



PRESIDENT'S TASK FORCE  
**BUDGET PROCESS REVIEW**

Terms of Reference  
January 2012

1. PURPOSE

To review the current budget process and to make recommendations to the President's Executive team on a new budget process that is integrated with the University's strategic plan and priorities.

The overall objective of this review is to redefine budget structures and processes that will effectively support both short and long-term planning, promote sound decision-making in support of institutional priorities, and ensure that a sustainable operating budget is continuously maintained.

2. MEMBERSHIP

President (Chair)	Dr. Mike Mahon
Dean Representative	Dr. Chris Hosgood
Dean Representative	Dr. Rob Wood
Executive Director Representative	Carrie Takeyasu
Executive Director Representative	Chris Eagan
Resource	Doug Spoulos

3. OBJECTIVES

- i. Outline the current budget process.
- ii. Recommend a budget process that takes into consideration organizational complexity while supporting collaborative and coordinated academic and non-academic activities and planning.
- iii. Develop a budget process that provides information to decision makers.
- iv. Develop a budget process that is informed by Joint Council and other key stakeholders.
- v. Develop a budget process that documents and identifies individual and committee authority and responsibilities.
- vi. Develop a budget process which provides appropriate communication and promotes the understanding of the budget process to the University community.



#### 4. PRINCIPLES

A budget process needs to:

- Be fully integrated with the University's strategic, academic, research, business plans and priorities
- Be transparent and understandable
- Be consultative
- Be documented
- Be accountable
- Be timely
- Cultivate institutional trust and confidence

#### 5. TIMEFRAME

The Task Force's final report to be recommended to President's Executive on or before February 29, 2012.

#### 6. CONSULTATION

In order to ensure appropriate input is obtained, the Task Force will consult with:

- Academic Council
- Executive Directors' Council
- Joint Council
- University Budget Committee
- Board of Governors Finance Committee
- Any other group or individuals that the Task Force deems appropriate

#### 7. OUTCOME

The Task Force's Final report will be recommended to President's Executive, who will make the final decision on the budget process to be adopted.

It is anticipated that the approved budget process will be implemented for the budget planning process for the 2013-2014 fiscal year.