency in all UBAC activities.

Meetings

UBAC meetings will be held on a monthly basis or more frequently, reflecting upon the Budget Development Timeline. Meeting times will range from 60-90 minutes. Meetings will be held during the week, during normal business hours. UBAC meeting minutes will be posted on the UBAC website.

Meeting Support

The university shall provide the following support for UBAC:

- a. The Provost will designate a non-voting administrative staff member to attend and record the minutes of each meeting, send out agendas, meeting notices and Zoom notices. The staff member will also maintain a list of members, locate meeting rooms when needed and distribute other information as necessary.
- b. UBAC meeting minutes will be provided at subsequent UBAC meetings for review; final approved minutes will be made available to the USF community on the UBAC website.

Budget Decision Recommendation Process

In addition to supporting the overall vision and mission and strategic plan, UBAC formally voted on May 2021 ([UBAC Minutes](#)) to use the following priorities to guide its collective budget recommendations:

- a. Support students in achieving academic success.
- b. Enhance revenues or reduce future costs.
- c. Mitigate risk, broadly defined, but with a priority on human health, safety and operations.
- d. Obtain needs assessments, action plans, or historical context with measurable outcomes.
- e. Rely upon return-on-investment analyses.
- f. Identify alternative funding sources, beyond university operating funds.
- g. Formalize budget decisions through a majority-vote of the UBAC membership.

External Communications

In regards to external communications, including those public-facing resources within the USF community, the university will recognize that UBAC decisions are formalized through a voting process. No university budget matters/decisions may be attributed to having received UBAC action or approval, unless such actions/approvals have been voted on by the body and the vote recorded in the UBAC minutes.

Parliamentary Authority

Robert's Rules of Order, latest revised edition, shall be normative, but not binding unless a council member requests adherence to Robert's Rules.

Subordination

No part of the UBAC Bylaws shall stand in contradiction to any Collective Bargaining Agreement.

Amendments

Bylaws of the UBAC may be amended by a majority vote at a UBAC meeting at which a quorum is present.