

Budget Model and Budget Process Review

Context

When the University of Manitoba adopted a new budget model in 2018/19, the expectation was that a review would be completed after a period of regular implementation to provide units with time to understand and adapt to the model. Now that the model is entering its fifth year, the university is appraising the strengths and weaknesses of the model and its adherence to the guiding principles developed by the budget model steering committee when the model was originally implemented.

These principles are:

- Align resource management, planning, and allocation with the University's mission and strategic priorities
- Enhance collaboration between and within academic and central support units
- Incent creativity, innovation and the pursuit of revenue opportunities to position the University for a strong, sustainable future
- Promote fiscal understanding, responsibility and accountability throughout the University
- Be straightforward and transparent

We are also interested in learning more about the community's thoughts on the overall budget process and whether timelines and action points on the annual cycle need to be adjusted to allow units time to adequately plan around budget assumptions and outcomes.

Budget Model Review Steering Committee Terms of Reference

1. Mandate
 - a. The Budget Model Review Steering Committee ('Committee') is advisory to the Vice President Administration and Provost and Vice President Academic jointly.
 - b. The Committee will be charged with
 - i. overseeing the review of the budget model's implementation and current budget process
 - ii. developing recommendations for making changes or enhancements to the model and annual budgeting process based on the review.
 - c. The role of the Committee will be to receive and review feedback and information gathered through the consultation process to provide advice on project insights, observations, and potential recommendations.
 - d. Committee members shall act and participate only in the best interests of the University.
2. External Consultant
 - a. The review of the budget model is being carried out with the support of the external Consultant ('Huron') involved in the initial development of the model.
 - b. The Committee and/or Huron will convene a series of 30-35 consultations and focus groups with stakeholders from across the university to learn about their experiences with and perspectives on the budget model.
 - c. Some Steering Committee members may be invited to participate in consultation meetings with Huron in their other University capacities, and will be free advocate in those specific consultations on behalf of their unit.
3. Meetings
 - a. Over the engagement phase of the review, the Steering Committee will meet three to five times, as detailed below.
 - b. Agendas and relevant documentation will be disseminated by the chair or project champion(s).
 - c. Additional meetings may be scheduled at the call of the chair.
 - d. Steering Committee members may not send delegates and each member is strongly urged to be present and actively engaged at each planned meeting.
 - e. Feedback from the discussions will not be attributed to specific individuals in any formal report ('Chatham House Rules'), and it is hoped that all members will provide open and honest input with a holistic and ethical community leadership perspective.
4. Final Recommendations
 - a. The Budget Model Review Steering Committee is advisory to the Vice President Administration and Provost and Vice President Academic jointly.
 - b. Recommendations will be shared with the Executive Budget Committee.