Section 1. Background
The University Business Council (UBC) was originally formed in the summer of 2007 as the Division of Finance and Enterprise Services (DFES) Advisory Group. The group consisted of senior business leaders from the academic and administrative units as well as the associate vice presidents and directors reporting to the Vice President for Finance & Administration. The group was charged with advancing the university’s mission, vision and goals through the discussion, prioritization and addressing of tasks related to enterprise level strategic issues.

With the departure of the Vice President for Finance & Administration in the spring of 2008, and the arrival of an interim vice president in the summer, the UBC has received renewed attention as a key player in the effort to improve business processes and practices across the university. This charter statement documents the UBC’s role in this area.

Section 2. Purpose
The purpose of the University Business Council is to advance the university’s mission, vision and goals through the development of efficient, sustainable business practices, policies, processes and procedures. Some of these efforts will be of a short-term nature, while others will be longer-term and strategic in focus. The council acts in an advisory capacity to the Vice President for Finance & Administration.

Section 3. Project Overview & Scope of Work
The UBC will consist of both academic and administrative unit business leaders from throughout campus, as well as service group leaders from the Division of Finance and Enterprise Services. The group will address issues related to its charge through an organizational structure documented in Appendix A. Key roles in the UBC organization include the Vice President for Finance & Administration, the UBC Chair, the Director of Business Practices & Planning, the UBC Executive Committee, standing subcommittees, ad-hoc work groups, a communications committee, a “think tank” committee, and the Business Process Re-engineering Team.

Section 4. Out of Scope
Although the UBC is interested in the area of grants management, an effort to review processes and practices in that arena is underway through a committee led by Dr. John Evans, at the direction of President Fogel. While a number of UBC members participate in that effort, the UBC will not focus its attention on a separate initiative on that topic.

Section 5. Transitions
In the fall of 2007, then Vice President for Finance & Administration Michael Gower established several committees that focused attention on issues that remain of interest to the UBC. Two of these committees, the Financial Management Group and the Total Compensation Management committee, were still meeting at the time this charter was written. Because the work of these groups will be picked up by the new committees defined by the UBC, the FM Group and the TCM group will be phased out. New UBC subcommittees will continue their efforts, and will use the work they completed as a foundation upon which to build.
Section 6. Communications and Outreach
One of the UBC’s key tasks will be to ensure that its work is widely shared with others in the campus community. To this end, a standing communications subcommittee (described below) will coordinate communication and outreach efforts. There are, however, other groups on campus with an interest in administrative system issues. Where appropriate, the UBC will review the purposes of these groups and may suggest consolidation or other organizational options. In situations in which it would not be appropriate for the UBC to review the group’s organization (e.g. the academic business manager’s group), the UBC communications committee will focus on coordinating efforts.

Section 7. Deliverables & Due Dates

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Due Date</th>
<th>Responsible Party</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standing Subcommittees Defined</td>
<td>November 7, 2008</td>
<td>UBC</td>
</tr>
<tr>
<td>Subcommittees Staffed and Charged</td>
<td>December 1 - 5, 2008</td>
<td>UBC Chair, Dir. Business Practices &amp; Planning</td>
</tr>
<tr>
<td>Subcommittee Status Reports to UBC Begin</td>
<td>January, 2009</td>
<td>UBC Standing and Ad-Hoc Subcommittees</td>
</tr>
<tr>
<td>Subcommittee Project Scopes Defined</td>
<td>February, 2009</td>
<td>UBC Standing and Ad-Hoc Subcommittees</td>
</tr>
<tr>
<td>Subcommittee Phase 1 Time Lines Developed</td>
<td>February, 2009</td>
<td>UBC Standing and Ad-Hoc Subcommittees</td>
</tr>
</tbody>
</table>

Section 8. Roles & Responsibilities

University Business Council
The University Business Council will:

- Meet monthly
- Review current priorities and set new ones, as appropriate
- Receive reports from UBC Executive Committee, if it has met
- Receive feedback from the Vice President for Finance & Administration on action taken on recommendations from last meeting
- Hear reports from sub-committees and ad-hoc work groups
- Based on sub-committee and work group reports, submit recommendations to the Vice President for Finance & Administration
- Address other strategic business

Decision-making will follow these guidelines:

- Priorities and recommendations will be voted on using the resolver ballot
- Voting members of the UBC consist of DFES service group leaders and academic and administrative business leaders
- When a minority view develops on a recommendation, both the majority recommendation and the minority recommendation (noted as the minority view) will be forwarded to the Vice President for Finance & Administration for consideration.

Interim Vice President for Finance & Administration

- Attends UBC meetings regularly
- Reports progress and issues to:
  - Provost quarterly
  - Dean’s Council at least twice/year
- Meets with UBC Co-Chairs to plan and review meeting agenda
• Receives recommendations on new business practices, policies, procedures and acts on those recommendations
• Reviews decisions with the UBC once the decision has been made
• Provides the UBC with insight into changes in University direction and/or new strategic priorities

University Business Council Chair
• Works with the Director of Business Practices & Planning to set direction for the group and organize and facilitate meetings
• Meets regularly with the Vice President for Finance & Administration to review plans and agendas
• Organizes subcommittees and work groups
• Participates on one or more subcommittees
• Serves as a member of the UBC Executive Committee, if so needed

Director, Business Practices & Planning
• Works with the UBC Chair to set direction for the group and organize and facilitate meetings
• Meets regularly with the Vice President for Finance & Administration to review plans and agendas
• Organizes subcommittees and work groups
• Participates on one or more subcommittees
• Serves as a member of the UBC Executive Committee, if so needed

Standing Subcommittees
• Meet more frequently than the UBC (at least weekly)
• Work on specific functional or cross-functional issues. May spin off working groups to give focused attention to particular issues
• Develop recommendations, which are then brought to UBC for review, discussion and possible submission to the Vice President for Finance & Administration
• Are chaired by a UBC academic or administrative business leader and a member of the Business Process Re-engineering Team
• May have participants from outside the UBC
• Report monthly to the UBC, using the template provided. Written reports will be required for each meeting. Oral reports may be required, depending on the urgency of the issues and the rest of the UBC agenda.

Ad-hoc Work Groups
• Are formed to address issues that do not fall under purview of a standing subcommittee
• Are charged with a particular task and dissolve when that task is complete
• Report to the UBC in the manner of a standing subcommittee
• Are chaired by a UBC academic or administrative business leader and a member of the Business Process Re-engineering Team
• May have participants from outside the UBC
• Report monthly to the UBC, using the template provided. Written reports will be required for each meeting. Oral reports may be required, depending on the urgency of the issues and the rest of the UBC agenda.

Business Process Re-engineering Team
• Participates as co-chairs on each of the subcommittees or work groups
• Provides continuity across functional areas and groups
• Provides insight into system-process interactions

Executive Committee
• Consists of the UBC Chair, the Director of Business Practices & Planning, and the chairs of the standing subcommittees
• Meets in between regularly scheduled UBC meetings if needed to advise the Vice President for Finance & Administration on specific issues
• Must report efforts back to the UBC at the next meeting

Key Definitions

Key References

• University Vision, Mission and Goals, at http://www.uvm.edu/president/?Page=mission.html
• University Strategic Plan, at http://www.uvm.edu/president/?Page=strategicplan2009_2013.html
Appendix A.

University Business Council Organization Chart