

## 1. PURPOSE

- 1.1. The Budget Advisory Committee (BAC) is advisory to the President's Executive Council and provides oversight, and recommendations where appropriate, of the budget process, budget priorities and allocations.
- 1.2. BAC budget recommendations are to reflect resource allocations that are aligned with the University of Lethbridge's ("University") strategic plan, strategic priorities, and which support the long-term financial viability and sustainability of the University.

## 2. BUDGET VALUES

### 2.1. **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.

### 2.2. **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.

### 2.3. **Access to our University is a foundational value**

As a Comprehensive Academic and Research University (CARU) 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.

## 3. PRINCIPLES OF THE BUDGET PROCESS

- 3.1. A budget process needs to be:
  - fully integrated with the University's strategic plans and priorities that may exist in but not limited to, academic, research, capital, sustainability, and people plans
  - supportive of the short and long term financial viability and sustainability of the University
  - reflective of the University's budget values

- transparent and understandable
- promoting institutional trust and confidence
- consultative
- documented
- accountable
- timely

## 4. MEMBERSHIP

- 4.1. All members of the BAC are to act in the best interests of the University and are not representing their respective portfolios. All non-ex-officio members are appointed by the President and Vice-Chancellor of the University (unless specifically stated below).

### Co-Chairs:

Provost & Vice-President (Academic) (ex-officio)  
Vice-President (Finance & Administration) (ex-officio)

### Membership:

Vice-President (Research) (ex-officio)  
Vice-President (External Relations) (ex-officio)  
Associate Vice-President (Finance) (ex-officio)  
Vice-Provost (Students) (ex-officio)

- (2) Deans
- (2) Associate Vice-President or Executive Director
- (1) Undergraduate Student
- (1) Graduate Student
- (4) Academic Staff Members (2 appointed by the President & Vice-Chancellor; 2 appointed by General Faculties Council)
- (1) Non-Academic Staff Member

### Resource:

Deputy Provost  
Associate Vice-President (Human Resources)  
Executive Director (Communications, Marketing and Government Relations)  
Director (Resource Planning)

### Recording Secretary:

Executive Assistant, Vice-President (Finance & Administration)

- 4.2. Non Ex-officio Members

- Student Representatives appointed for one (1) year terms, starting July 1 to June 30. All other Non Ex-officio members appointed for two (2) year terms, starting July 1 to June 30.
- In the event of a vacancy arising before the end of a term, a new member may be appointed to fill the vacancy. The new appointment will be for the remainder of the unexpired term of the previous member.

- 4.3. Additional members may be appointed by the President and Vice-Chancellor.
- 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 and in accordance with employment collective agreements, contracts, and University policies and procedures.
- 4.7. 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 of the BAC may be by a formal vote or consensus as determined by the Co-Chairs.
- 5.3. The Office of the Vice-President (Finance & Administration) is administratively responsible for the operation of the BAC, including meeting coordination, issuing agendas, and record keeping.

## **6. RESPONSIBILITIES**

- 6.1. BAC to facilitate informed decision-making with respect to optimal strategic allocation of the University's resources.
- 6.2. 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.
- 6.3. 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.
- 6.4. Maintain a University-wide perspective, acting in the best interests of the entire University.
- 6.5. Maintain documentation regarding the decision making criteria used by the BAC in recommending the annual budget priorities and allocations.
- 6.6. In order to guide budget allocation recommendations, align annual budget priorities based on the University's strategic plan and strategic priorities.

- 6.7. In budget deliberations, strive to optimize the limited financial resources available to meet the strategic priorities of the University.
- 6.8. Discuss and make recommendations to the President's Executive Council on continuing budget allocations.
- 6.9. Discuss proposals submitted for use of strategic priorities funds and make recommendations to the President's Executive Council on the allocation of those funds.
- 6.10. Meet annually with the General Faculties Council (GFC) Strategic Planning Committee to discuss and provide input into the University's budget. The GFC 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 GFC Strategic Planning Committee will receive the final draft budget report for guidance and comment prior to the budget being presented to GFC.
- 6.11. GFC receives the final draft budget for information, prior to the Board of Governor's approval. GFC may make recommendations to the Board of Governors, in accordance with the *Post-secondary Learning Act* (see Appendix B).
- 6.12. The Vice-President (Finance & Administration) will present the proposed budget to the President's Executive Council. The President and Vice-Chancellor is the final decision-making authority of budget decisions prior to the budget recommendations to the Board of Governors for final approval of the budget.

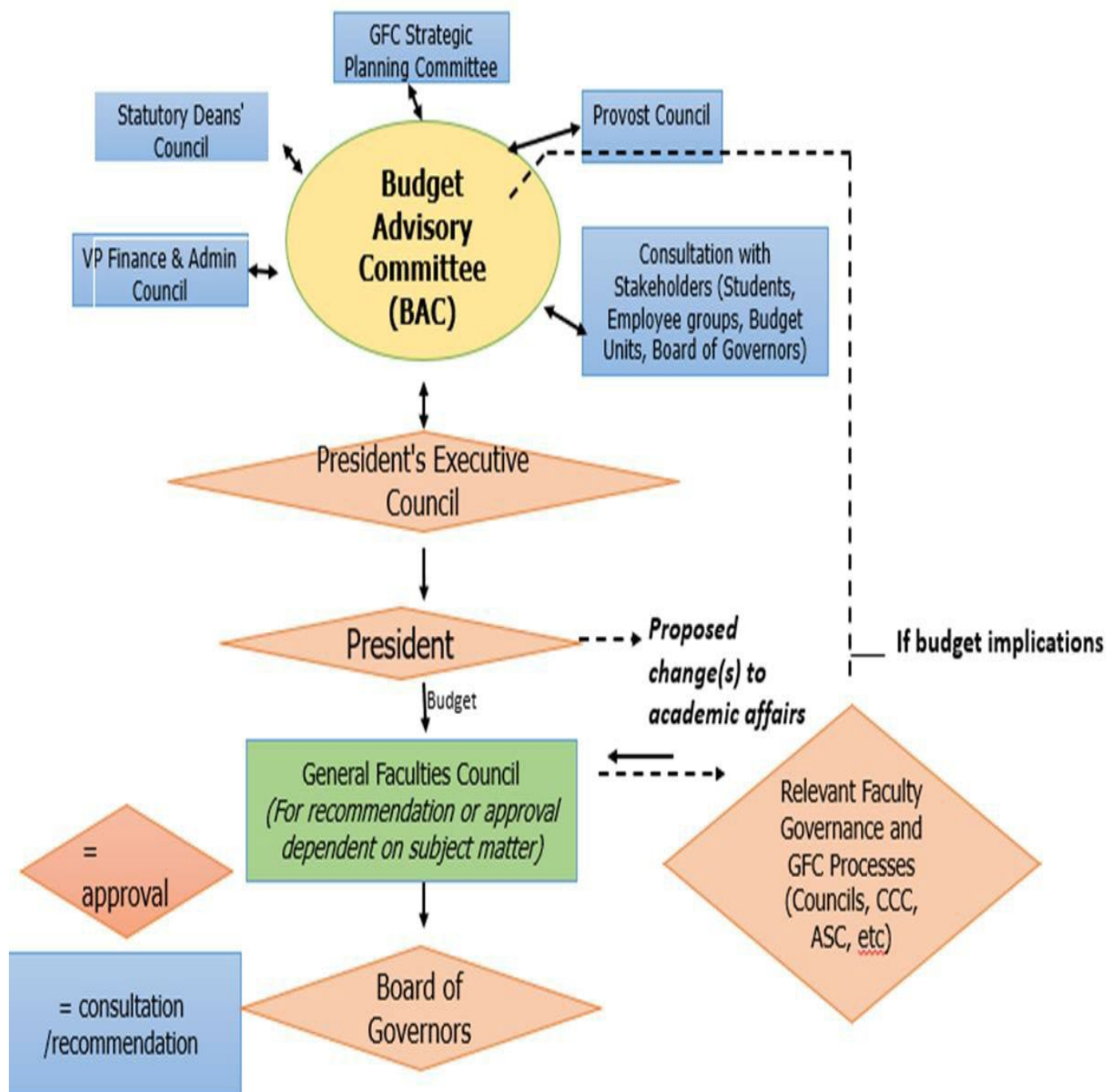
## 7. BUDGET PROCESS and CONSULTATION

- 7.1. The development of the budget is a consultative process with the University community. BAC will consult widely with stakeholders, such as students, employee groups, budget units, senior administrators, GFC, and the Board of Governors.
- 7.2. Budget unit heads should keep their respective units apprised of the budget process as it evolves. Non-confidential budget information may be shared with 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.
- 7.3. BAC may request submissions by the budget/academic units to enable the establishment of budget allocation recommendations and it is the responsibility of the budget unit heads to ensure the submissions align with the University's strategic priorities.

## **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 the 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 the President's Executive Council.

## APPENDIX A – BUDGET PROCESS



## **APPENDIX B – POST-SECONDARY LEARNING ACT**

### **Budget Related Sections**

#### *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(5) The board shall prepare and approve a budget, which must be submitted to the Minister on or before the date specified by the Minister.*

*78(6) The board of a public post-secondary institution shall not submit a budget in which consolidated operating expense exceeds consolidated operating revenue unless the board has the written approval of the Minister to do so.*