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**Senate Budget Advisory
Committee**

MINUTES OF MEETING #5 (2011-12)

SENATE BUDGET ADVISORY COMMITTEE

TUESDAY, FEBRUARY 7, 2012, 2:00 PM

13th FLOOR BOARD ROOM

PRESENT: Professor June Corman (Chair), Professor Roberto Nickel (Vice-Chair), Ms. Phuc Dang, Professor Sheng Deng, Dean Tom Dunk, Professor Nota Klentrou, Dr. Jack Lightstone, Professor Duncan MacDonald, Dean Neil McCartney, Professor Carol Merriam, Professor Steven Renzetti, Professor Susan Sydor

Ms. Joanne McKee, Ms. Margaret Thompson (Administrative Support)

REGRETS: Professor Maureen Connolly, Dr. Murray Knuttila, Mr. Luke Speers

Professor Corman welcomed members and called the meeting to order.

1. Approval of Minutes

[The minutes of Meeting #4 (2011-12) held on January 17, 2012 had been distributed with the meeting materials.]

MOVED (Merriam/Dunk)

THAT the minutes of Meeting #4 (2011-12) of the Budget Advisory Committee held on January 17, 2012 be approved.

CARRIED

2. 2012-13 Budget Development

[An Information Item to the Financial Planning and Human Resources Committee
TOPIC: 2012-13 Budget Development dated February 2, 2012, together with Attachment 1: Timelines and Process for 2012-13, had been posted with the meeting materials.]

Ms. McKee reviewed the Report regarding the 2012-13 Budget Development and the Timelines and Processes for 2012-13.

By way of an overhead presentation, Dr. Lightstone and Ms. McKee presented detailed information regarding the 2012-13 budget projections and the targets required to meet the multi-year recovery strategy. Of note, it was reported to the Committee that given the increase in operating costs each year and the absence of provincial participation to offset these costs, Brock has few alternatives other than to generate revenue by increasing enrolment. These enrolment increases cannot be accommodated Monday through Friday as rooms are utilized to capacity. Thus, enrolment increases will need to be met other ways such as by utilizing rooms at off-peak times (weekends and spring/summer) and through the offering of on-line courses.

Dr. Lightstone noted that he had recently discussed a preliminary strategy with the Financial Planning and Human Resources which would be presented for discussion at the next meeting of the Board of Trustees. He expanded on the proposed strategy which would not balance the budget next year or the year after, but would focus on avoiding slipping back into a structural deficit a year or two thereafter. The proposed strategy would request the Board to decrease this coming budget exercise to the lower percentage of 1.5%. This would provide the University with the opportunity it needs to assist with pedagogical reform which is linked to the University's financial health. It was recognized that a detailed financial plan would need to be developed in support of the proposed strategy.

The Committee engaged in a comprehensive discussion and provided feedback to Dr. Lightstone and Ms. McKee with respect to the proposed strategy, pedagogical transformation, and implications for instructors. It was stressed that the implications related to the academic mission of the University also need to be further emphasized as a decrease in the budget exercise percentage would assist instructors to continue to develop quality modes of alternative pedagogy in support of the academic policy of the University.

In response to the unilateral cuts given to all Faculties in past years, it was suggested to Senior Administrators that those Faculties that have contributed to the University's revenue by teaching more students should not be asked to absorb the same percentage cut as those Faculties who have not generated additional revenue over the last three years.

In response to a question, Ms. McKee indicated that the slide presentation would be made available to the Budget Advisory Committee following presentation to the Board of Trustees on February 16, 2012.

The Chair thanked Dr. Lightstone and Ms. McKee for the informative presentation. Due to previous commitments, Dr. Lightstone and Ms. McKee retired from the remainder of the meeting.

3. Observations by Faculty Deans re: Operating Budget's Consistency with Academic Policy

Faculty Deans had received an invitation from the Chair to attend an upcoming meeting of the Budget Advisory Committee to present their observations with respect to the operating budget's consistency with academic policy in relation to their Faculty. Professor Corman noted that Committee members, Dean Dunk and Dean McCartney, would be presenting today.

Dean Dunk presented his observations from the viewpoint of the Faculty of Social Sciences. Dean McCartney then presented his views from the perspective of the Faculty of Applied Health Sciences. Both Deans outlined the actions undertaken in their respective Faculty to meet budget targets over the last three years. Both pointed to fewer small group learning opportunities and increased class size. Over the three-year period, both Faculties have absorbed more undergraduate and graduate students and have made strides to offer programming consistent with the academic policy of the University. Both Deans remarked on the difficulty of finding a definitive source regarding the "academic policy" of Brock University and that it had to be distilled from other documents.

A summary of the Deans' remarks would be appended to the minutes.

**4. Committee Discussion re: Advice on the 2012-13 Budget
- Reflections on BRAM Presentation / Input to BRAM Steering Committee**

Due to time constraints, the item would be placed on the Agenda for the next meeting.

5. Other Business - None

6. Adjournment

The meeting adjourned at 3:35 p.m.

APPENDIX 1

Thomas Dunk, Dean, Faculty of Social Sciences Notes for Report to the Senate Budget Committee February 7, 2012

The task:

"present your observations in respect to the operating budget's consistency with academic policy"

What is the University's Academic Policy?

From the Brock Strategic Plan, December 2010

P. 3 "The purpose of this strategic plan is to provide academic direction as Brock pursues its unique course as a comprehensive university that is:

- Research intensive in its scholarship and creativity and student-centred in its teaching;
- strategically focused in its graduate expansion and transdisciplinary in its intellectual reach;
- international in its ethos and community-minded in its service."

P.6. "Building on our existing Academic Plan Brock 2014 Knowledge, Engagement, Transformation, the Brock University community is committed to seven strategic priorities

- Ensure Brock is a preferred place to work and study
- Support Brock's undergraduate student-centred focus while maintaining excellence in graduate education
- Foster excellence in research, scholarship and creativity
- Serve the social, cultural, and economic well-being of the University, as well as the local, national, and global communities
- Encourage transdisciplinary initiatives
- Promote internationalization
- Practice accountability, fiscal responsibility, and stewardship"

P.7 "Brock 2014 ... articulates five key academic directions for Brock.

- Develop an institutional culture rooted in pervasive research and creative activity.
- Preserve and enhance the quality of undergraduate programs, emphasizing the education of students for leadership, social responsibility and innovation.
- Expand graduate and professional programs reflecting the University's research strengths and capacity for innovation, particularly in response to areas of emerging need.
- Encourage interdisciplinary and cross-disciplinary approaches to research and teaching.
- Engage with the community to enhance the economic, social, cultural, and intellectual lives of the citizens of Niagara and beyond"

Budget Exercises in the Faculty of Social Sciences over the last three years

Targets:

- 5%
- 2%
- 1.8%

2) Targets for 2012/2013

- 1.5 to 2.5%

How has FOSS met its budget challenges?

- Raised seminar caps to 20 across the Faculty.
- Raised tutorial sizes up to as high as 60 in Economics courses.
- Increased total major headcount.
- Increased FTE enrolment.
- Increased average course size.
- Reduced the number of courses with secondary components.
- Reduced the number of seminar courses.
- Reduced spring summer offerings.
- Reduced support for faculty conference travel.
- Reduced non-salary budgets in Departments and Centres.
- Reduced the equipment budget.
- Reduce entrance averages in some programs.
- Reduced options for General Studies and Undeclared Students because of enrolment pressures.
- Stopped adding graduate programs.

However:

- We still run many secondary components.
- We have maintained the number of fourth year courses.
- We have increased service and/or experiential learning possibilities.
- We have added new under graduate degree programs.
- We have expanded graduate enrolments.
- We have developed online courses and an online cost-recovery certificate program.
- We are developing proposals for two new graduate programs, one of which would be in an applied area, and both of which will involve experiential learning.
- We have created The Council for Research in the Social Sciences (with no new money)
- We have established a small budget for professional development for Academic Advisors (again with no new money)

APPENDIX II

**Neil McCartney, Dean, Faculty of Applied Health Sciences
Overarching Report to the Senate Budget Committee
Observations in respect to the operating budget's consistency with academic policy
within the Faculty of Applied Health Sciences
February 7, 2012**

1. Kinesiology dropped all seminars 2-years ago.
2. CHSC are dropping almost all of their seminars and labs for the upcoming year and threatening to withdraw from the Faculty graduate program.
3. Increased enrolments with no increase in faculty complement. CHSC has 16 faculty members and their UG Majors enrolment since 2007 has increased from 400 to 665 full time and from 43 to 45 part time. Of the 313 extra students registered at Brock this year compared to 2010, 207 are in FAHS.
4. Class sizes in some 3rd and 4th year offerings are predicted to double and triple, to over 250 students.
5. Due to lower graduate enrolments across campus this year, the FAHS agreed to take an extra 24 graduate students above our target; this will not happen in the future as we are approaching capacity.
6. Pressure to increase enrolments is preventing us from increasing the quality of both UG and graduate students. The entry requirements for our various programs are, in my view, too low.
7. The above listed pressures are interfering with faculty members' research, they only have so many hours in the day.
8. Faculty morale is beginning to erode, particularly as there is a widely held viewpoint that the FAHS is one of the few Faculties that can keep attracting students, and thus ameliorate Brock's funding problems.
9. Despite having 3,100 students in the FAHS, we have the lowest budget of any faculty. We cannot grow and improve if this situation stays the same.
10. With the worst case budget scenario of a 3.1% decrease in each of the next two years, we would be unable to sustain our current graduate student enrolment of ~140 students because our part-time budget would not be nearly sufficient.