



Request for 2019-20 Staffing Plans and Initial Budget Submissions

It is time to begin the detailed budget cycle with submission of Staffing Plans and initial budget submissions. Budget unit heads are asked to submit a Staffing Plan for the three-year period from 2019-20 to 2021-2022. Because salaries and benefits comprise 90% of the operating budget, Staffing Plan proposals require a budget context within which to consider the staffing proposals. Therefore, budget unit heads are asked to submit an initial budget plan for this same three-year period, with particular emphasis on 2019-20. Given how early this request is being made, there are obviously many things that are not currently known and budget requests and plans will have to change and adapt as more information becomes available.

[Looking Ahead, the Academic Plan for 2015-2020](#), and the associated Unit Plan, should guide and inform Staffing Plans and Budget submissions. Reference to the priorities in these documents, as applicable, will assist in considering proposals and making decisions for the staffing and budget plans.

Earlier this year, PAC began discussions about budget sustainability related to 2019-2020 planning, which is really a continuation of the discussions we have been having for the last couple of years. Included in this discussion has been positions left vacant in Faculties as well as “ghost positions” which are those that have been vacant for several years. Further to those discussions, at the last PAC meeting, Steve Robinson outlined a proposal to extract all vacant positions from budget units and invite budget unit heads to apply for positions required in the budget unit, whether as a replacement to positions vacated or new positions in high priority areas. The purpose of approaching positions in this manner was to encourage budget unit heads to consider the priority of all positions at the same time, rather than considering replacement positions before any new requests. We understand there is significant concern about implementing this new approach at this time, and we are being asked to allow more time for discussion among PAC members as well as with the broader community. **Therefore, we are deferring implementation of the new proposed system for 2019-2020.**

As previously discussed, recent budgets have called for greater ongoing expenditures of budget than can be sustained by ongoing revenues, which has required the use of surplus (one-time) funds to bring the budget into balance each year. The resultant discussion about this challenge has invited consideration of actions to increase enrolments, decrease costs and increase revenues. As budget units are considering budget requirements and options for the 2019-20 year and beyond, it will be crucial that any requests consider the impact of that request on enrolment, expenses and revenues. It will be very difficult to consider additional expenditures that will not have offsetting gains in enrolment and revenues. Therefore, it is requested that overall budgetary impacts be considered in all budget and position requests.

There are a number of factors affecting the 2019-2020 budget and indeed the next three-year planning horizon that will assist with bringing the budget back toward a sustainable position. We will bargain with BUFA for the period beginning April 1, 2019. We will bargain with MGEU, IUOE(A), IUOE(D), and PSAC for the period beginning in 2020. The Province has established a mandate for bargaining that requires financial settlements of 0, 0, 0.75, and 1.0% over the next four years of the new agreement. The only bargaining unit to which this will not apply for this round is PSAC because those settlement terms were applied in the agreement that will be ending in 2020. Secondly, the Province mandated a reduction of senior management of 15%. Thirdly, while Provincial grants are expected to not increase (at best), tuition fees for domestic students will be allowed to increase by approximately 6.5%. Fourthly, the Board of Governors has approved an increase in international student fees beginning in September 2019 and gradually phased in over the next four years. Lastly, enrolment is still increasing, although at a decreasing rate, particularly for domestic non-Indigenous students. Collectively, we expect these changes to reduce the on-going deficit by at least \$1 million in 2019-2020 and more over the next three years. However, this will only happen if we maintain the financial discipline used over the last number of years.

Each budget unit has been provided with the following information to assist with development of the Staffing Plans and Budget proposals. The attached Excel file contains the following four tabs:

1. Your 2019-20 department budget.
2. Staffing complement and salaries for your area.
3. Staffing complement for the University.
4. Sessional Pool table, to categorize sessional workload requests.

Operating Budget Projections

1. The current base budget summary deficit on September 30th is \$1.2 million, before any of the adjustments and built-in actions listed below. The goal is still to reduce dependency on surplus to achieve a sustainable position for the long-term, knowing that will still be a multi-year process.

2. The assumptions are as follows:
 - a. We have assumed a provincial grant increase of 0.0%.
 - b. We have assumed a tuition fee increase of 6.5%.
 - c. We have assumed no change in domestic student enrolment, with the same mix of undergraduate and graduate students.
 - d. We have assumed an international student enrolment increase of 8.0%, with the same mix of undergraduate and graduate students.
 - e. We have assumed that there will be a total of 12 retirements or resignations with the resultant savings for 2019-20.
 - f. We have assumed an inflationary increase of 2% for travel and consumables.
 - g. We have assumed the pension special payments will remain the same for 2019 as for 2018 (calendar years).

3. The built-in actions are as follows:
 - a. We have already built-in five academic positions to the 2019-20 budget to remain temporarily unfilled when they become vacant in 2019-20.
 - b. We have assumed vacant positions are otherwise filled, including “ghost positions”.

Supplementary Information

The 2015-2019 Collective Agreement with the Faculty Association contains a number of elements that will be considered when preparing staffing and budget plans.

1. 50 sessional stipends have been designated for teaching workload reduction in the budget in accordance with 9.4(b) in the BUFA CA.
 - a. If we assume that 10 faculty replacements will be probationary in 2019-20 and therefore require 6 credit hours, or two sessional stipends, of teaching workload release, then $10 \times 2 = 20$ stipends will be reserved for new faculty teaching workload release, or less if sections or courses are not required.

- b. If we assume that there are 10 probationary academic faculty who will be in their second year at BU in 2019-20 and therefore require 3 credit hours, or one sessional stipend, of teaching workload release, then $10 \times 1 = 10$ stipends will be reserved for new second-year faculty teaching workload release, or less if sections or courses are not required.
- c. That will leave $50 - 20 - 10 = 20$ stipends available for teaching workload release for tenured academic faculty.

Please note: A minimum of 50 sessional stipends are set aside for the purposes outlined but the regular pool of sessionals may also be used for this purpose, the same as in the past, up to the total capacity of the University to fund sessionals for all purposes.

2. 4 term positions and 42 sessional stipends are available in the budget to replace faculty on sabbatical in 2019-20 in accordance with Article 20.28 (d) and (e) of the BUFA CA.
3. Please ensure that any teaching to be done by Deans, VP, President, or anyone else from outside of the budget unit, for 2019-20, is built into your plans as appropriate.

Submission Requirements

Please provide the following information. For Faculties/Schools, please use the formats provided in the attached Excel file when indicated below. For non-teaching units, please simply indicate changes in your Word document submission. **Please keep submissions as efficient as possible as many people on PAC will have many to read. Larger volumes of data may be better appended to submissions.**

For Faculties/Schools:

1. Teaching workload in each department and for the Faculty/School as a whole. Please provide the following using the format in Appendix A. Historical data was prepared by the Institutional Data & Analysis Office on student credit hours taught and workload credit hours by faculty member. It can be used to help you project the following and will be distributed as soon as possible.
 - a. Number of credit hours taught by line positions (summary only).
 - b. Number of credit hours taught by term instructors (summary only).
 - c. Number of credit hours taught by sessional instructors (summary only), see #3 below.

- d. Number of student credit hours taught by department (summary only). If you expect significant differences over the prior year, please provide explanations in your submission.
2. Indicate faculty members recommended to receive teaching workload release (per Article 9.4 of CA with BUFA) and rationale:
 - a. Include tenured academic faculty.
 - b. Include probationary academic faculty who will be in their first year at BU in 2018-19.
 - c. Include probationary academic faculty who will be in their second year at BU in 2018-19.
3. Sessional requests projected in 1.c must be categorized, signifying the funding source:
 - a. Sessionals to allow teaching workload release for academic faculty that is not either b. or c. below.
 - b. Sessionals to allow teaching workload release for probationary academic faculty in their first year at BU in 2019-20.
 - c. Sessionals to allow teaching workload release for probationary academic faculty in their second year at BU in 2019-20.
 - d. Sessionals to provide teaching workload replacement for faculty on sabbatical leave.
 - e. Sessionals required to allow positions to remain vacant for one year.
 - f. Sessionals to provide teaching workload to supplement line-faculty or for any other reason.
4. Each Faculty/School is asked to identify course sections that have been or could be adjusted, compared with 2018-19 totals, to help to offset the deficit for 2019-20 or consider other means by which a revenue increase or expense saving may be achieved. Curriculum review and scheduling are some options that may be considered.
 - a. Each additional percent of enrolment growth saves/earns approximately \$106,000 (e.g. recruitment, retention, curriculum renewal or development, etc.).
 - b. Each faculty position left vacant for the remainder of the 2018-19 year will save approximately \$70,000 of salary and benefits. Please note, this would be in addition to the one position per Faculty/School already assumed to be left vacant for one year.
 - c. Other positions left vacant will save the pro-rated salary plus approximately 20% benefits.
 - d. Each sessional stipend unused will save \$7,000 of salary and benefits (e.g. eliminating or cycling a course section, etc.).

For Non-Faculty Units and Faculty/School Units:

5. Any positions previously approved to fill that are not yet filled due to failed searches, or delays.
6. Any positions that are expected to become vacant or for which terms will be expiring over the next three years and whether the position will be deployed to the same or a different department or released. Please indicate the alignment of the decision with the Academic Plan and Unit Plan.
7. Any new position or budget requests over the next three years, indicating alignment of the request with the Academic Plan and Unit Plan. As budget units are considering budget requirements and options for the 2019-20 year and beyond, it will be crucial that any requests consider the impact of that request on enrolment, expenses and revenues.

Next Steps and Timelines

	Item	Date
1.	Request for Staffing Plans distributed	October 5 th
2.	Departments are to provide teaching workload recommendations to the Dean	October 15 th
3.	Staffing Plans and initial budget submissions must be received in the Office of the Vice-President (Administration & Finance).	October 23 th
4.	Staffing plans will be circulated to PAC	October 26 th
5.	First meeting of PAC to consider staffing and budget requests to provide advice to the President on priorities among the requests	November 8 rd
6.	PEC will consider the recommendations and provide preliminary decisions to PAC	November 14 th
7.	Second meeting of PAC to consider the decisions of PEC and provide feedback	November 21 st
8.	Final Staffing Plans reported to budget unit Heads	November 23 rd
9.	Deans assign and communicate teaching workload to departments in accordance with 9.4 (d) of the Collective Agreement.	November 30 th