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**MEMORANDUM**

**PM 2000-03**  
and Attachment

**DATE:** July 21, 2000

**TO:** Campus Community

**FROM:** James E. Lyons, Sr.   
President

**SUBJECT:** Process for Assessment, Strategic Planning, and Resource Allocation

During the 1999-2000 academic year, the Task Force on Academic Program Review and Needs Assessment and the Task Force on Institutional Organization and Effectiveness merged to respond to develop a systematic process linking the assessment of all university programs and activities to strategic planning and resource allocation. Upon its completion by the joint task forces, the draft process was widely disseminated for review and comment. The result was general campus concurrence and the recommendation of the Academic Senate to implement the process. This PM articulates the new process and supersedes all previous PM's on planning and budgeting.

**CSUDH Assessment, Planning, and Resource Allocation**

Principles and Assumptions

- Review and assessment of programs and determination of program priorities must guide resource allocation.
- The process must be open, including widespread consultation.
- The process must integrate program review and assessment with planning, budget development, and resource allocation.
- Decision-makers must adhere to a University rather than a divisional perspective in determining recommendations to the President.

Key Bodies in the Process

- **The University Planning Council (UPC)**, established upon the recommendation of the Mission, Goals, and Directions Committee in 1999, includes representatives from all campus segments. Its purpose is to advise the President concerning the University's progress in fulfilling its mission and achieving its goals. The UPC leads the campus in focusing on

short- and long-term goals based on needs assessment, and assures that the process of strategic planning operates consistently and continuously throughout the campus.

- **The (new) University Budget Committee (UBC)**, created by this PM, includes representation from each division of the University. The President will appoint members of the UBC in its initial year of operation after appropriate consultation. In subsequent years, members will be identified through divisional processes. Members will be chosen, in part, on their ability to apply a University rather than a divisional perspective to their budget recommendations.

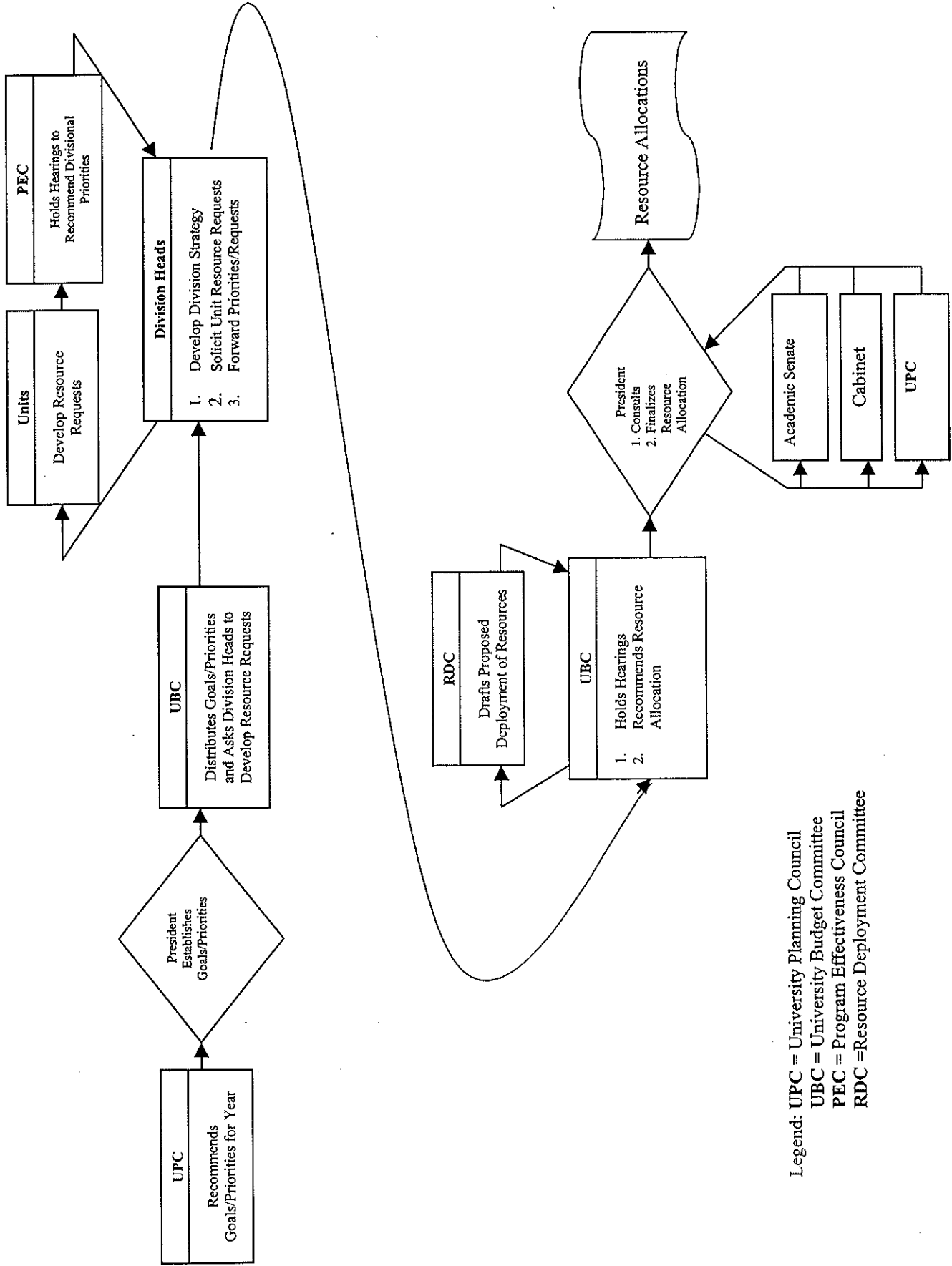
The UBC will hear presentations from all divisions of the University including summary review of programs in the division, assessment data, plans for the division, recommended priorities, and projected resource needs. The UBC will come to a tentative agreement on recommendations for programs and refer these recommendations to a subcommittee, the Resource Deployment Committee (RDC), for recommendations of specific resource allocations.

Upon receipt of the specific recommendations of the Resource Deployment Committee, the University Budget Committee will review to insure alignment with its program recommendations and send to the President its recommendations for existing programs that should be supported, existing programs that should be discontinued, new programs that should be supported, and priorities for programs and for resource allocation.

- **The Resource Deployment Committee** is comprised of three to five members of the UBC who are familiar with the resources available to the university and able to understand how resources should be deployed to accomplish University programmatic goals and priorities.
- **Program Effectiveness Councils:** Each division of the University will form a council or committee charged with the responsibility of reviewing all divisional programs. Reviews evaluate assessment and the use of data in modification of plans, goals, and strategies. The reviews also lead to recommendations as to programs to be supported or to be reduced or discontinued, new programs to be initiated, priorities in program planning, and resource needs of the division and its programs.

During the first year of implementation of this process, the University Planning Council will engage in continuous evaluation and will make recommendations for modification of the process as appropriate. These recommendations will be submitted to the President for his consideration and for widespread campus consultation. Approved modifications will be implemented as feasible. Implementation calendars will be issued as appropriate.

# Steps in the Annual Process of Assessment, Planning, and Resource Allocation



Legend: UPC = University Planning Council  
 UBC = University Budget Committee  
 PEC = Program Effectiveness Council  
 RDC = Resource Deployment Committee

## **Steps in the Annual Process of The Assessment, Planning, and Resource Allocation Cycle**

### **General Guidelines**

- All administrative/academic units participate in the planning and assessment cycles.
- Each division's Program Effectiveness Council (PEC) reviews the planning documents and assessment activity for all units within the division.

### **Specific Steps**

- The University Planning Council (UPC) drafts recommendations for goals and priorities to be used in the resource allocation process for the year and forwards them to the President.
- The President finalizes the goals and priorities and forwards them to the University Budget Committee (UBC).
- The UBC distributes to the Division Heads (Vice Presidents) the goals and priorities for their use in developing resource requests.
- The Division Heads develop strategies for the year based on the university goals and priorities and instruct their Unit Heads (Deans, Directors, etc.) to develop resource requests.
- The Unit Heads develop resource requests based upon assessment results and goals and priorities, and submit these requests to the Division Head.
- Division Heads hold hearings in their PECs which help inform the Division Heads in developing their resource requests.
- The Division Heads submit the resource requests to the UBC.
- The UBC holds hearings at which the Division Heads present their program/resource requests.
- The UBC establishes guidelines based upon their hearings and institutional priorities and charges the Resource Deployment Committee with the task of drafting an allocation proposal.
- The UBC reviews RDC's proposed deployment of resources and forwards its recommendations on the annual allocation of resources to the President.
- The President consults with the Academic Senate, the Cabinet, and the UPC to confirm that the proposed allocation of resources is consistent with the previously established goals and priorities.
- The President approves the final resource allocations and disseminates them to the campus.