

## **Budget Planning Process Budget Cabinet 2008-09**

### **Fiscal Planning Overview:**

The university experienced significant challenges around budget planning last year and with Board of Governors approval, fiscal stability was achieved by implementing a comprehensive, multi-year budget strategy aimed at bringing expenditures in-line with revenues. We are pleased to report to the campus community that the plan has exceeded expectations. The overall base budget reduction to date is in the range of \$3.3 million dollars. This reduction, coupled with additional revenues from new graduate FTE and a new aboriginal grant from the Province, is a positive move in the right direction for UNBC.

The budget authorization letter from the Ministry of Advanced Education sets out funding commitments along with enrolment targets through FY 2009-10. This is welcome news as this multi-year funding framework provides the necessary stability for the university to undertake longer range planning while minimizing the possibility of budget cuts from the Province.

### **FY 2008-09 Planning Context and Process**

As in the previous year, the Budget Cabinet has the overall responsibility for the development of the operating budget. A list of members is included in Attachment 2. The Cabinet began initial meetings in late October with a goal of defining budget allocations for each of the 10 budget envelopes by January 18, 2008.

### **Budget Envelopes**

The Budget Cabinet decides the priorities and approval processes related to the 2008-09 operating budget. The Cabinet identifies institutional goals and funding priorities within the context of the Strategic Vision of **Embracing Change; Promoting Excellence**. The Budget Cabinet then decides the budget allocations for each of the following resource envelopes:

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- Executive Offices
- College of Science and Management
- College of Arts, Social and Health Sciences
- Division of Student Success and Enrolment Management
- Division of Finance and Administration
- Regional Operations and Continuing Studies
- Research and Graduate Studies
- University/Central Operations
- Library Services
- Technology Services

Once the resource envelopes have been approved by Budget Cabinet, senior administrators with overall responsibility for each envelope will be notified in writing by the President as to their allocation amounts and the timelines for the development of the operating budgets. The Chair of the Senate Committee on the University Budget will be notified at the same time.

In deciding on the allocations to each unit within a particular budget envelope, it is the responsibility of these senior administrators to develop and implement a consultative process that best meets the needs of the particular unit in question and to ensure that funding allocations relate to the strategic plan. For example, the CFO may choose to develop funding priorities in consultation with directors and an academic dean may choose to solicit input from department chairs.

Once the unit allocations are finalized within each envelope, the Finance Department will compile the university's 2008-09 operating budget. The budget will be presented to Senate in late March and presented to the UNBC Board of Governors for approval on March 29<sup>th</sup>. Written budget notifications to each academic and administrative unit will be sent out on April 4<sup>th</sup>.

### **Budget Priorities**

The university will continue to invest in priorities areas related to ECPE and will be guided by the responsible fiscal framework established over the past 18 months.

### **Academic Visioning Initiative**

Phase one of the Academic Visioning Initiative was completed last year and Senate, working closely with the Provost and Deans, will complete the implementation plan this year. This comprehensive plan will shape the future direction of academic programs and departments and will form the basis for the allocation of budget and staff resources in support of the academic mission of the university.

### **Research Supported by Strong Graduate Programs**

Research continues to be a core component of the mission of UNBC. As one of four research-intensive universities in the province, UNBC must continue to invest in faculty and research infrastructure in the coming years. In addition, all research-intensive universities have strong graduate programs at both the Masters and Doctoral levels and UNBC must maximize the increased graduate FTE funding that has been made available in moving the research agenda forward.

### **Access and Student Success**

UNBC needs to become more proactive in developing programs that help students complete their education. The university must not only focus on recruiting students, but on retention through to graduation as well. The university must also be much more strategic in delivering academic programming to place-bound students, in working with aboriginal communities to provide educational and training opportunities, and in developing international partnerships aimed at bringing students from all over the world to study and to conduct research here.

### **Regional Operations and Continuing Studies**

UNBC has a comprehensive regional mandate and the demand for educational opportunities from communities all across the North continues to increase. The university must be better positioned to respond to this demand and be prepared to invest the appropriate resources to fulfill the institution's regional obligations. Moreover, UNBC must move forward with developing a comprehensive plan to deliver continuing studies opportunities to individuals as well as business and government organizations in need of educational and training programs for their employees.

### **Strategic Investment Fund**

Last year, the Budget Cabinet established a Strategic Investment Fund. As the title implies, the SIF will be used to invest in new and creative ideas and projects that are linked to the mission and strategic plan of the university

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(e.g., Embracing Change, Promoting Excellence; Academic Visioning Initiative).

Proposals will be reviewed by the Budget Cabinet throughout the year. First consideration of proposals will take place on or shortly after February 5th. Proponents must indicate the nature and scope of the project for which funding is being requested, how the project relates to the strategic goals of the University, the expected outcomes or deliverables, the level of one-time and/or ongoing funding requested (with a budget justification) and a method of evaluating outcomes. Proposals should also indicate the length of time you would be using SIF \$ and, if necessary, the sources of funding you would use after this date.

Proposals must be no longer than three pages in length and 15 copies of the proposal must be submitted to the Provost's Office through the most appropriate Budget Envelope holder. Budget Envelope holders are listed below:

- Executive Offices (Don Cozzetto or Jim Randall)
- College of Science and Management (Bill McGill)
- College of Arts, Social and Health Sciences (Gordon Martel)
- Division of Student Success and Enrolment Management (Paul Madak)
- Division of Finance and Administration (Leanne Murphy or Sheila Keith)
- Regional Operations and Continuing Studies (Dennis Macknak)
- Research and Graduate Studies (Ron Thring)
- University/Central Operations (Leanne Murphy)
- Library Services (Alison Nussbaumer)
- Technology Services (Lynda Pattie)