

**DATE:** 17 February 2015  
**TO:** ALL MEMBERS OF COUNCIL  
**FROM:** Annette Revet, Executive Director and University Secretary  
**RE:** **WINTER MEETING OF COUNCIL AGENDA**

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A meeting of Council will be held on Wednesday, February 25, 2015 from 1:00 – 2:30 p.m. in the Education Auditorium, ED 106, as follows:

12:30 p.m. – Council Registration Opens  
1:00 p.m. – Call to Order

AGENDA

1. Introduction
2. Approval of the Agenda
3. Approval of the Minutes of the Meeting 10 September 2014– *circulated with the Agenda*
4. Report from the Chair of Council
5. Reports to the Council Agenda Committee
  - 5.1 Council Committee on Academic Mission, Appendix I, Pages 2-4
  - 5.2 Council Committee on Budget, Appendix II, Pages 5-15
6. Adjournment

**Note:** The February meeting of Executive of Council will take place following the Council Meeting at approximately 2:45 p.m. back in Ad-Hum 527.

**Note:** Council members have access to all minutes and agendas of Executive of Council at <http://www.uregina.ca/president/governance/council/eofc-meetings.html>

**Council Committee on Academic Mission (CCAM)  
Report to Council**

**Item for Approval**

**Subject: Academic Mission and Guiding Principles**

**MOTION:** Council recommends to the President that the definition of the academic mission and the guiding principles listed below be adopted by the University and be used as a tool in guiding the implementation of the 2015-2020 strategic plan “peyak aski kikawinaw” be approved.

**Academic Mission:** The academic mission of the University of Regina is to foster a culture of deep understanding and discovery based activities, including creative, research and other scholarly efforts, among students and faculty.

**Principle 1:** All university community resources and efforts will flow in support of the academic mission, and all decisions should be evaluated in this context.

**Principle 2:** Knowledge developed through research and creative expression flows through the university's learning spaces and into the community.

Rationale: At the February, 2014 meeting of Council, Council approved four specific areas of focus that CCAM devoted attention to during 2014. One of the approved initiatives was to develop guiding principles for the academic mission of the University of Regina. While developing guiding principles it became clear that the University of Regina does not have a formalized definition of the academic mission. Therefore, in addition to developing guiding principles CCAM has drafted a specific definition for the academic mission of the University. The principles and definition of the academic mission recommended in this motion will be a helpful tool for evaluating initiatives that arise from the recently approved strategic plan, “peyak aski kikawinaw”, through the lens of teaching and research.

**Items for Information**

CCAM submits a summary of its activities (February 2014- January 2015), for Council’s information:

**Summary regarding CCAM Areas of Focus that were approved during the February 2014 Council Meeting:**

<http://www.uregina.ca/president/assets/docs/council-minutes/2014/02-26%20Winter%20Council%20Minutes.pdf>

1. A definition of the academic mission and guiding principles are provided as a motion for approval by Council at the February 2015 meeting
2. A new Academic Unit Review template was created and approved by Council at the September 2014 Council Meeting as was the process for initiating Academic Unit Reviews. The Department of Physics will be the first unit to be reviewed using the new template and updated process.

3. A CCAM subcommittee continues to formulate a draft document on an integrated University proposal. The latest version of the draft is posted on the moodle site and the subcommittee is currently reviewing comments from Deans and other Council members.

4. The moodle site has been used by council members to discuss matters relating to the academic mission and the site will continue to operate in 2015-2016.

**Summary of CCAM activities on academic planning and programming (TOR 2):**

New Minor in French as a Second Language:

M/S Chase/Ismail “that CCAM recommend to Executive of Council approval of a creation of a minor in French as a second Language.”

CARRIED

Combined Major in Philosophy, Political Science and Economics:

M/S C Yost/I Germani: “CCAM recommends that the Council Committee on Undergraduate Admissions and Studies be notified that CCAM supports, in principle, the proposal of a Combined Major in Philosophy, Political Science and Economics (PPE).”

CARRIED

New Program Proposal for Certificate in Political and International Governance:

M/S Chase/Sterenberg: “CCAM recommends that the Council Committee on Undergraduate Admissions and Studies be notified that CCAM supports the proposed Certificate in Political and International Governance.”

CARRIED

**Summary of CCAM activities on matters relating to academic structure (TOR 6):**

Meger of Political Science and the International Studies Program:

M/S Yost/Ward: “CCAM recommends to Executive of Council that the Department of Political Science and the International Studies program be merged to form a new unit, within the Faculty of Arts, to be called the Department of Politics and International Studies

CARRIED

**Summary of CCAM activities on collaborations with Council Committee on Budget (TOR 4):**

M/S C Yost/T Chase “That CCAM recommends to the Council Committee on Budget (CCB) and the University Budget Committee (UBC) that they consider the Faculty Allocation document, as prepared by CCAM in consultation with Faculty Council members, when deliberating and engaging in budget discussions.”

CARRIED

**Summary of CCAM activities in creation of the University Strategic Plan (TOR 3):**

CCAM met, on several occasions, with Joe Piwowar (Strategic Plan Facilitation Lead) and/or Wes Pearce (Council Representative to the facilitation team) to receive progress updates on the strategic plan and also to provide input during the drafting of the strategic plan. Details can be found in the CCAM meeting minutes.

Submitted by: Chris Yost (Chair of the Council Committee on Academic Mission)  
9 February 2015

**Council Committee on Budget (CCB)  
Report to Council**

**Items for Approval**

**Subject: Updating Budget Principles, Guidelines and Procedures**

**Motion 1:** The Council Committee on Budget recommends to the President that Budget Principle 4 of the *Budget Principles, Guidelines and Procedures* adopted by University Council on September 10<sup>th</sup>, 2014, be deleted.

**Motion 2:** The Council Committee on Budget recommends to the President that “University Budget Team” be used in place of “University Budget Committee” in the *Budget Principles, Guidelines and Procedures*.

**Rationale:** At its meeting of December 23<sup>rd</sup>, 2014, the Council Committee on Budget (CCB) voted to recommend to University Council that Principle 4 of the budget principles, guidelines and procedures adopted by Council on September 10<sup>th</sup>, 2014, be deleted. Principle 4 stated that “[t]he University’s strategic goals and objectives, as defined by the strategic plan, shall underpin the budget process”. The CCB recommends this principle be deleted for the following two reasons: 1) Budget Guideline 2 in the budget principles, guidelines and procedures adopted by University Council on September 10<sup>th</sup> already states that “[t]he budgetary decision-making process will be aligned with the goals and objectives of the University of Regina strategic plan” ; and 2) CCB deems that the strategic plan is not a budget principle, but rather a budget guideline that should be subordinate to the University’s budget principle on academic mission.

*Ex officio* members of CCB informed the committee that the University Budget Committee does not actually exist and that it would be more accurate to refer to the group tasked with developing the University’s annual budget as the University Budget Team.

The revised *Budget Principles, Guidelines and Procedures* that CCB recommends to University Council are presented directly following these motions. Additions are presented in bold font and deletions have been struck through.

See background information below after the Rationale for Motions 3, 4 and 5.

**Subject: Proposed Terms of Reference for the Advisory Group that Creates the Annual Budget**

**Motion 3:** The Council Committee on Budget recommends that the President make publicly available the terms of reference for, and lists the offices and positions of members comprising, the advisory group that creates the annual budget.

**Motion 4:** The Council Committee on Budget recommends that the President make publicly available the step-by-step processes and timelines for annual budget creation.

**Motion 5:** The Council Committee on Budget recommends that the President’s advisory group responsible for the creation of the annual budget include student and faculty representation.

**Rationale:** To ensure the transparency of the budget-making process, the Council Committee on Budget (CCB) recommends that the President develop terms of reference for the advisory group that creates the annual budget that the President submits to the Board of Governors. No such terms of reference currently exist. The motions refer to

“the advisory group that creates the annual budget” because CCB was informed by its *ex officio* members during fall meetings that the University Budget Committee does not actually exist.

It should also be noted that CCB does not consider itself to be an advisory group mandated to create the annual budget. In order to assist in the drafting of the recommended terms of reference for the advisory group that creates the budget, CCB has identified the advisory boards responsible for creating the annual budget at a number of universities across Canada for which information was available. The results of that exercise (institution-by-institution description plus synoptic table) are provided below, directly following the revised *Budget Principles, Guidelines and Procedures* document.

## **Revised Budget Principles, Guidelines and Procedures Recommended to Council**

### **Budget Principles**

1. The budgetary process shall be committed to accountability, transparency and openness.
2. The operating budget shall be balanced.
3. The University’s academic mission of teaching, research and public service shall guide the top priorities in the budgetary process.
4. ~~The University’s strategic goals and objectives, as defined by the strategic plan, shall underpin the budget process.~~
5. The budgetary process shall promote long-term institutional sustainability, curricular and program innovation, and reputation of teaching and research.
6. Changes in operating allocations shall be evidence-based and carefully scrutinized.
7. Annualized, base-budget operating funding shall be allocated in respect of all faculty and staff positions and other known commitments.
8. The operating budget will comprise all of the operating revenues and expenses of the University.

### **Budget Guidelines**

1. The process of determining the budgetary needs will be transparent, as outlined by the CCB document *Transparency as a Budget Principle*.
2. The budgetary decision-making process will be aligned with the goals and objectives of the University of Regina strategic plan.
3. Budget allocations will accommodate, foster and support and be holistically determined by:
  - i) student enrolment and retention;
  - ii) relative program costs as guided by disciplinary standards;
  - iii) undergraduate and graduate teaching and supervision;
  - iv) research impact;
  - v) the efficient use of resources in support of the University’s academic mission.
4. In preparing the annual budget, consultation and feedback from the university community will be encouraged on how to effectively deploy the University’s resources.
5. Faculty recruitment and renewal will be based first on need, assessed holistically based on quantitative metrics and qualitative cases.
6. Budget allocations for administrative units will take into account service demand, necessary responses to regulatory requirements, achievable efficiencies, and the impact of resource changes on academic activities.
7. Actual operating revenue and expenditure amounts will be used to prepare the budget insofar as they are known. Where it is necessary to estimate, the practice will be to underestimate revenues and overestimate expenditures, with the degree of under- or overestimation to depend on the amount of uncertainty inherent in a given estimate.
8. Any change in the level of tuition fees will conform to the tuition policy of the university.
9. The operating budget will recognize incremental revenues and expenditures as they arise and not defer such recognition to future budgets.

**Budget Procedures**

1. The Council Committee on Budget (CCB) will review budget principles, guidelines and procedures and submit any recommendations to council annually.
2. The CCB will evaluate the success of past, present and future budgets and report to council annually.
3. The budget will be developed annually by means of a consultative process with the university community in which AVPs, Deans and academic directors will have meaningful opportunities to make their budgetary needs known early in the budget process by making written submissions for submission to the University Budget ~~Team Committee (UBC)~~ and the CCB, and shall be given opportunities for input during the budget development process.
4. The CCB will review budget submissions and provide recommendations to the **University Budget Team** ~~UBC~~.
5. In a series of meetings with agendas and recorded minutes that will be made publicly available, the **University Budget Team** ~~UBC~~ shall follow budget principles, guidelines and procedures to construct a balanced budget.
6. The **University Budget Team** ~~UBC~~ will explore alternative strategies to University wide spending increases, decreases or both to ensure a transparent, balanced operating budget.
7. The CCB will review the final budget proposed by the **University Budget Team** ~~UBC~~ and report to council.
8. The President will make an annual budget submission to the Board of Governors, for review by its Finance and Facilities Committee, and final board approval.

## **Budget Advisory Boards and Processes at Canadian Post-Secondary Institutions**

### **University of King's College, Nova Scotia**

*Budget Advisory Committee:* BAC's role is to advise the president on budgetary matters. Preparation of the operating budget is the responsibility of the Bursar with the advice of the committee and support of the Director of Finance. BAC seeks feedback from the university community on the operating budget before the final version is presented to the BoG.

### **St. Mary's University, Nova Scotia**

*Budget Advisory Committee:* Advises the President through the Executive Management Group (EMG: the President and 3 VPs) regarding detailed budget plans. The Committee prepares consolidated budget working papers, based on proposals received from senior administrators of the University. The Committee's role is to ensure that budget guidelines are applied fairly to the operational needs of the departments. For capital property items, the Committee must consult with the Property and Development Committee.

*Membership:* 2 appointed by Senate; 4 other academic members, one each appointed by Arts, Commerce, Science, and Continuing Education; 4 appointed by Pres. from administrative departments; 2 from student's assoc.: SMUSA President and VP Finance; Chair: SMU VP Finance; Resource Person: Manager, Financial Planning.

### **Dalhousie University, Nova Scotia**

*Budget Advisory Committee:* Established 1992 by the President to advise on budgetary matters.

*Membership:* The President who shall act as Chair; Three persons appointed by the President for a term of three years with the possibility of reappointment. Three faculty representatives to be chosen by the University Faculty from faculty designated in Part 1, Section 1, Article I(c)(2) of the University By Laws, provided that such faculty representatives are members of the Senate at the time of their appointment. Faculty representatives on this committee shall be elected annually on a three year rotation system.

### **St. Francis Xavier University, Nova Scotia**

*University Budget Committee:* The University Budget Committee shall: (a) in Accordance with Part 1, Section 2, Article V(c)(4) of the University By-Laws, review the University Budget prior to its presentation to the Board of Governors; (b) receive relevant information on the proposed resource allocation as represented in the budget; (c) provide information through the chairman to members of the University Faculty at an information meeting on the University Budget and advise the faculty on changes in proposed resource allocations as reflected in the budget.

### **St Thomas University, Nova Scotia**

*President's Advisory Committee on the Budget:* The Committee is advisory to the President and is accountable to him/her. The purpose of the Committee is to provide broad input to, and to assist in, the coordination of the budget process. Specific duties include the following: i) developing multi-year revenue and expenditure plans taking into account the fiscal state of the University, the University's Strategic Plan, other developmental plans, and external factors such as economic forecasts and government expenditure plans and policies; ii) providing recommendations with regard to budget policies and procedures; iii) liaising with budget units by soliciting information and meeting with units concerning expenditure plans and priorities as required; iv) seeking input from Senate on the University's academic priorities; v) reviewing the University's revenue sources and expenditure requirements and recommending to the President, annually, a detailed operating and capital budget.

*Membership:* The President's Advisory Committee on the Budget is comprised of the President and members drawn from faculty, staff and students: Dawn Russell, President and Vice Chancellor; Dr. Barry Craig, Vice-

President (Academic & Research) (ex officio); • Lily Fraser, Vice-President (Finance and Administration) (ex officio) – Committee Chair; Reg Gallant, Comptroller (ex officio); Dr. Colm Kelly, Chair of Sociology (Senate Appointment); Dr. Jasmina Terzioska, Assistant Professor-Romance Languages (Senate Appointment); Nancy O'Shea, Director-Student Services & Residence Life (President's Appointment); Amanda Poitras - Student (President's Appointment); Luke Robertson - Student (President's Appointment); Bill MacLean, Director-Facilities Management (President's Appointment); Jeffrey Carleton, Director- Communications (President's Appointment).

### **University of New Brunswick, New Brunswick**

#### *University Wide Budget Management Committee:*

4.1 OBJECTIVE of the UWPMC: 4.1.1 To ensure that the resources of the University are aligned with the institutional mission and campus priorities. 4.1.2 To facilitate informed decision-making by the University's Board of Governors with respect to the optimal strategic allocation of the University's resources. 4.1.3 To provide advice to the University Management Committee with respect to annual operating, capital and residence system budget allocations based on the academic/operating plans and priorities for both campus and corporate service units. 4.2 MANDATE of the UWPMC: 4.2.1 To review the current year and multi-year financial outlook and University-wide budget parameters. 4.2.2 To recommend University-wide parameters. 4.2.3 To approve and oversee the budget processes of the Fredericton Campus and Saint John Campus. 4.2.4 To ensure plans and operational/capital budgets of corporate services units comply with the corporate policies, planning guidelines and principles of the University of New Brunswick. 4.2.5 To receive and review the plans and operational/capital budgets of corporate service units. 4.2.6 To review inter-campus budget allocation matters. 4.2.7 To review the draft consolidated budget for the University as well as related budget policies and principles, prior to submission to the Finance Committee and Board of Governors for approval.

*Membership:* Appointments to the UWPMC are made by the President, or his delegate, on an annual basis. The President shall chair the committee. The Vice-President (Finance & Corporate Services) will service as Vice-Chair and provide such administrative support as required to ensure the efficient and effective functioning of the committee. Other members shall be: Vice-President Fredericton; Vice-President (Saint John); Vice-President (Research); Vice-President (Advancement); Associate Vice-President (Research) and Dean of School of Graduate Studies; Comptroller; Assistant Vice-President (Finance & Administration), UNBSJ; One Faculty representative from the Fredericton Campus nominated by the Vice-President (Fredericton) from Dean's Council; One Faculty representative from the Saint John Campus nominated by the Vice-President (Saint John); One staff representative from the Fredericton Campus to be nominated by the Directors + group; One Faculty representative from the Fredericton Campus nominated by the Senate (Fredericton); One staff representative from the Saint John Campus nominated by the Vice-President (Saint John); One graduate student nominated by the GSA representing graduate students on both campuses; One undergraduate student representative nominated by the Fredericton Student Union; One undergraduate student representative appointed by the Saint John SRC; Assistant Vice-President (Resource Planning & Budgeting) as (ex officio) member.

### **Memorial University, Newfoundland**

*Budget Subcommittee of the University Planning and Budget Committee:* Receive by November 30 each year from the Vice-President (Administration and Finance) the proposed operating and capital University Budget for the upcoming fiscal year, including externally funded activities and capital expenditures, and incorporating submissions from all major academic, research and administrative units. Make the proposed budget available to members of the University Community, and receive comments in accordance with stated procedures. Review the proposed budget, particularly for its congruence with the University Plan, and submit a report with its comments to the full Planning and Budget Committee in a timely fashion to permit the full Committee to report with its comments to Senate in February each year. From time to time, review the budget framework prepared by the university administration, and recommend changes as necessary to the Vice-Presidents through the full Committee. Note that Full Committee has an additional role in advising on academic priorities and resource planning.

*Membership:* 3 tenured members of the academic staff; One student (to be appointed each year by the Chair in consultation with the four student members); Vice-President (Academic); Vice-President (Administration and Finance); Director of Centre for Institutional Analysis and Planning (in a resource and non-voting capacity); Director of Financial and Administrative Services (in a resource and non-voting capacity); Chair and Vice-Chair to be chosen annually from and by the Academic Staff Members on the Budget Subcommittee.

### **Concordia University, Quebec**

*Budget Review Working Group:* Set budget parameters with a three-year horizon taking into account: Salary estimates; FTE estimates; MELS operating grant; Financial impact of strategic direction; The preliminary budget framework is built by the Department of Financial Services using these parameters.

*Membership:* Est. 2009 by the Chief Financial Officer; invited representatives from across campus in all areas.

### **University of Ottawa, Ontario**

*Budget Advisory Committee:* The Advisory Committee reports the comments, observations and submissions made by the University community to the Administration Committee (AC). Under the leadership of the President, the Administration Committee is responsible for submitting the balanced budget proposal to the Finance and Treasury Committee of the BoG.

*Membership:* Co-chaired by the Vice-President Academic and Provost and the Vice-President, Resources and includes the Vice-President Academic and Provost ; the Vice-President, Resources; One dean; One associate vice-president of research; One professor; One administrative director; One undergraduate student and one graduate student

### **Queen's University, Ontario**

*Provost's Advisory Committee on the Budget:* An advisory committee to the Provost comprising Vice-Principals, Deans, Shared Services Directors and faculty, provides advice on the budget model and specific resource allocation options. More Specifically: Reviews recommendations and provides advice on the development of the budget model; ensures a broad understanding of the objectives and principles of Queen's activity-based budget; Makes specific recommendations to ensure that the budget model reflects transparent and appropriate incentives to stimulate revenue growth and efficiently and effectively attribute activity costs required to support the academic enterprise; Advises on appropriate resource allocation to shared services; reviews unit budgets as part of the annual budget process.

*Membership:* B. Brouwer (Vice Provost and Dean of Graduate Studies); C. Davis (Vice-Principal, Finance and Administration); S. Elliott (Dean, Education); W. Flanagan (Dean, Law); M. Fraser (VP, University Relations); D. Hanes (Faculty Member); T. Harris (VP, Advancement); A. Harrison (Provost and VP Academic: Chair); D. Janiec (AVP Finance); S. Liss (VP Research); S. Mumm (Dean, Arts and Science); R. Reznick (Dean, Health Sciences); D. Saunders (Dean, Business); M. Sheppard (Exec. Dir., Planning and Budgeting); A. Tierney (Vice-Provost and Dean, Student Affairs); A. Vienneau (Communications and Special Projects Officer, Office of the Provost); B. Wandschneider (Chief Information Officer and AVP Information Technology Services); M. Whitehead (University Librarian); K. Woodhouse (Dean, Engineering and Applied Science).

### **Brock University, Ontario**

*Budget Advisory Committee (Senate):* The Planning, Priorities and Budget Advisory Committee is responsible for the review of all policies, budgets, and plans under its purview, including but not limited to the operating budget, the capital budget, strategic plans, and prioritization processes, with the input of other Senate Committees.

*Membership: **Elected:*** Chair and Vice Chair to be elected by the Committee; 6 elected members; 1 student. **Ex Officio:** President or Provost or Vice-Provost; Faculty Deans (2); Faculty Association Observer, non-voting. **Composition:** Chair or Vice-chair of (1) Governance, (2) Undergraduate Student Affairs, (3) Teaching and Learning Policy, (4) Research and Scholarship Policy, (5) Undergraduate Program, (6) Graduate Studies, (7) University Infrastructure Committees, such that all faculties are represented, one of whom shall serve as Chair and one as Vice-Chair.

### **University of Lethbridge, Alberta**

*Budget Advisory Committee:* Receives budget submissions from units and discusses unit priorities, budget challenges and opportunities; recommends budget priorities to BPAC.

*Membership: **Chairs:*** Provost & Vice-President (Academic) Andy Hakin and Vice-President (Finance & Administration) Nancy Walker. **Membership:** Vice-President (Research) Dan Weeks; Vice-President (Advancement) Chris Horbachewski; Associate Vice-Presidents Bob Boudreau, Lesley Brown, Elaine Carlson, Judith Lapadat, Doug Spoulos; **Deans/University Librarian:** Bob Ellis, Chris Hosgood, Ed Jurkowski, Craig Loewen, Brenda Mathenia, Chris Nicol, Desmond Rochfort, Rob Wood; **Executive Directors:** Jim Booth, Chris Eagan, Clark Ferguson, Don Hunt, Ken McInnes, John O’Keeffe, Sandy Slavin, Carrie Takeyasu; **Graduate Students’ Association Vice-President (Finance):** Emmanuel Naziga. **Students’ Union Vice-President (Finance):** Brady Schnell.

*Budget Priority Advisory Committee:* Sets budget priorities to guide the allocation of funding based on the strategic priorities presentations and the BAC discussions.

*Membership: **Chairs:*** Provost & Vice-President (Academic) Andy Hakin, Vice-President (Finance & Administration) Nancy Walker, Vice-President (Research) Dan Weeks. **Membership:** 3 Deans (appointed by the President): Chris Hosgood, Chris Nicol, Craig Loewen, 2 Executive Directors (appointed by the President): Carrie Takeyasu, Jim Booth, Associate Vice-President (Finance) Doug Spoulos, Students' Union Vice-President Operations & Finance Brady Schnell

### **University of Alberta, Alberta**

*General Faculties’ Council Academic Planning Committee:* Has a wide-ranging mandate (what follows just deals with budget matters): a. To recommend to GFC on budget principles. b. To recommend to the Board of Governors on the annual budget, excluding budgets for ancillary units. c. To seek the recommendation of GFC regarding any new fee that will be levied upon a substantial group of students, prior to the recommendation by APC of any such fees to the Board of Governors. (A substantial group of students is defined as any one (or all) of the following three classes of students: (a) undergraduate students, (b) doctoral level students, and/or (c) graduate students pursuing studies other than those at doctoral level.) Note: On February 12, 1996, General Faculties Council agreed that: a. An information session on the proposed budget take place at GFC each year just prior to being introduced to the [APC] and Board approval process; and b. Information, however 'soft,' be provided to GFC at its first meeting in September. (GFC 12 FEB 1996)

*Membership: **Ex officio:*** Provost and Vice-President (Academic), Chair; Vice-President (Research); Vice-President (Finance & Administration); President of the Students' Union; President of the Graduate Students' Association; **Members Elected by General Faculties Council:** Four academic staff elected by and from GFC (Category A1.1 and A1.6 and their counterparts in A1.5 and A1.7); Two academic staff-at-large (Category A1.1 and A1.6 and their counterparts in A1.5 and A1.7); One NASA member (Category S1.0) at-large; One Dean; One Department Chair-at-large; One undergraduate student-at-large; One graduate student-at-large; **Non-Voting Members:** One faculty member of the GFC Executive, appointed by the Chair of the GFC Executive. The Provost and Vice-President (Academic) may ask any resource person to attend for any item(s). It is recognized the Vice-Provost and University

Registrar will routinely be in attendance at APC as a non-voting observer/resource person. (GFC 29 SEP 2003)

NOTE: APC will elect one of the APC academic staff members to serve as Vice-Chair. APC shall appoint one of its elected faculty members as a cross-representative to the FDC.

The President, as Chair of GFC, may attend at his or her discretion any meeting of APC in order to present any item or to receive advice from APC.

### **University of Victoria, British Columbia**

*Senate Committee on the University Budget:* The Committee shall: 1. Meet with and assist the President in the preparation of the University Budget by meeting senior administrators (e.g., Vice-Presidents, Deans), reviewing budgetary issues with them and submitting recommendations to the President prior to the establishment of the annual budget. 2. Receive copies of the final university budget, provide comments to the Vice-President, Finance and Operations, and report to the Senate. 3. Recommend on consultative procedures for input by faculty and staff on the setting of the university budget. 4. Review funding issues related to academic and administrative units, both as referred to the committee by Senate and at the initiative of the committee and to report to Senate from time to time on such reviews. Senate standing and ad hoc committee meetings are normally closed. A committee may determine that the whole or part of any committee discussion or document presented to the committee shall be held in confidence.

*Membership:* President or nominee (ex officio, voting); 7 faculty members (at least 2 of whom shall be members of Senate) (voting); 1 Student Senator (voting); 1 convocation member of Senate (voting); Total membership – 10 (10 voting members). The secretary of the committee is the Associate University Secretary.

### **University of Northern British Columbia, British Columbia**

*Senate Committee on the University Budget:* This Committee is an advisory Committee to the President and Senate. It is intended to assist the President in the preparation of the university budget by meeting with senior university officials, reviewing budgetary submissions and issues with them, and submitting recommendations to the President prior to the tabling of the annual budget with Senate. The committee should then advise Senate on the proposed university budget as submitted by the President and make recommendations, if any, to Senate. To be provided with information on the operating and capital funds of the University including confidential materials upon request. To recommend and assist in the development of consultative procedures for input by faculty, staff, students and other interested parties on the setting of the University budget. To review funding issues related to academic and administrative units, both as referred to the Committee by Senate and at the initiative of the Committee, and to report to Senate on such reviews.

*Membership:* Four Faculty Members, including: a) two faculty Senators (one from each College); b) one from a professional program; Three Students, including: a) a graduate student; b) an undergraduate student; c) a student Senator; One CUPE Staff Representative, appointed by CUPE; One Exempt Staff Representative, appointed by the Exempt Group; One Faculty Association Representative, appointed by the Faculty Association.

### **Synoptic Table: Budget Advisory Boards and Processes**

Institution	Budget Committee	Faculty Members?	Elected Members?	Public Terms of Reference?
University of King's College (NS)	✓			✓
St. Mary's University (NS)	✓	✓		✓
Dalhousie University (NS)	✓	✓		
St. Francis Xavier	✓	✓	✓	✓
St. Thomas University (NB)	✓	✓		✓
U. of New Brunswick (NB)	✓	✓		✓
Memorial University (NF)	✓	✓		✓
Université de Montréal (QU)	✓	✓		✓

Université de Québec à Montréal (QU)				
Concordia University (QU)	✓	✓		✓
University of Ottawa (ON)	✓	✓		✓
Queen's University (ON)	✓	✓		✓
Brock University (ON)	✓	✓	✓	✓
University of Toronto (ON)	✓	✓	✓	✓
Wilfrid Laurier University (ON)	✓	✓	✓	✓
Trent University (ON)	✓	✓	✓	✓
York University (ON)				
University of Manitoba (MN)	✓	✓	✓	✓
Brandon University (MN)	✓	✓		
University of Lethbridge (AB)	✓			✓
University of Alberta (AB)	✓	✓	✓	✓
University of Calgary (AB)				
Simon Fraser University (BC)	✓			
University of Victoria (BC)	✓	✓		✓
University of British Columbia (BC)	✓	✓	✓	✓
University of Northern BC (BC)	✓	✓		✓

Note: unless it was clear that some members were elected, the “elected” box was not checked.

## **Items for Information**

### **Item 1: Follow-up on budget principles, guidelines and procedures**

The CCB wrote to the President on November 29, 2014, to ask what actions had been taken as a result of the motion that University Council adopted at its meeting of September 10, 2014, regarding *Budget Principles, Guidelines and Procedures*. The President informed CCB by letter on December 10, 2014, that the motion adopted by Council had been shared the Board of Governors, but not for the purposes of being reviewed and adopted for the budget process for the 2015-16 fiscal year. The President has indicated that she will present Council's motion to the Board of Governors for approval at its meeting in March 2015, but that the *Principles, Guidelines and Procedures* will not be used for the 2015-16 budget process. CCB is not satisfied with this state of affairs.

### **Item 2: Current CCB workplan**

#### **Standing CCB Subcommittee on Financial Analysis:**

*Ongoing:* The subcommittee is in the process of analyzing the 2014-15 budget to determine to what extent it reflects the 2014-15 budget recommendations CCB made to the President. CCB has sent a questionnaire to deans and department heads to gather the necessary data. The subcommittee slowly continues to receive the requested input and expects to complete its analysis by month's end.

*Upcoming:* The subcommittee will conduct an analysis of 2015-16 budget

#### **Standing CCB Subcommittee on Budget Principles, Guidelines and Procedures:**

*Upcoming:* The subcommittee will conduct a post-mortem analysis of transparency during the 2015-16 budget-making process.

#### **CCB/CCAM ad hoc Subcommittee:**

*Upcoming:* This joint subcommittee will explore the goal of establishing academic complement targets.

#### **CCB ad hoc Subcommittee on Sector-Wide Strategies for Public Support for University Education:**

*Upcoming:* This subcommittee will explore the goal of establishing a sector-wide effort by Saskatchewan universities to develop public support for increased investment in university education

### **Item 3: Motions passed at CCB meetings since the last meeting of University Council**

#### **Meeting of September 30, 2014**

Motion carried: *That the question of a formal budget committee as proposed through the draft Terms of Reference be referred back to CCB's standing subcommittee on budget principles, guidelines and procedures.*

Motion carried: *That the June 4, 2014, recommendations of the CCB to the Strategic Planning Facilitation Team be posted separately on the Moodle site without initiation of a conversation.*

**Meeting of November 4, 2014**

Motion carried: *That the questionnaire [serving to ask deans and department heads to what degree the approved budget for 2014-15 reflects the budget recommendations made by CCB] be adopted and distributed.*

Motion carried: *That the Council Committee on Budget receive and review all budget submissions, and make budgetary recommendations to the President on behalf of Council and advise Council.*

Motion carried: *That the CCB be invited to observe the annual formal budget presentation of the unit budget submissions.*

**Meeting of November 25, 2014**

Motion carried: *That CCB set up an ad hoc Budget Evaluation Subcommittee to review all 2015-16 budget submissions.*

**Meeting of December 23, 2014**

Motion carried: *That the Council Committee on Budget recommends the President make publicly available the terms of reference for, and lists the offices and positions of members comprising, the advisory group that creates the annual budget.*

Motion carried: *That the Council Committee on Budget recommends the President make publicly available the step-by-step processes and timelines for annual budget creation.*

Motion carried: *That the Council Committee on Budget recommends the President's advisory group responsible for the creation of the annual budget include student and faculty representation.*

Motion carried: *That Budget Principle 4 of the budget principles, guidelines and procedures adopted by University Council on September 10<sup>th</sup>, 2014, be deleted.*

**Meeting of January 27, 2015**

Motion carried: *That CCB present the revised budget principles, guidelines and procedures at the February meeting of University Council.*

Motion carried: *That "University Budget Team" be used in place of "University Budget Committee" in the budget principles, procedures and guidelines.*