TO: Integrated Assessment, Planning, and Budgeting Process Model Implementation Working Group (IAPBPM Working Group)
FROM: Joyce Lopes, VP Administrative Affairs
DATE: May 31, 2017

Thank you for agreeing to serve on the IAPBPM Working Group. This group is instrumental to implementing goal 4 of the strategic plan; *serve as effective stewards of the natural and built environment and the university's resources with a focus on sustainability*. Specifically it will help ensure that HSU's budget model is unified, transparent, and evidence-based and reflects institutional priorities.

The working group will be co-chaired by Kerri Malloy (Lecturer, Native American Studies) and Lisa Castellino (AVP, Office of Institutional Effectiveness). The co-chairs will schedule the meetings, develop the agenda, and report back to the cabinet co-sponsors, Provost Alex Enyedi and myself.
The full working group includes representation from across the campus and across constituencies. While the full implementation is expected to take five years to be completely functional, the working group is charged to develop and begin implementing a process by Spring 2019. The members are:

Kerri Malloy (Lecturer, Native American Studies) *Responsible*
Lisa Castellino (AVP, Office of Institutional Effectiveness) *Responsible*
Amber Blakeslee (Director, University Budget Office) *Responsible*
Marisa D'Arpino (Change Management Specialist) *Responsible*
Melissa Koval (Manager, Academic Personnel Services) *Responsible*
Elizabeth Whitchurch (Space Analyst, Facilities Management Planning & Design) *Responsible*
Travis Williams (Director, Annual Giving) *Responsible*
Kathleen Whiteside (Lecturer, School of Business) *Responsible*
Volga Koval (Director, Academic Resources) *Consulted*
Melinda Haynes-Swank (Director, ITS Project Office) *Consulted*
Kate Stroup (Administrative Budget Support, Enrollment Management and Student Affairs) *Consulted*
Mark Rizzardi (Professor, Mathematics and URPC Co-Chair) *Consulted*
George Wrenn (Librarian, Information Resources) Management, Library) *Consulted*
Steve Karp (Executive Director, Sponsored Programs Foundation) *Consulted*
Anthony Baker (Budget Analyst, University Budget Office) *Supporting*
Alfredo Corral (Learning Technology Specialist, Human Resources) *Supporting*

In order to facilitate the work given the size of the team, we have divided the focus based on the RACIS model. The RACIS model is a formal way of establishing the role for each stakeholder/participant when multiple parties are involved. The letters represent the following:

R(esponsible) – Who is responsible for actually doing it? Who will develop the process? This group will meet during the summer to collect data, interview specific areas regarding processes already in place and begin to develop a straw design for the new process. *They will typically meet every other week.*
A(ccountable) – Who has authority to approve or disapprove it? This is the cabinet co-sponsors. The co-chairs of the working group will meet with the co-sponsors and report back on the progress of the group

twice a semester.

C(onsulted) – Who has needed input about the task? This group will meet with the responsible group *every four to six weeks* to get an update on the straw design and provide necessary feedback on modifications necessary to make the process workable. This group should stay in close contact with their departments and constituency members to ensure the campus is aware of the process design and to bring feedback from the campus back to the full group.

I(nformed) – Who needs to be kept informed about the task? The working group should identify ways to keep the campus informed including providing individual reports back to their departments, routine updates to the website and portal, updates to the strategic planning team, reports to URPC, Senate, and other affinity groups on campus. These updates should be provided *at least once per semester* or as often as appropriate to share the process with the campus community.

S(upporting) – Who supports the process and helps move it into BAU (Business as Usual)? Many of the members of the responsible team will also provide support to develop and implement the process. Specific supporting team members will meet with the responsible team *every other week*.

Again, I want to extend my thanks for agreeing to serve on this working group. Kerri and Lisa will be scheduling a meeting sometime this summer so stay tuned for further developments. And don't hesitate to reach out to Lisa or myself if you have questions in the meantime.

Cc: Peg Blake
         Alex Enyedi
         Colleen Mullery
         Lisa Rossbacher
         Craig Wruck