

PRESIDENT'S EXECUTIVE COUNCIL

**REPORT ON BUDGET/TRANSFORMATIONAL TASK
FORCES**

2022-23 BUDGET RECOMMENDATIONS

September 2021

Preamble

With \$21M reductions to the University's provincial operating grant over a period of four fiscal years, 2019/20 – 2022/23, the University must find ways to fulfill its mission at significantly reduced costs of program delivery and/or through the creation of new, robust and sustainable revenue streams. In order to balance the 2022/23 operating budget the University must realize \$7M in continuing expense reductions and/or increased revenue.

20 Transformational Task Forces were formed by the University's Budget Advisory Committee (BAC) in 2020 to provide options for consideration to deal with the significant financial challenges facing the University. The Task Forces were tasked with exploring operations and cost drivers and to propose effective cost containment or mitigation strategies, consideration of eliminating activities that are not institutional priorities, identifying revenue opportunities, and exploring administrative and faculty models to achieve efficiencies. The Task Forces carried out detailed data collection and analysis, and created options for consideration by the BAC. BAC recommendations were then presented to the President's Executive Council for consideration.

The University of Lethbridge remains true to its vision of being Canada's destination for all who seek a comprehensive, liberal education-based university that promotes a diverse and inclusive environment and inspires research-informed teaching and learning, creative discovery, scholarship, professional endeavour, experiential opportunities, and community engagement.

Our Fundamental principles

We will continue to uphold the Fundamental Principles of our Strategic Plan:
Destination 2022

- Adopt a global perspective and cultivate responsible citizens who contribute to building better societies
- We encourage and protect free inquiry and expression, and model collegial and civil debate, dissent, and controversy to critically explore and resolve issues.
- We share with our communities our research, scholarship, creative activities, facilities, resources, and initiatives, involving our communities wherever possible. This helps us anticipate and respond to societal needs.
- We promote diversity and gender equity, and ensure equal opportunity for participation.
- We are committed to collaborating with Aboriginal peoples and communities to ensure that our partnerships, and ensuing programs, meet the needs of these communities.



Strategic Directions

We will continue to:

- Excel as a comprehensive university
- Inspire and support student potential
- Promote access to quality, affordable post-secondary education
- Build internal community and enhance relationships with external communities
- Enhance the sustainability of the University

Budget Values

i. PEOPLE

Our people define our University and are our greatest strength.

People are the essential resource of our institution and as such the University will strive to preserve employment.

All University employee groups will be treated with fairness and with respect in all that lies ahead in our work to maintain our student centred focus and to ensure the continued financial sustainability of our institution.

ii. QUALITY

High quality is central to all that we do.

Our commitment to maintaining high quality undergraduate and graduate academic programs is key to our University mission to build a better society.

High quality instruction and teaching are essential to this commitment. Research and creative activity are also key to our mission and their vitality and vibrancy serve as a differentiating feature of our institution and a central part of our culture as a comprehensive academic and research institution. High quality facilities and services support our mission and best serve our students, staff, and academic staff.

iii. ACCESS

Access to our University is a foundational value

As a Comprehensive Academic and Research University, dedicated to liberal education that was born out of the needs and aspirations of our local communities, we are committed to providing student access to our high quality academic programs throughout the province without creating unnecessary financial barriers. Community engagement with our University and community use of our facilities play a role in defining us as a public institution.



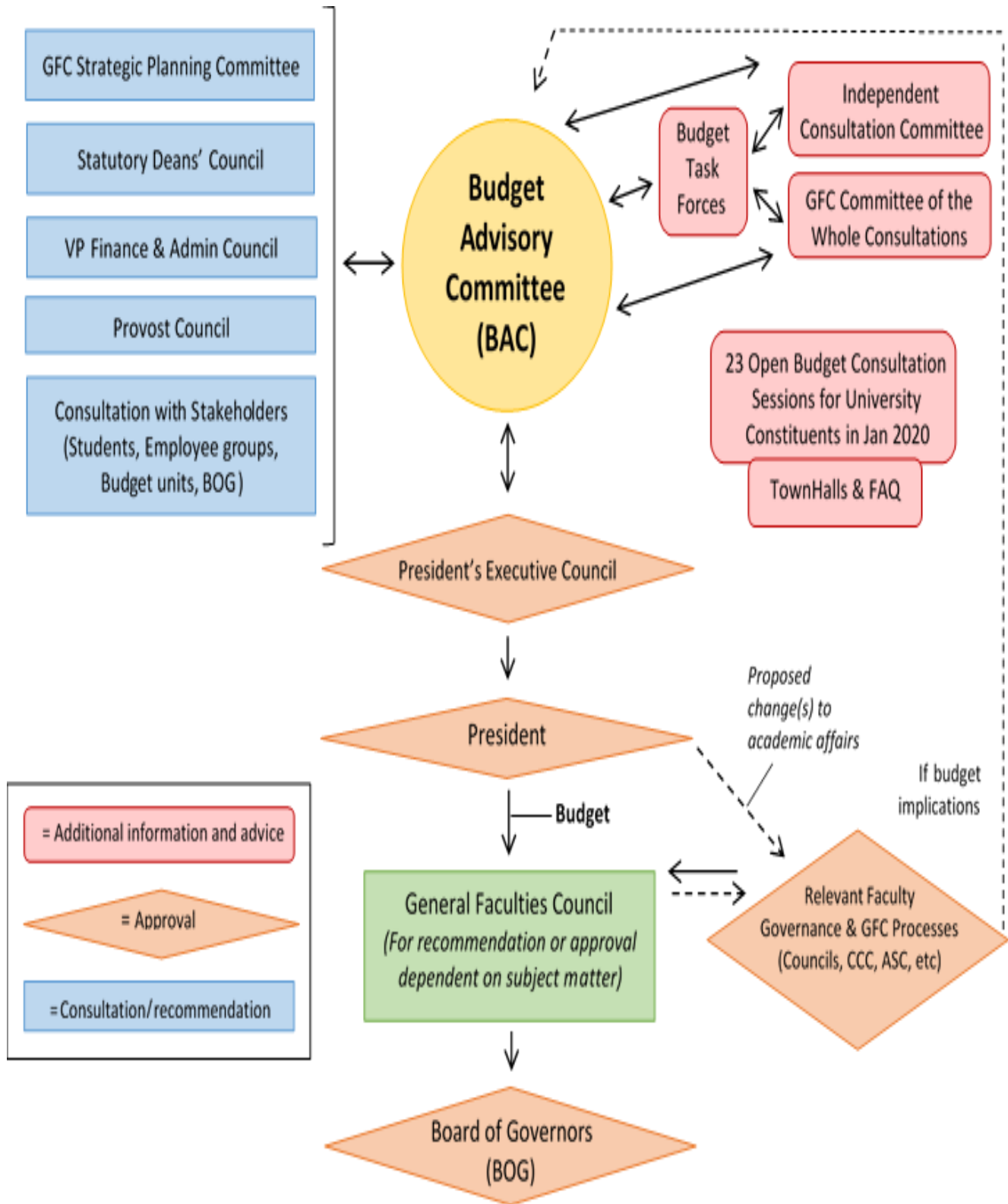
Budget Process

In recent times, the University of Lethbridge has and continues to face challenges relative to budget and is required to be less reliant on government grants. In addition, the COVID-19 pandemic has added to the challenges we face.

In meeting our mandate and using our principles and strategic directions as anchors, we aim to have a reflective transformation of our university and connect the points that make us unique and find efficiencies of scale through strengthened administrative services and academic structures.

Due to the extraordinary and transformational changes that need to take place in order to develop balanced budgets, the University undertook extensive review, analysis and consultation over the past 18 months. The following process was adopted for the development of the 2021-22 budget.

2021-22 Budget Process



Budget Advisory Committee Recommendation Principles/Guidelines

The following principles and guidelines were considered in the BAC's deliberations and budget recommendations:

- Implement operational structures and efficiencies to reduce costs
- Recommend governance models and potential modifications to achieve efficiencies
- Implement stronger collaboration and communication between units
- Remove unnecessary duplication of operations
- Remove program redundancies
- Consideration of eliminating activities that are not institutional priorities

Task Force Consistent Themes

The following consistent themes emerged from the Task Forces' consultations and analysis:

1. The University's extensive curriculum can be an asset in recruiting and retaining students but its complexity (at both the program and degree level) also creates confusion and frustration for students and can be very costly to administer, in particular with respect to student advising and registration, in that it makes efficient and helpful degree audit tools unfeasible. It is recommended that this complexity be reviewed with the desire to minimize the administrative burdens but maximize the student experience.
2. There appears to be duplication of efforts spanning several units and there is the need to review processes and employment position roles to eliminate such duplication of efforts, as well as possibly redeveloped or reduced processes for more efficient operations. Position classifications should also be reviewed to support equity amongst similar position duties and responsibilities.
3. The implementation of technology to support operations, have more efficient and effective transactional processes, and manage increased workloads due to growing enrolments has been suggested in many of the task forces. Such technological improvements (e.g. ServiceNow, cloud solutions, robotics, artificial intelligence, software upgrades) will require more resources, both one-time investments and continuing budget requirements.
4. The coordination and integration of administrative functions to gain economies of scale, reduce duplication of efforts, share resources, and eliminate silos was recommended in numerous task forces. It is recommended that service level agreements between units providing and receiving the services be established.
5. Two common phrases throughout the consultations was "What can we stop doing?" and "We need to do less with less". Examples include reducing meeting minute requirements, reducing multiple approval levels where possible (within appropriate internal control guidelines), reduce paper-based forms, hiring processes, etc. All functions and processes need to be examined to eliminate unnecessary and non-value added functions.

PRESIDENT'S EXECUTIVE COUNCIL BUDGET 2022-2023 RECOMMENDATIONS

President's Executive Council met on July 6, 2021 to review the budget recommendations from the Budget Advisory Committee. The following recommendations are being made from the President's Executive Council to the President, who will make recommendations to the Board of Governors for the final 2022-23 budget approval, after all the applicable consultation and governance approvals have been completed. All recommendations implemented will be in accordance with applicable legislation, including the *Post-secondary Learning Act*, and applied to not limit or amend the provisions contained in any collective agreement or employment manual entered into between the University and its employees.

In general, the recommendations from BAC have been accepted by the President's Executive Council with some fine-tuning.

Note that these recommendations are high level, with the need to refine and determine the specifics for their implementation by the senior administrator(s) responsible for the areas identified.

1. Faculty Structures

The University was established in 1967 as a liberal arts university and has grown over the past 54 years organically and not necessarily, in all cases, deliberately. With all the significant changes, both internal and external, over the years it is time to re-evaluate our structure to adapt to the changes and anticipate future impacts and needs, but at the same time maintain the uniqueness and strengths of our University.

How the University is understood by our external stakeholders (Lethbridge community, research granting agencies, students, parents, alumni, donors, industry) must be taken into account in the faculty structures to ensure our current relationships are preserved and allow for growth and development of new partnerships and collaborations.

The financial benefits of restructuring the faculties are expected in economies of scale, collaboration and integration of administrative functions, reduction of curriculum complexity and duplication, creation of capacity within each senior leadership position for increased fund development, and a reduction in the number of academic senior administrators and area/department chairs/coordinators who can then have more teaching responsibilities, thus reducing sessional instructor budgets and administrative stipends.

It is also expected that the new structure will provide more equalization/leveling of faculty sizes, influence, and capacity, in ways that can have positive budgetary impacts. For example, better equalizing the workload of Deans/Academic Leaders will create capacity for engagement in fund development and revenue generation across all units. Another example is the delivery of Liberal Education Requirements (LER). LER is a hallmark of the University and it is believed that its delivery can be better optimised by the restructuring of academic units in a way where all units participate more evenly and meaningfully in the delivery of LER, creating increased capacity for LER delivery within existing resources.

Any new faculty structures needs to preserve the accreditation requirements in various programs, as well as adherence to the *Post-secondary Learning Act (PSLA)*. Changes to the faculty structures also need to specifically consider the relationship of our Calgary campus within the University.

Any changes to our faculty structures will no doubt cause disruptions, for our students, faculty and staff, and such disruptions need to be minimized as much as possible through orderly change management processes. The impact on current students and their programs must also be minimized as much as possible, through attentiveness to the knowledge their programs (degrees and majors) remain, even as the Faculties/Academic units that deliver those programs may shift.

Recommendations:

1. *Consolidate existing faculties, schools, and academic units into five (5) faculties.*
2. *Simplify navigation of services for students*
3. *Ensure Work Integrated Learning (WIL) opportunities continue in new faculty structures and are coordinated through newly integrated Career Bridge.*
4. *Calgary campus to be the driver for a potential Navitas partnership (international student recruitment)*
5. *Simplify Liberal Education Requirements (LER) and provide opportunities across new faculty structures, allowing all faculties the ability to contribute more equally to LER delivery.*
6. *Continue to pursue faculty retirements, reduced load and gradual retirement options, resulting in at least \$2.4 Million in continuing budget savings.*
7. *Within each area/department/faculty, all programming should be assessed with key activities identified, and then optimized and prioritized for resource allocation, and non-key activities discontinued. Provost Council to establish assessment guidelines.*
8. *Establish Calgary Campus Strategic Committee*

Implementation:

Refer the recommendations to Provost's Council to determine the structure of the faculties, which will also include consultation with faculty, faculty councils, and department chairs for recommendations on the details and assignments of departments/units to the faculties. Consolidation of departments across the faculties is anticipated as well.

LER delivery will be assigned to the Curriculum Coordinating Committee (CCC), which includes the integral input of the Dean of Liberal Education, and will necessitate consultation with Faculty Councils. CCC recommendations will also be referred back to Provost's Council for consideration.

Once Provost's Council has completed their deliberations and consultations, their recommendations will be presented to President's Executive Council, for their consideration and recommendations. The recommendations will then be presented to General Faculties Council (GFC).

President's Executive Council will establish a Calgary Campus Strategic Committee to consider the unique status of the Calgary Campus and how it will fit into the new faculty structures. This Committee will regularly update President's Executive Council on its progress.

Timelines:

Progress of the implementation of the above recommendations and applicable documents identified to be provided to President's Executive Council by December 15, 2021, with expected implementation in fiscal 2022-23 or sooner.

The recommendations in regard to the faculty structures and LER will be presented to General Faculties Council in early Spring 2022.

2. Budget Model

Budget models need to be adaptable to the external and internal fiscal environments, as well as provide the structure to incent behaviour and enable units to support the strategic directions of the University. The current budget model at the University is a centralized one, with most budget allocations recommended by BAC and approvals at the President's Executive Council level for budget allocations, as well as employment position approvals. The University has had centralized, decentralized and variations of these budget models since its inception.

It is felt that the current budget model does not provide enough opportunity or incentives for Deans and revenue generating units to commit to the creation of new programs and opportunities necessary to drive enrolment growth, eliminate or integrate programs duplicated in other faculties, or allow budget decisions to be made by administrators who are directly engaged and the most knowledgeable of their operations. A new budget model is needed in order to adapt to the current strained fiscal environment, as well as respond to the Provincial Government's directive to be less reliant on government funding.

A budget model must also discourage competition between budget units and promote collaboration.

Recommendations:

Implement responsibility centred and performance based budget model (decentralized budget model).

Specifically:

- i. Tuition revenue will be allocated to the Faculties based on credit hours taught and revenue generated. BAC will re-calibrate grant/tuition allocations on an annual basis.*



- ii. *Budget units will be responsible for direct costs attributable to the delivery of their programs, including compensation costs.*
- iii. *Budget unit carryover allocations to be increased for more retention of net revenues in the budget units to fund one-time costs for new programs or projects that generate revenues or reduce expenses.*
- iv. *President's Executive Council will continue to approve all employment positions and provide oversight on compensation levels to support internal compensation equity, following the recommendations from budget units.*
- v. *Implement a zero-based budgeting process, particularly in discretionary expense lines (e.g. travel, hospitality, small-scale capital equipment).*

Implementation:

Refer the recommended responsibility centred and performance based budget model to the Provost's Office and Vice-President (Finance & Administration)'s Office to develop the budget model and the details required for implementation. Consultation with BAC throughout the process.

During fiscal 2021-22, the proposed decentralized budget model will be piloted alongside the current budget model in order to provide a basis for the tuition and operating grant allocations to each budget unit for fiscal 2022-23.

Recommendations on the budget model specific details from BAC will be presented to President's Executive Council, for their consideration and recommendations.

Timelines:

Progress of the implementation of the above recommendations and applicable documents identified to be provided to President's Executive Council by January 21, 2022, with the new model implemented for fiscal 2022-23.

3. Curriculum

The University's extensive curriculum can be an asset in recruiting and retaining students but its complexity (at both the program and degree level) also creates confusion and frustration for students and can be very costly to administer, in particular with respect to student advising and registration, in that it makes efficient and helpful degree audit tools unfeasible.

Recommendation:

The complexity of our curriculum is to be reviewed with the desire to minimize the administrative burdens but maximize the student experience.

Implementation:

Pursuit of curriculum simplification will be assigned to the Curriculum Coordinating Committee (CCC) and Faculty Councils. The Provost's Office will provide a set of principles for the curriculum review and direction to CCC.

CCC recommendations will also be referred back to Provost's Council for consideration and recommendations.

Timelines:

Progress of the implementation of the above recommendation and applicable documents identified to be provided to President's Executive Council by December 15, 2021, with expectation of presentation to GFC in early Spring 2022.

4. Study Leaves

The University of Lethbridge is just one of a handful of institutions in Canada that have 100% salary paid during faculty study leaves. Although this has been expressed by some that this is a competitive advantage in recruiting faculty, in terms of costs to the institution it generally unsustainable financially.

There has not always been consistency in the faculties on the awarding of study leaves or the process for study leave approvals and thus there should be a policy developed that would provide more uniformity and fairness.

Consideration should be given to rename Study Leave to "Research Assignment Program", with research assignment specifics incorporated into the policy.

Recommendation:

Develop a study leave policy.

Implementation:

Refer the development of a policy on study leaves to Provost's Council, with discussion and consultation with applicable parties.

Timelines:

Progress of the implementation of the above recommendation and applicable documents identified to be provided to President's Executive Council by December 15, 2021. Policy to be finalized in spring 2022.

5. Administrative Services

Administrative functions are to serve the University's mandate of teaching, research and community engagement, and should be operating in the most economical manner possible. There are currently various ways in which the administrative functions are carried out in faculties and departments and there is the need to review such services to obtain efficiencies through economies of scale, share and maximize resources, clarify roles and responsibilities, as well as removal of any duplication of efforts. It is expected that wherever possible the applicable Unit Heads will reduce positions, or increase shared capacity across existing positions (to eliminate replacement or new positions), or save operating costs where efficiencies can be achieved.

A common theme in numerous task forces' reports is to establish a coordinated and central reporting for administrative services and that service level agreements between units providing and receiving the services be established.

Recommendations:

Implement coordination of services with service level agreements and through centralization of reporting for the following services:

*Financial Services
Information Technology
Communications and Marketing
Administrative Supports
Student Advising
Co-op Education, Career Services and Applied Studies
Indigenous Support Units
Graduate Administration
Research Administration
Development and Fundraising
Room Booking/Conference Services*

Specifically:

- i. Establish service level agreements that outline the roles and responsibilities to be provided by the central unit to the faculties and applicable departments.*
- ii. Direct reporting of the positions performing the above services to the central unit, with indirect reporting to the faculties and departments.*
- iii. Consideration of governance issues to ensure there is adequate consultation across all stakeholder units in delivery of the services.*
- iv. Review position descriptions to eliminate any duplication of efforts and non-value added services, and to clarify roles and responsibilities. Such review to also ensure equity in position classifications.*
- v. Cross training of employees delivering the services to ensure adequate backup exists for all positions.*
- vi. Student Advising services will initially be a model with shared resources, with the student advisors reporting to their respective associate/assistant deans and remain embedded within the faculties, with the ultimate goal of co-location and a shared community of practice overseen by Student Affairs.*

Implementation:

The Unit Heads of each of the above service units will develop service level agreements, governance documents, and revised position descriptions for the applicable employees, through consultation with the units they are providing services to. It is expected that wherever possible that the Unit Heads will reduce positions or save operating costs where efficiencies can be achieved.

Timelines:

Unit Heads to provide the service level agreements, summary of positions, and governance documents to President's Executive by November 15, 2021, with expected implementation in 2022-23 or sooner.

6. Assignment of Duties / Position Term Lengths / Roles And Responsibilities

In several task forces there were recommendations regarding assignment of duties and term lengths for positions, as well as clarification of roles and responsibilities in order to reduce expenses, provide transparency, and have more equity/comparability in similar positions throughout the University.

While the university functions year-round, there are yearly cycles to its work with busier and slower times in various units and departments, and many positions may not require continuous 12-month appointments. There should be a review of all replacement or new positions and a justification for 12-month appointments, as well as the opportunity for current employees to reduce their appointments' full-time equivalent if it is operationally feasible.

With the restructuring of the faculties there may be opportunities to consolidate support services and positions to achieve budget savings.

All recommendations need to be in compliance with applicable legislation, collective agreements, employment manuals, and contracts entered into between the University and its employees.

Recommendations:

- i. *Develop guidelines for the supplementing of course teaching with graduate assistants budget to reduce sessional budgets and more equitable teaching assignments for all faculty members.*
- ii. *Develop Assignment of Duties guidelines/policy to improve resource allocations, and establish equitable assignment of responsibilities for academic staff members.*
- iii. *Review roles and responsibilities for similar positions (e.g. finance officers, administrative supports, communications officers) across the University to standardize responsibilities and classifications.*
- iv. *Eliminate current duties that do not add value or do not differentiate the University of Lethbridge in a positive way.*

Implementation:

Provost's Council to develop guidelines for graduate teaching assignments and guidelines for assignment of duties for faculty members.

Unit Heads of administrative services to review roles and responsibilities (tied to service level agreements recommendations in #5 above) of comparable positions.

Timelines:

Provost's Council and Unit Heads to provide progress of the implementation of the above recommendations and applicable documents identified to President's Executive Council by November 15, 2021, with expected implementation in fiscal 2022-23 or sooner.



7. Budget Investments

Although the primary objectives of the Task Forces was to identify budget savings or increased revenue generation, in some of the reports there was the request for investments in order to achieve the budget reductions or revenue generation, or augment areas that require more resources as they are currently significantly under resourced.

Recommendations:

The following investments will be made:

- i. New position: Director of Marketing and Digital Communications, with the web team reporting directly to this position, and indirectly to the Associate Vice-President (Information Technology).*
- ii. New position: Indigenous Grants Officer reporting directly to the Vice-President (Development and Alumni Relations), with indirect reporting to the Director, Indigenous Education and Communications.*
- iii. Degree audit system implementation with one-time funds for software (\$100,000 - \$160,000). Workflow analysis and process simplification, as well as the curriculum streamlining to take place prior to degree audit system purchase (i.e. simplify curriculum prior to system implementation). Requires IT project support for the degree audit project implementation.*
- iv. Advising Coordinator stipend (elevate an existing advisor position to this position and augment current compensation with administrative stipend).*
- v. Replace Manager, Graduate Enrolment position as a one (1) year term position, to be reviewed after one year in conjunction with the Graduate Student Services recommendations implementation.*
- vi. Contract with external space planning consultant to provide recommendations for a student services hub and Accommodated Learning space needs, as well as recommendations with the resultant moves of other departments (estimate \$30,000 one-time cost).*

Implementation:

The respective Unit Heads to proceed with the investments.

Timelines:

Proceed with the investments in a timely fashion.

8. Standardize Technology

There has sometimes been a lack of coordination in acquiring or the use of technology, with different units using distinct but similar technology or software. This increases the IT resources required to maintain such technology, reduces compatibility between units, and increases software maintenance service agreement costs.

Recommendations:

- i. *Standardize communications tools across the University.*
- ii. *Move all room bookings to a uniform platform (Infosilem) and adding ServiceNow application for step-by-step booking process.*

Implementation:

The Associate Vice-President (IT), Associate Vice-President (Finance), and a designate of the Provost and Vice-President (Academic) will develop a process for review of contracts with the goal for more standardization of technology tools.

The Executive Director, Government Relations and Communications to review all current communications tools and recommend standardized tools to be used throughout the University.

Executive Director, Ancillary Services to develop guidelines for the uniform room booking technology and processes.

Timelines:

Proposed processes/guidelines to be presented to President's Executive Council by November 15, 2021.

9. Revenue Generation

Although the University is facing unprecedented operating grant reductions, the budget cannot be balanced by expenditure reductions alone and therefore revenue generation is essential.

President's Executive Council supports the directions outlined in the Revenue Generation Task Force report in relation to providing institutional guidelines and toolkits to guide the ongoing work of the Task Force and its committees (continuing education and professional development; research and innovation; credit-based academic programming; physical assets and professional services; development and alumni relations). Processes and governance for new programs and opportunities should be established so that it is streamlined in order to allow projects to proceed without undue delays.

An institutional level unit should be established to enable, coordinate, and support continuing and professional education.

The new budget model should also provide the mechanism to incent the development of new programming to increase student enrolment and external revenue opportunities.

The reorganization of the Advancement Office, with the separation of communications and government relations from development and alumni relations, should result in greater ability to concentrate on fundraising activities and increase external revenues.

The Research and Graduate Administration Task Forces also have numerous recommendations for the development of new programs and external revenue opportunities.

The external review of Sport and Recreation Services also had highlighted some areas in which there are opportunities to generate more external revenues and partnerships.

GOVERNANCE

In order to expand the budget consultation process, the terms of reference for the Budget Advisory Committee (BAC) will be augmented to include more regular meetings with the Strategic Planning Committee, which is a sub-committee of General Faculties Council. The BAC will meet regularly (at least quarterly) with the Strategic Planning Committee to discuss and provide input into the University's budget. The Strategic Planning Committee to provide guidance and comment to BAC regarding the budget process, budget priorities, proposed budget allocations, and any other observations related to the University's operating budget. The Strategic Planning Committee will receive the final draft budget report for guidance and comment prior to the budget being presented to General Faculties Council (GFC).

See attached revised BAC Terms of Reference

NEXT STEPS

President's Executive Council will inform BAC of the above recommendations, as well as provide each Task Force lead, applicable senior administrator, and the Task Force committee members with the specific approved recommendations brought forward by each of the Task Forces.

President's Executive Council extends their sincere thanks to all of the Task Forces for the extraordinary work done over the last couple of years and for their openness to explore new ways of doing things. The consultations with the Independent Consultation Committee and General Faculties Council – Committee of the Whole has also provided valuable input in formulating the above recommendations, as well as the individual inputs from members of our community. Thanks go to all.



1. PURPOSE

- 1.1. The Budget Advisory Committee (BAC) provides oversight of the budget process and makes recommendations regarding budget priorities and allocations to President's Executive Council.
- 1.2. The BAC will advocate an open budget process that allows for consultation with all University units, cultivates institutional trust and confidence, and is transparent and understandable. BAC meetings will provide opportunities for communication and discussion with academic and non-academic units, for the identification of shared priorities or opportunities for collaboration, and increased awareness of each other's goals, priorities, and challenges.
- 1.3. The BAC budget recommendations are to reflect resource allocations that are aligned with the University's Strategic Plan, strategic priorities and which support the long-term financial viability and sustainability of the University.

2. POST-SECONDARY LEARNING ACT

Powers of General Faculties Council

26(1)(o) *make recommendations to the board with respect to affiliation with other institutions, academic planning, campus planning, a building program, the budget, the regulation of residences and dining halls, procedures in respect of appointments, promotions, salaries, tenure and dismissals, and any other matters considered by the general faculties council to be of interest to the university;*

Accountability of Board

78(1) *Each year a board must prepare and approve a business plan that includes*
(a) the budget

78(3) *The board may not submit a budget in which consolidated operating expense exceeds consolidated operating revenue unless the board has the approval of the Minister to do so.*

3. PRINCIPLES OF THE BUDGET PROCESS

- 3.1. A budget process needs to be:
 - fully integrated with the University's strategic, academic, research, business plans and priorities
 - transparent and understandable
 - promoting institutional trust and confidence
 - consultative
 - documented
 - accountable
 - timely



4. MEMBERSHIP

4.1. The following shall be the members of the Budget Advisory Committee:

Co-Chairs:	Provost & Vice-President (Academic) (ex-officio) Vice-President (Finance & Administration) (ex-officio)
Membership:	Vice-President (Research) (ex-officio) Vice-President (Development & Alumni Affairs) (ex-officio) Associate Vice-President (Finance) (ex-officio) Associate Vice-President (HR) (ex-officio) Vice-Provost (ex-officio) 2 Deans (appointed by the President) 2 Associate Vice-President or Executive Director (appointed by the President)
Resource:	Director, Resource Planning Director, Public Affairs and Government Relations
Recording Secretary:	Executive Assistant, Vice-President (Finance & Administration)

4.2. Membership on the BAC shall be determined annually.

4.3. Additional members may be appointed by President's Executive Council.

4.4. Due to the nature of the discussions and confidentiality at BAC, unless specifically approved by the Co-Chairs of the BAC, membership and attendance at BAC may not be delegated.

4.5. Other individuals may be invited by the Co-Chairs to attend any part of a meeting to provide information valuable to the BAC for their consideration.

4.6. All BAC members will annually sign off on a confidentiality statement. All agendas, minutes and discussions must remain confidential unless explicitly approved for distribution by the Co-Chairs of BAC.

5. MEETINGS

5.1. Meetings are called at the discretion of the Co-Chairs

5.2. Recommendations or decisions of the BAC may be by a formal vote or consensus.

6. RESPONSIBILITIES

6.1. Maintain a University-wide perspective, acting on behalf of the entire University.

6.2. Maintain documentation regarding the procedures and the decision making criteria used by the BAC in recommending the annual budget priorities and allocations.



- 6.3. In order to guide budget allocation recommendations, align annual budget priorities based on the University's Strategic Plan and strategic priorities.
- 6.4. In budget deliberations, strive to optimize the limited financial resources available to meet the strategic priorities of the University.
- 6.5. Discuss and make recommendations to President's Executive Council on continuing budget requests and reductions, as well as provide advice or comment on any budget requests or submissions.
- 6.6. Discuss proposals submitted for use of Strategic Priorities Funds and make recommendations to President's Executive Council on the allocation of those funds.
- 6.7. Meet regularly (at least quarterly) with the Strategic Planning Committee to discuss and provide input into the University's budget. The Strategic Planning Committee to provide guidance and comment to BAC regarding the budget process, budget priorities, proposed budget allocations, and any other observations related to the University's operating budget. The Strategic Planning Committee will receive the final draft budget report for guidance and comment prior to the budget being presented to General Faculties Council (GFC).
- 6.8. The Vice-President (Finance & Administration) will present the proposed budget to President's Executive Council, who will finalize the budget and recommend for approval to the Board of Governors.
- 6.9. General Faculties Council (GFC) receives the final draft budget for information, prior to Board of Governors' approval. GFC may make recommendations to the Board of Governors, in accordance with Section 26(1)(o) of the *Post-secondary Learning Act*, as noted in Section 2 above.

7. BUDGET PROCESS

- 7.1. The development of the budget is a consultative process with the University community.
- 7.2. Budget submissions from the Budget/Academic Units may be submitted following appropriate discussions at the Budget Unit level and aligned to the Budget Unit's Strategic/Academic Plan.
- 7.3. BAC will consult widely with stakeholders, such as students, employee groups, budget units, senior administrators, and the Board of Governors.
- 7.4. Budget Unit Heads should keep their units apprised of the budget process as it evolves. Non-confidential budget information may be shared within Budget/Academic Units. Any resulting feedback from the Budget/Academic Units may be communicated back through Statutory Deans' Council, Provost Council, or the Vice-President (Finance & Administration) Council to the BAC.



8. AUTHORITY

- 8.1. The BAC has the authority to carry out its responsibilities, subject to any specific conditions or restrictions that are imposed on it by President's Executive Council.
- 8.2. The BAC does not have decision-making authority except where, and to the extent that, such authority has been expressly delegated or assigned by President's Executive Council.



APPENDIX – BUDGET PROCESS

