Unit/Portfolio
Multi-Year Accountability
Plan and Budget

For the Fiscal Year 2018-19
Introduction

The purpose of the multi-year accountability plan and budget templates is to assist Faculties, administrative units/ portfolios and central administration with long-term planning, budgeting and accountability across the university. The objective is to enhance the ability of the university, faculties, and administrative units to achieve strategic goals, to enable the effective leveraging of resources, to achieve long-term institutional financial sustainability and to ensure accountability at the institutional, faculty and unit/portfolio levels for the outcomes achieved. Much of this process replaces or will be simultaneous to past processes. For example, some of the information gathered through this process will be used in developing the University’s annual Comprehensive Institutional Plan (CIP) for submission to government, as has been the case in past years.

Each faculty and administrative unit/portfolio will prepare and submit a multi-year accountability plan and budget as part of the annual planning and budget cycle. The development of this plan will be based in part on the provision of guidelines that will be provided annually.

The draft accountability plans and budgets will be prepared for discussion with the Provost/Appropriate Vice President(s) during the fall review meetings. The final accountability plans and budgets will be submitted in March. In April, the Provost/Vice-President (Academic) or relevant Vice-President will provide a letter confirming the approval of the accountability plan and budget, including any specific provisions and funding in support of the plan.

The faculty/unit/portfolio accountability report on the previous year’s outcomes will be submitted and reviewed by the Provost or relevant Vice-President in April to May, immediately following completion of the fiscal year. The first set of accountability reports based on the 2018-19 accountability plan and budget will be submitted for review in April of 2019.

Background Information

The document starts by acknowledging the importance of moving forward with the five goals as identified in For the Public Good. The document also provides revenue and expenditure planning guidelines that should be used in preparing the accountability plan and budget.
Elements of the Planning Document

The planning document is designed to capture the following information.

A. A high-level summary of the unit/portfolio’s accomplishments associated with its key priorities
B. Opportunities, fundamental issues and challenges facing the unit/portfolio
C. New Programs and Major Initiatives
D. Major objectives and strategies to be pursued in the immediate to short-term (one to three years) that will advance the university’s goals and the goals of the portfolio
E. Planning Parameters should address:
   a. Staffing
   b. Space Requirements
F. Resource plan
   a. A preliminary high-level budget plan and two-year forecast. Note: Strategic funding requests are to be identified through a separate template and process.¹ Any request for submissions will be subject to the availability of strategic initiative funding.
G. Implications of the resource plan

For the Public Good Priority Objective and Strategies

At the August 2017 Senior Administrator’s retreat, President Turpin stressed the importance of moving forward with strategies in support of the five goals of For the Public Good. It was also recognized that the approach taken will vary significantly for each faculty/unit/portfolio, based on local circumstances. As a result, this planning document should be completed in the context of what actions the unit/portfolio is taking that contribute to the achievement of the institutional goals.

¹ This process subject to establishment of a strategic initiatives fund
Planning Guidelines

The following planning guidelines have been developed for this planning period.

Revenue

1. Grant
   The grant represents approximately 60 per cent of the university’s operating funding. There is a high-level of uncertainty around adjustments to the grant due to the current funding review and the government’s current fiscal position. The university is planning for no change (0 per cent) to its Campus Alberta grant in each of the next three years.

2. Tuition
   The Tuition Fee Regulation is currently under review. The government is to announce the new tuition fee regulation in fall 2017. Subject to the new tuition fee regulation, the university is assuming that all fees including undergraduate and graduate domestic, international and Mandatory Non-Instructional Fees will be held at zero.

3. Investment Income
   As noted in Section 4, the university will be reducing its reliance on investment income to support base operating expenditures. It is contemplated that this transition will take place over a period of years. In 2018-19, application of investment income to operating budget expenditures will be capped at $15 to $17 million, with a further reduction of $2.5 million in each of the following two years of this planning cycle. These changes have been incorporated in establishing the base adjustments in each year as identified in Section 4.

4. Base Budget Allocation
   There are multiple factors that inform what annual change, positive or negative, will be made to the unit/portfolio base budget allocations. For the next three-years, the university has considered the following factors:

   i. the need to resolve the operating budget structural deficit;
   ii. the need to ultimately eliminate the university’s reliance on investment income to support on-going base expenditures and instead re-allocate this revenue to a strategic initiatives fund for one-time projects;
   iii. institution-wide cost pressures that must be funded; and
   iv. the assumption that there will be no increase to the Campus Alberta grant or tuition in each of the next three-
years. If there are increases in the grant (net of any in-year savings imposed by government), this may allow us to review the reductions in future years or to accelerate the establishment of the strategic initiatives fund.

Based on these factors, portfolios should plan on the following reductions to their base operating allocations

- 2018-19 TBD
- 2019-20 TBD
- 2020-21 TBD

We understand the need for units/portfolios to have some flexibility in achieving these targets in order to plan strategically. Possible ways of achieving unit/portfolio level flexibility that are fair and equitable will be discussed and explored.

5. All Other Operating Budget Revenue

For the purposes of your operating budget forecasts, all other sources of revenue in your operating budget such as donations, internal and external revenues, etc. should be budgeted and forecast based on your past actuals and any other initiatives that may impact these revenue streams.

**Expenditures**

6. Across the Board (ATB) Adjustments

Faculties and administrative units will continue to be responsible for Across the Board (ATB) increases. As the university is entering into negotiations with all its bargaining units, the specific planning target for ATB will be communicated to you in confidence by your respective Vice President.

7. Merit

Faculties and administrative units will continue to be responsible for merit. The approximate cost of merit within your portfolio was XX per cent in 2017-18 for APO positions and XX per cent for continuing support positions. You should develop your plans based on the same, or similar, average merit increases in each of the years 2018-19 to 2020-21.

8. Employee Benefits

For **2017-18**, any benefit variance will be treated in the same manner as in the past. You will not be responsible for any budget variance between the employee benefits allocated and the actual employee benefits expenditures. For **2018-19**, 
there will be a change in the management of benefit costs. Resource Planning will make a base revenue allocation transfer to your operating budget to offset the cost of benefits for those employees funded through the operating budget (adjusted for revenue-funded positions). The transfer amount will be calculated based on the estimated cost of 2017-18 benefits of your existing staff plus a percentage to accommodate an expected 2018-19 inflationary increase. With this transfer, as of 2018-19, each unit will absorb any remaining difference (positive or negative) due to staff changes. Then, starting in 2019-20, you will be responsible for the annual inflationary increases of your benefit costs. No further revenue allocation will be provided related to benefit costs. For forecasting purposes in 2019-20 and 2020-21, you should estimate (assuming your current operating budget staffing mix) that your average benefit expenditures will increase by 6.0 per cent per year.

9. All Other Operating Budget Expenditures
   Each Faculty and administrative unit is responsible for their operating budget expenditures including any inflationary cost increases. There may be some exceptions subject to contractual obligations. Operating expenditures should be budgeted accordingly. It is estimated that the Alberta Consumer Price Index will increase at a rate of 1.5 to 2.0 per cent in each of 2018-19 to 2020-21. In the case of a special commodity that has a higher rate of inflation, you should factor this inflation rate into your budget and forecast and note this in your commentary.

Accountability Plan and Budgets

The following sections form the Multi-Year Accountability Plan and Budget and are to be submitted in preparation for the scheduled meeting to review your plan.

A. Accomplishments
   Provide a high-level summary of accomplishments in 2017-18 associated with the key priorities of your unit/portfolio or those that contributed to the objectives and strategies of For the Public Good.
B. Opportunities and Fundamental Issues and Challenges

Provide a brief summary of opportunities, (i.e. new areas of government or new major partnership opportunities etc.) as well as fundamental issues and challenges facing the unit/portfolio.

C. New Programs/Major Initiatives

Provide a brief overview of any new programs or major initiatives that the unit/portfolio will be pursuing within the three-year planning period that could impact the Faculties or other units, staffing, revenue, space or overall resource needs.

D. Objectives and Strategies

Complete the following table by identifying the major objectives and strategies that you will pursue in the immediate to mid-term (one to three years). Where applicable identify major objectives and strategies that will advance the goals of the university’s strategic plan. You may or may not have objectives and strategies in support of each strategic goal.

The table below is designed to capture the major objectives and strategies only.

(insert name) Portfolio

New Objectives/Strategies 2018-19

<table>
<thead>
<tr>
<th>FPG Goals</th>
<th>Objectives/Strategies¹²</th>
</tr>
</thead>
<tbody>
<tr>
<td>Build</td>
<td>List the major objectives/strategies related to Build that will be pursued over the immediate and short-term (1 – 3 years) in support of FPG and the portfolio goals</td>
</tr>
<tr>
<td>Experience</td>
<td>List the major objectives/strategies related to Experience that will be pursued over the immediate and short-term (1 – 3 years) in support of the FPG goals and the portfolio goals</td>
</tr>
<tr>
<td>Excel</td>
<td>List the major objectives/strategies related to Excel that will be pursued over the immediate and short-term (1 – 3 years) in support of FPG and the portfolio goals</td>
</tr>
<tr>
<td>Engage</td>
<td>List the major objectives/strategies related to Engage that will be pursued over the immediate and short-term (1 – 3 years) in support of FPG and the portfolio goals</td>
</tr>
<tr>
<td>Sustain</td>
<td>List the major objectives/strategies related to Sustain that will be pursued over the immediate and short-term (1 – 3 years) in support of FPG and the portfolio goals</td>
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</tbody>
</table>

¹ Depending on your unit/portfolio you may not have objectives/strategies for each of the FPG goals
² Your accomplishments associated with your identified objectives/strategies will be reported in your 2019-20 Multi-Year Plan Submission
E. Planning Parameters

Changes in staffing and space requirements can have a significant impact on revenue and expenditures within the unit/portfolio as well as for the institution as a whole.

Attached are tables relating to staffing and space priorities. You are asked to complete the attached tables outlining any substantive changes you are planning or require as it relates to your staff complement or utilization of space.

F. Resource Plan

The resource plan is completed in two phases (see attachment).

Phase One

In Phase One, and in preparation for the upcoming unit/portfolio meetings, using the attached Excel spreadsheet as provided, the unit/portfolio will develop a high-level estimate of their 2018-19 budget(s) and subsequent two-year forecasts based on the planning guidelines and plans within the unit/portfolio. Where possible, the template has been populated based on data from the data warehouse or based on the planning guidelines. Phase One is meant to capture a high-level estimate of the implications on your budget based on the planning guidelines provided for the 2018-19 fiscal year and forecasts of the following two fiscal years.

Do not include any requests for strategic funding in the resource plan. A separate proposal is required in support of all strategic funding requests. A call for strategic funding proposals is contingent on the availability of strategic initiative funding.

Phase Two

Phase Two will reflect your final submission of your accountability plan and budget. It will be based on the discussions with your relevant Vice-President, the updated budget guidelines that will be confirmed in December/January, and any other information that is made available. The unit/portfolio will complete its detailed budgets in uPlan and will submit it along with a final version of its accountability plan in March, 2018.

G. Implications of the Resource Plan

In preparing this planning and budget document, the unit/portfolio would have used the planning guidelines as provided in this document. This section should provide a brief summary regarding the implications of the unit/portfolio’s resource plan as developed.
Table 1
Staffing Plan
Head Count

The purpose of this table is to assess any changes in your staffing plan over the three-year planning period. The staff in your head count should only include those who are paid through your operating budget (either base or revenue funded).

<table>
<thead>
<tr>
<th>Staff Type</th>
<th>Current Head Count</th>
<th>2018-19 Head Count</th>
<th>2019-20 Head Count</th>
<th>2020-21 Head Count</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>New</td>
<td>Depart</td>
<td>Net</td>
<td>New</td>
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<tr>
<td>APOs</td>
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<td>Support</td>
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<tr>
<td>Casual</td>
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</tbody>
</table>

1 Current Head Count – All positions currently filled within your unit/portfolio
2 New – Any new staff that you anticipate hiring in the fiscal year either as new positions or through filling a vacancy
3 Departing – Any staff that you know will be leaving in the fiscal year due to retirement, resignation or some form of disruption
4 Net - The difference between any new staff that will join the unit/portfolio and those that will be departing. If you add your current head count to your net head count it should represent the planned total head count in your unit/portfolio for that year

With the information you provide, Facilities and Operations will better understand your objectives and be able to work with you to evaluate current space allocations and utilization.

Table 2
Infrastructure/Space Needs

Space is a dynamic, essential, and expensive to maintain resource; the assignment of which is very complex. It relies heavily on a long-term, University-wide understanding and acceptance of ensuring we consciously plan to get the most out of all our facilities.

Based on your unit/portfolio objectives, it is important to identify all implications on University-provided space. This will include your need for additional space (more), renewal of existing space (renovation), or no longer requiring certain space (less). In the areas provided below, please be as forward-looking as you are able in describing what you project to be the impacts of your unit/portfolio plan on space utilization. Where possible, please also include projected timing (e.g. year one, year two, etc.).
With the information you provide, Facilities and Operations will better understand your objectives and be able to work with you to evaluate current space allocations and utilization.

**Administrative Space** - *used in the support of most other activities on campus and includes offices and open concepts as well as space for meetings, storage, or other elements specific to your operations.*

**Other Space** - *administrative units may have unique requirements not captured above. Examples include special operational facilities, special equipment storage facilities, server room facilities, etc.*

Finally, reflecting on your inputs above, do you anticipate any extraordinary draws on the University’s utility system? For example, installation of specialized equipment with large power, heating, or cooling requirements. Additionally, do you anticipate a need for emergency, stand-by power (in the event of a power disruption)?