



Senate Standing Committees on University Budget and Academic Planning and Priorities

Friday, January 26, 2018
9:30 a.m. - 12:00 p.m.
Surrey Campus, Cedar 2110

AGENDA

- | | | |
|--|-------------|-------|
| 1. Call to Order | David Burns | 9:30 |
| 2. Confirmation of Agenda | | |
| 3. Approval of Minutes, January 5, 2018 | | |
| 4. Chair's Report | | |
| 5. New Business | | |
| 5.1 Draft 2018 / 19 University Budget | KPU Finance | 9:35 |
| 5.2 Draft University Budget Endorsement Memo | | 10:30 |
| 6. Items for Discussion | David Burns | 11:45 |
| 6.1 February 2, 2018 meeting | | |
| 6.2 May 18, 2018 joint SSCUB_SSCAPP meeting | | |
| 7. Adjournment | | 12:00 |
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Senate Standing Committees on University Budget, and Academic Planning and Priorities

MINUTES OF REGULAR MEETING

Friday, January 5, 2018

9:00 AM – 12:00 PM

Surrey Campus, Cedar 1140

| SENATE STANDING COMMITTEE ON UNIVERSITY BUDGET | | |
|---|--|---|
| Present: (Quorum: 7 voting members) | | Ex-Officio / Non-voting |
| Stefanie Broad Diane Purvey Sukey Samra Renu Seru | Wayne Tebb Tom Westgate Elizabeth Worobec | David Burns (Interim Chair) Jane Fee Jon Harding |
| | | Ex-Officio / Voting |
| | | Alan Davis |
| Regrets: | | Guests: |
| Barnabe Assogba Caroline Daniels David Florkowski Faith Auton-Cuff | Michael Wong Joe Sass Sal Ferreras Senate Office Rita Zamluk, Administrative Assistant | Chamkaur Cheema Stefanie Singer Ken Stark Sunita Weibe |
| SENATE STANDING COMMITTEE ON ACADEMIC PLANNING AND PRIORITIES | | |
| Present: (Quorum: 7 voting members) | | Ex-Officio / Non-voting |
| Jennifer Au Chamkaur Cheema Sharon Leitch | Ann-Marie McLellan Denise Nielson Carolyn Robertson Tom Westgate | David Burns Stephanie Chu Jane Fee (Chair) Sal Ferreras Nadia Henwood Lori McElroy |
| | | Ex-Officio / Voting |
| | | Alan Davis |
| Regrets: | Senate Office | Guests: |
| Angelina Desjarlais David Florkowski Amanda Grey Angela Ryan Rahil Faruqi | Rita Zamluk, Administrative Assistant | |

1. Call to Order

David Burns, Vice-Chair of Senate called the meeting to order at 9:04 a.m.

2. Approval of Agenda

Change: Add 4.1 – Executive Budget Priorities

Jane Fee moved the agenda be confirmed as amended.

The motion carried.

3. Chair's Report

The Chair announced the resignation of Tom Westgate as Chair of the Senate Standing Committee on the University Budget. The committee thanked and applauded him for his contributions as Chair.

4. Pending Business

4.1. Executive Budget Priorities

Alan Davis introduced the 2018 / 19 Executive Budget Priorities.

- Teaching and learning support and innovation
- External affairs with respect to reputation and fund/friend raising
- Strategic enrollment management leading to a sustainable KPU
- Improving the experience of students and employees at KPU (services, safety, “people first” etc.)

The committee discussed faculty of graduate studies, research as part of Strategic Enrollment Management, supporting faculty as they embark on more scholarship and research, and indigenization of the institution.

4.2. SSCUB Working Group Report

Tom Westgate introduced the draft list from the working group. The committee developed a final list to be forwarded to KPU Finance to draft the 2018 / 19 University Budget.

- Support for innovative development of teaching and learning opportunities in support of our diverse and changing student stakeholders
- Indigenization of the institution (services, curriculum, and decolonization)
- Support for emerging strategic initiatives
- Pending the development of a long term vision for research and scholarship, investment in research initiatives and services
- Enhancement of our long term planning, strategic and operational enrolment management to ensure institutional sustainability
- Enhancement of student success and retention through a focus on continuous quality improvement of teaching and learning opportunities for our diverse and changing student stakeholders
- Enhancement of student services, supports and community on campus for our diverse and changing student stakeholders
- Enhancement of external affairs with respect to reputation and fund/friend raising

Wayne Tebb moved adoption of a resolution which, after debate and amendment, was adopted as follows: THAT the Senate Standing Committee on University Budget, and the Senate

Standing Committee on Academic Planning and Priorities recommend approval to Senate of the revised list for drafting the 2018 / 19 budget.

The motion carried.

5. Items for Discussion

5.1. Vision 2023

Alan Davis presented an update on Vision 2023. The committee discussed the meaning of university community, the use of the word “right-size”, using eco-networks rather than learning ecosystem, and incorporating diversity and inclusion.

6. Adjournment

The meeting adjourned at 11:01 a.m.

Senate Standing Committee on the University Budget

Selection of Chair

Jane Fee, took over as Chair of the meeting to discuss the selection of Chair until August 31, 2018.

The committee discussed workload, the role of the Vice-Chair, the budget development process, succession planning, and selecting the next chair.

Action: Add succession planning for the Chair of SSC University Budget to the next SSC University Budget agenda.

Diane Purvey moved that the Vice -Chair of Senate be the Interim Chair of the Senate Standing Committee on the University Budget until August 31, 2018.

The motion carried.

Adjournment

The meeting adjourned at 11:16 a.m.



**Senate Standing Committee on University Budget, and
Senate Standing Committee on Academic Planning and
Priorities**

Agenda Item: 5.1
Meeting Date: January 26, 2018
Presenter: Stefanie Singer, Joe Sass

Agenda Item: 2018/19 Draft University Budget

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| Action Requested: | <input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education |
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| Recommended Resolution: | THAT the Senate Standing Committee on University Budget and the Senate Standing Committee on Academic Planning and Priorities recommend Senate forward the draft University Budget for 2018 / 19 and Budget Endorsement Letter to the Board of Governors for approval. |
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Senate Standing Committee Report: For Senate Office Use Only

Context & Background: Faculties and administrative support divisions were asked to identify budget requirements for 2018/19 based on KPU’s hybrid budget methodology. Budget requests for 2018/19 were presented on October 20 and November 3, 2017 to executive and the KPU community. The 2018/19 Draft Consolidated Budget is provided to support SSCUB’s fulfilment of their mandate to provide recommendations on the University 2018/19 Budget to Senate.

- Key Messages:**
1. KPU Executive and SSCUB identified a number of priorities which should guide the development of the 2018/19 Budget. The draft 2018/19 Budget incorporates the key priorities identified by both the executive and SSCUB while recognizing constraints imposed by modest discretionary revenue increases.
 2. The draft 2018/19 Budget includes an increase of \$25,956,100 (36.7%) for domestic and international tuition over 2017/18 Budget. Salaries and benefits are budgeted to increase by \$18,782,000 (15.1%) over 2017/18 Budget to address contractual increases, to support recent International growth and address waitlists, regularization of faculty costs for demand sections, previously unfunded existing positions, and new positions which were identified as critical, such as Teaching and Learning. In addition, the Budget Contingency increased by \$1,000,000 in 2017/18 to \$1,500,000 in 2018/19, as supported by SSCUB and the Board of Governors.



**Senate Standing Committee on University Budget, and
Senate Standing Committee on Academic Planning and
Priorities**

Agenda Item: 5.1

Meeting Date: January 26, 2018

Presenter: Stefanie Singer, Joe Sass

Consultations:

Financial Services worked with University Executive to determine funding allocations for new salary allocations and material non-salary allocations. Once a balanced, draft budget was developed Financial Services circulated divisional draft allocations and collected feedback on items deemed to be critical to the operations of the functional area. These were presented to University Executive in final preparation of the attached, draft 2018/19 budget.

Attachments:

1. [2018/19 Budget Development Narrative and Summary](#)
2. [2018/19 Draft Consolidated Budget by Account Type with comments](#)
3. [2018/19 Draft Consolidated Budget by Account Type without comments](#)
4. [2018/19 Draft Consolidated Multi-year Budget](#)
5. [Appendix 1: 2018/19 Pro-forma operating Fund Budget by Division and Account Type](#)
6. [Appendix 2: Operating Expense Budget Allocation by Division](#)
7. [Appendix 3: 2018/19 Business Development and Innovation – All Funds Budget](#)
8. [Appendix 4: 2018/19 Reconciliation of Divisional Operating Budget by Account Type to Consolidated Budget](#)

Submitted by: *KPU Finance*

Date submitted: *January 23, 2018*



**Senate Standing Committee on University Budget, and
Senate Standing Committee on Academic Planning and
Priorities**

Agenda Item: 5.2

Meeting Date: January 26, 2018

Presenter: Tom Westgate, Wayne Tebb, Renu Seru,
Chamkaur Cheema, and David Burns

Agenda Item: Draft Endorsement Letter of draft 2018 / 19 University Budget

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| Action Requested: | <input checked="" type="checkbox"/> Motion to Approve <input type="checkbox"/> Discussion <input type="checkbox"/> Information <input type="checkbox"/> Education |
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| Recommended Resolution: | THAT the Senate Standing Committee on University Budget approves the budget endorsement letter and ask Senate on January 29, 2018 to forward the letter to the Board of Governors. |
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**Senate Standing
Committee Report:**

**Context &
Background:**

On December 8, 2017 the SSC University Budget formed a working group to draft a memo regarding the Draft University Budget for the SSC University Budget and SSC Academic Planning and Priorities to review.

On January 5, 2018 the two committees drafted a set of priorities for developing the draft budget.

Key Messages:

Attachments:

1. Draft SSCUB budget endorsement letter

Submitted by: *David Burns*

Date submitted: *January 26, 2018*



SENATE OFFICE
MEMORANDUM

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|-----------------|--|
| TO: | Senate |
| Cc: | |
| FROM: | Senate Standing Committee on University Budget |
| DATE: | January 26, 2018 |
| SUBJECT: | Recommendations to Senate for forwarding to the Board of Governors |

The FY2018/2019 budget is the second KPU budget that was developed using a zero-based budget model. This represents the fourth year of KPU's multi-year budget model transition process. Historically KPU prepared budgets on the incremental basis of evaluating and prioritizing new budget requests. This led to a deliberate shift to a more transparent activity-based budgeting process. The next step in this process is for the budget to be driven by strategic considerations. While reactive measures still have their place, they should not be the primary driver of budget decisions.

To address this concern, in January 2014, President Alan Davis constituted the Resources Planning Task Force to examine and make recommendations on processes to ensure KPU's resources are deployed as efficiently and effectively as possible to enable the realization of [Vision 2018](#).

In June 2014, the Task Force presented the President and the Senate [with 11 recommendations and accompanying reports](#). These included the [report and recommendations](#) from the Task Force's Budget Allocation Subcommittee.

The Budget Allocation Subcommittee recommended that KPU transition to a new budget model, in which metrics are used to develop the University Budget. KPU is now in the fourth year of its multi-year budget model transition process with the development of the FY2018/19 budget using the zero-based budget model, the first step towards the goal of using a hybrid budgeting model (which will incorporate elements of incremental and zero-based budget models, and performance metrics where appropriate).

In the FY2018/2019 budget, Senate appreciates the recognition of ongoing commitments arising from prior year approvals, high priority organizational needs, the commitment to a revenue generating focus, and investment in organizational efficiency and reputation.

Recommendations: Senate recommends that the timelines and tasks established by the Budget Allocation Subcommittee report and recommendation of 2014 be updated, and that SSCUB receive regular progress updates. Senate recommends continued support for moving forward with the New Budget Model.

Observation: Balancing the Budget

By legislation, the proposed budget for FY2018/19 is balanced. KPU has identified increased revenues over the 2017/18 budget, specifically, government grants of \$4.303M and tuition \$25.956M (-\$4.371M domestic and \$30.327M international fees). While this has improved our revenue model, it cannot be at the expense of appropriate support and services for all students.

SSCUB endorses increased supports for all students recognizing that some students are particularly at risk and vulnerable

SSCUB endorses the budgeted contingency increase to \$4.000M in the FY2018/19 operating budget. We encourage increasing the contingency from its current \$1.000M until it reaches 2.5% of the budget.

SSCUB endorses increasing KPU's investment portfolio through a prosperity fund.

Recommendations:

Senate supports a balanced budget, the inclusion of an increased contingency, and investment of annual surpluses into a prosperity fund. Senate recommends that work continue on the articulation and implementation of KPU's Strategic Enrolment Management Plan and that SSCUB be updated on its progress.

Senate strongly supports the articulation and implementation of an effective Strategic Enrolment Management (SEM) plan that allows the institution to ensure a regular and balanced flow of incoming students and tuition revenue matched by an equally strong drive to retain and graduate learners. Deans, in particular, should be empowered to use their budget in anticipation of coming challenges and opportunities.

Priorities

SSCUB with consultation with ASCAPP provided the following list, with no specific priority, to the Senate for recommendation to the President for consideration in the development of 2018/19 draft University Budget. These priorities, approved by the Senate on January 29, 2018, emphasize the need to support and enhance:

- the development of innovative teaching and learning opportunities in support of our diverse and changing student population
- student success and retention through a focus on continuous quality improvement of teaching and learning opportunities for our diverse and changing student stakeholders
- the indigenization of the institution (including services, curricular change, and decolonisation)
- emerging strategic initiatives
- investment in research initiatives and services (pending the development of a long-term vision for research and scholarship)
- long-term planning, as well as strategic and operational enrolment management, to ensure institutional sustainability
- student services, supports and community on campus for our diverse and changing student stakeholders
- external affairs with respect to reputation and fund/friend raising
- the development of a Faculty of Graduate Studies