

**Educational Policy and Student Affairs Committee (EPSA)  
For First Reading  
June 11, 2007  
TABLED**

**A Sense of the Senate Motion on Responsibility Centered Budgeting (RCB) or  
Responsibility Centered Management (RCM)**

**Background**

Nearly three years ago, at the instigation of the President, Ohio University set out on the first institution wide comprehensive academic planning exercise in many years, Vision Ohio. Hundreds of faculty, students and staff took part either as committee members or contributors in the many meetings held. Many possible improvements to Ohio University were identified, some of these required major investments and thus will take many years to achieve. Others were either simple to implement and/or had no major budget implications. It was determined early in the process that the administration considered RCB (aka RCM) as a desirable way to budget in order to redirect resources within the institution to enable some of the major investments. This became a major source of concern for the faculty and special meetings were held to by the Resources Implementation Team of Vision Ohio to allay these fears and explain how RCB could be accomplished. During these discussions it became clear that:

1. there are many perverse and unintended consequences inherent in such a management system, for example, RCB encourages activities that are antithetical to our academic mission including proliferation of large classes taught by low paid contingent faculty or graduate students, reduction in the selection of classes, grade inflation, curricular poaching, and the potential for loss of control of the curriculum by the faculty;
2. RCB inherently focuses the attention of decision makers on the lowest cost, rather than the highest quality of education without regard to quantity;
3. all budget systems require academic quality measures to be in place to inform decision makers as to the consequences of their decisions;
4. there are no quality measures in place for the academic support areas as required by Vision Ohio;
5. there are no quality measures in place to provide a baseline against changes brought about by RCB can be measured;
6. RCB is a formula driven process;
7. both incremental budgeting (our current system) or RCB requires decisions to be made that reflect institutional values and that RCB does not make the decisions any easier;
8. RCB does not inherently value scholarship.

**Be it resolved:** that the Senate has no confidence in the adoption of RCB/RCM at Ohio University, which we believe will be detrimental to the educational and scholarship mission of the University.