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**Senate Budget Advisory  
Committee**

MINUTES OF MEETING #3 (2011-12)

**SENATE BUDGET ADVISORY COMMITTEE**

TUESDAY, DECEMBER 6, 2011, 2:00 PM

13<sup>TH</sup> FLOOR BOARD ROOM, SCHMON TOWER

**PRESENT:** Professor June Corman (Chair), Professor Roberto Nickel (Vice-Chair),  
Dean Tom Dunk, Dean Neil McCartney, Professor Carol Merriam

Ms. Joanne McKee, Mr. Steven Pillar, Ms. Margaret Thompson (Administrative  
Support)

**REGRETS:** Mr. Riaz Akseer, Professor Maureen Connolly, Professor Sheng Deng,  
Dr. Greg Finn, Professor Nota Klentrou, Dr. Murray Knuttila,  
Professor Duncan MacDonald, Professor Francine McCarthy,  
Professor Susan Sydor

Professor Corman welcomed members and called the meeting to order. Due to a lack of quorum, any decisions made by the Committee would need to be ratified at a later full-quorum meeting.

**1. Approval of Minutes**

[The minutes of the meeting #2 (2011-12) held on November 15, 2011 had been distributed with the meeting materials.]

The consideration of the approval of the minutes was deferred to the next meeting.

**2. Mid-Year Budget Review**

[An Information Item to the Financial Planning and Human Resources Committee  
*TOPIC: Mid-Year Budget Review 2011-12* dated November 24, 2011, together with  
Appendix 1: Brock University Operating Budget, had been posted with the meeting  
materials.]

Ms. McKee provided a page-by-page review of the Mid-Year Budget Review 2011-12 which provides an update to the June, 2011 approved budget assumptions concerning revenues and expenditures based on information available at the time of writing.

During the Committee's consideration of the Report, Ms. McKee and Mr. Pillar responded to questions from members and clarified several financial matters. Highlights from the Committee's discussion included the following:

- With respect to "Other Global Expenditures", detailed accounting information is kept by the Financial and Administrative Services Budget Administrator regarding the amounts being held which are committed to departments for spending.
- The Board of Trustees will be evaluating options with respect to the elimination of the 2011-12 annual shortfall of just under \$1M and the elimination of the projected accumulated deficit of approximately \$8M. The Budget Advisory Committee agreed that it was important to provide advice to the Board regarding the elimination of both deficits with respect to consistency with academic policy.
- Budget reports for all years since 2004-05, which include detailed information regarding the progress on the Multi-Year Recovery Strategy approved by the Board and the process and results of past target exercises, are available on the University's website at <http://www.brocku.ca/finance/university-financial-information>.
- Additional impacts to the operating budget which are being closely monitored by the University include the pension plan's funding shortfall and matters related to deferred maintenance.
- Initiatives proposed regarding increasing spring/summer course offerings continue to be examined by the Office of the Provost and Vice-President, Academic. The Chair suggested that the Budget Advisory Committee may want to recommend to Senate that a task force be struck to examine the organization of spring/summer course offerings.

The Committee further discussed the possibility of using unexpected revenues to assist Faculties to meet their budget targets.

Following the Committee's discussion, the Chair thanked Ms. McKee and Mr. Pillar for the informative presentation.

### **3. A Focus on Academic Policy**

As the Budget Advisory Committee provides advice to the Board with respect to the operating budget's consistency with academic policy, Professor Corman emphasized the importance of the Committee's understanding of "academic policy". She suggested that the academic policy may be found within the following University documents:

- Mission Statement ([http://www.brocku.ca/president/about\\_the\\_office/mission](http://www.brocku.ca/president/about_the_office/mission))
- Vision and Goals (<http://www.brocku.ca/president/vision>)
- Integrated Strategic Plan (<http://www.brocku.ca/vp-academic/academic-planning>)

Professor Corman also reviewed the specific areas that the Committee advises on as outlined in the Terms of Reference (FHB: 9.4.1). With respect to a) the principles of

allocation of the University budget, it was noted that it would be appropriate for the Committee to provide advice regarding the current allocation system versus BRAM.

Mr. Pillar encouraged members to review the 2011-12 budget development principles and guidelines that provide context for the budget development process which are available at [http://www.brocku.ca/webfm\\_send/15903](http://www.brocku.ca/webfm_send/15903).

#### **4. Planning our Tasks: Future Agenda Items**

Professor Corman noted that at the next meeting on January 17, 2012, a presentation on the Brock Resource Allocation Model (BRAM) would be provided to the Committee. Ms. McKee confirmed that she and Professor Barbara Sainty would be presenting the information.

The Chair suggested that the issue raised during today's meeting regarding the organization of spring/summer courses be placed on the agenda for discussion at the meeting to be held on February 7, 2012.

The Chair questioned if there were any other items that the Committee would like to address in an effort to assist in its deliberations prior to presenting a recommendation to Senate in May with respect to the budget's consistency with academic policy.

It was suggested, and the Committee agreed, that it would be beneficial to invite each Faculty Dean to an upcoming meeting (after the announcement of this year's target exercise percentage) to provide members with insight regarding budget implications at the Faculty level, such as if the allocation of the budget is consistent with academic policy.

Ms. McKee encouraged members to provide feedback to administration on any additional ideas they may have regarding initiatives that could potentially be taken by the University to increase revenue and/or decrease expenditures. During a brief discussion, it was noted that the University is examining the potential to offer more on-line context credit courses in addition to Biology 1F25. It was further suggested that the University re-examine its current course delivery model including the requirement of context courses.

#### **5. Other Business - None**

#### **6. Adjournment**

The meeting adjourned at 3:15 p.m.