MEMORANDUM

TO: All Vice Presidents, Deans, Department Heads, and Activity Heads

FROM: The Director of The Citadel Staff

DATE: 24 November 2008

SUBJECT: AY 08-09 Fiscal Review Board

1. **Subject:** The Fiscal Review Board (FRB) is established for AY 08-09 in accordance with the President’s AY 08/09 Additional Fiscal Guidance issued on 31 October 2008. The charter of the FRB is to serve as the senior leadership team to establish the college’s fiscal priorities in the face of the unique challenges posed by the downturn in the economy and cuts in the state appropriation. The FRB will work to ensure that we can continue to accomplish our mission by establishing and executing sound fiscal management practices.

2. **Composition:**
   a. The FRB will be chaired by the Provost. Board members include the VP for Business and Finance, the VP for Facilities and Engineering, the VP for External Affairs, the Commandant of Cadets, the Athletics Director, and The Director of The Citadel Staff. Each of these individuals will have an equal voice and vote on matters considered by the Board. The Board will make decisions by majority vote, with the Provost casting the deciding vote in the case of a tie.
   b. A resource team consisting of the Budget Director, the Comptroller, the Director of Human Resources, the General Counsel, and others will be available to support the work of the FRB on an as-needed basis. The Director of Staff’s Administrative Assistant will serve as the Board’s recorder and will prepare minutes of all Board meetings.

3. **FRB Decision Items:** The following issues must go before the FRB for a decision unless a specific waiver is granted by either the Provost or the President.
   a. **Personnel Issues:**
      1) **Permanent Positions:** A hiring freeze is currently in effect for the hiring of all new or vacant positions. The FRB has the authority to approve waivers to the hiring freeze. In its initial meeting, the FRB will review all current searches. The FRB will determine whether or not to cancel the search, continue recruiting, or make another determination. The Director of Human Resources will forward to the FRB all current recruitment ads and all new requests to recruit before the ad is posted. The FRB will either approve or disapprove the request or table it until a later date. Requests will be submitted with one or more of the following justifications: credit hour production, program / operational requirements, or work load. If a request is approved, a waiver will be issued and transmitted to the Director of Human Resources who will recommence the recruiting process.
2) **Other Personnel Services:** All funds for temporary personnel must be justified. These requests will include the expected actual costs and the budget that will pay for the position. The FRB will either approve or disapprove the request or delay it until a specific later time. If a request is approved, a waiver will be issued.

3) **The following criteria will be used to evaluate both permanent and temporary positions:**
   a) Is the posting in a critical area of need?
   b) Is the posting in an area that will likely generate revenue?
   c) Is the posting a component of a pre-existing written job offer?
   d) Is the posting in a position that cannot be covered by another person by combining positions, reassigning personnel, or an “out-of-the box” money saving method?

b. **Salary Increases:** All permanent position salary increase requests must be justified. These requests will include the expected actual costs of the increase and the budget that will pay for the additional costs. The FRB will either approve or disapprove the request or delay it until a specific later time. If a request is approved, a waiver will be issued.

c. **Contingency and Discretionary Spending:**
   1) Departments with funds that have been identified by the Budget Office that are currently being held in contingency will submit for review by the FRB written requests to access such funds.
   2) The FRB will either accept or reject the request submitted based on an evaluation of the justification and the recommendation of the Budget office.

d. **Reductions or delays to the Unrestricted E&G Program, Non-Critical Renovations / Construction Projects and Major Equipment Purchases:**
   1) The FRB will review all requests submitted in writing from departments who wish to justify why cuts should not be made to their programs as recommended by the Budget Office.
   2) The FRB will either accept or reject the request submitted based on an evaluation of the justification and the recommendation of the Budget office and the VP for Facilities and Engineering when appropriate.