

2021-22 Draft Operating Budget:

Board of Governors

April 22, 2021

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Presentation Overview

- Budget Approach
- Strategic Planning: Integrated Academic-Research Plan
- Setting the Stage: Revenue Scenarios
- Budget 2021-2022
- What's not in the Budget (aka Risk/ Risk Mitigation)

- Appendix

**“It’s clearly a budget. It’s got lots of numbers in it.”
- George W. Bush**

Budget Approach

- We are approaching all of our recommendations in a principled manner, consistent with the following values:
 - **Students:** We are committed to providing an excellent learning environment and student experience
 - **Faculty and staff:** We are committed to minimizing the impact on people by finding efficiencies
 - **Access:** We are committed to maintaining and enhancing a diverse and inclusive campus community
 - **Communication:** We are committed to communicating regularly with our campus community about the budget process as it progresses
- Through our strategic priorities we have started on a path that will help solidify our university as a remarkable and recognized place of scholarly endeavor, phenomenal student experiences and tight-knit community

2021-2024 Strategic Response: Positioning for the Future

➤ Tech with a Conscience and Learning Re-imagined

- Leverage our “tech” advantage and nimbleness while also growing our virtual assets
- Be leaders in re-imagining the pedagogy-technology interface
- Create a dynamic learning environment by combining face-to-face and online instruction
- Reimagine how we deliver learning (e.g., stackable, flexible micro-credentials)

➤ Sticky Campus

- Imagine our campus locations as community hubs
- Assess our existing spaces, redefine how we use space
- Reduce building lease commitments (e.g., 11 Simcoe, St. Gregory’s)

➤ Partnerships

- Combine our expertise with public need in developing new programs, research priorities
- Use skills training, our expertise, and knowledge mobilization to support economic recovery
- Continue to increase research and industry partnerships, experiential learning opportunities

2021-2022 Strategic Response: Positioning for the Future

➤ Learning Re-imagined

➤ Investing in:

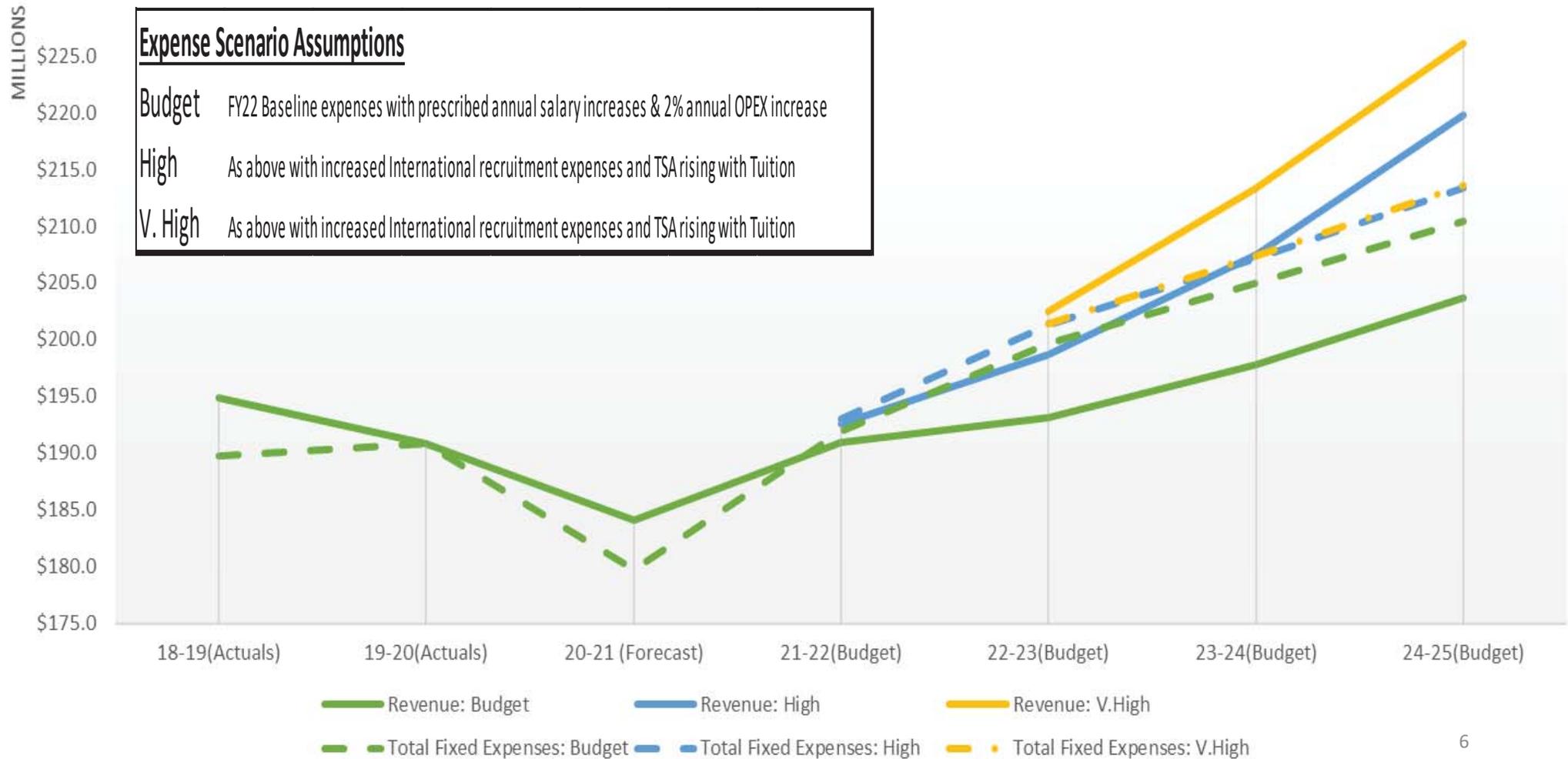
- Technology to add to, enhance, and re-imagine our technological assets
- Enhance the “pedagogy-technology” interface by providing skilled supports for our students, staff, and faculty

➤ Sticky Campus

➤ Investing in enhanced:

- Student recruitment (e.g. recruitment staff, new digital media platforms) initiatives
- Student success and retention (e.g. advising transformation, graduate scholarship program) initiatives

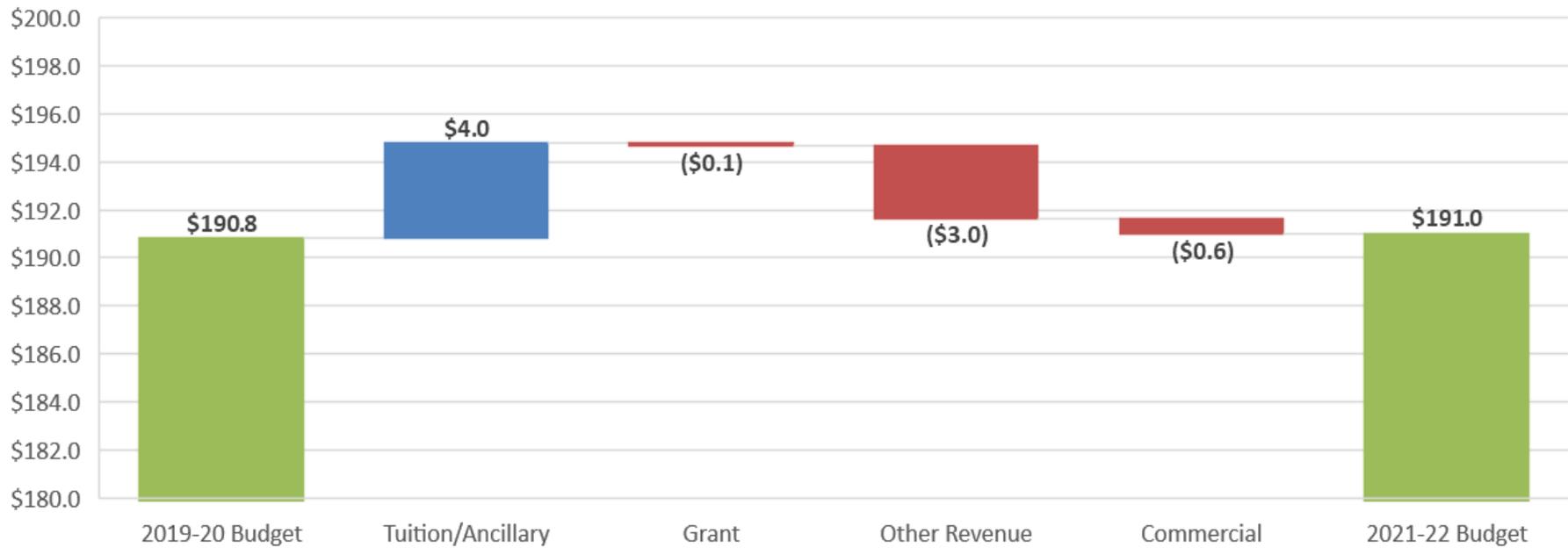
Revenue Scenarios (Linear Expense increase)



2021 – 2022 Budget Summary - Revenue

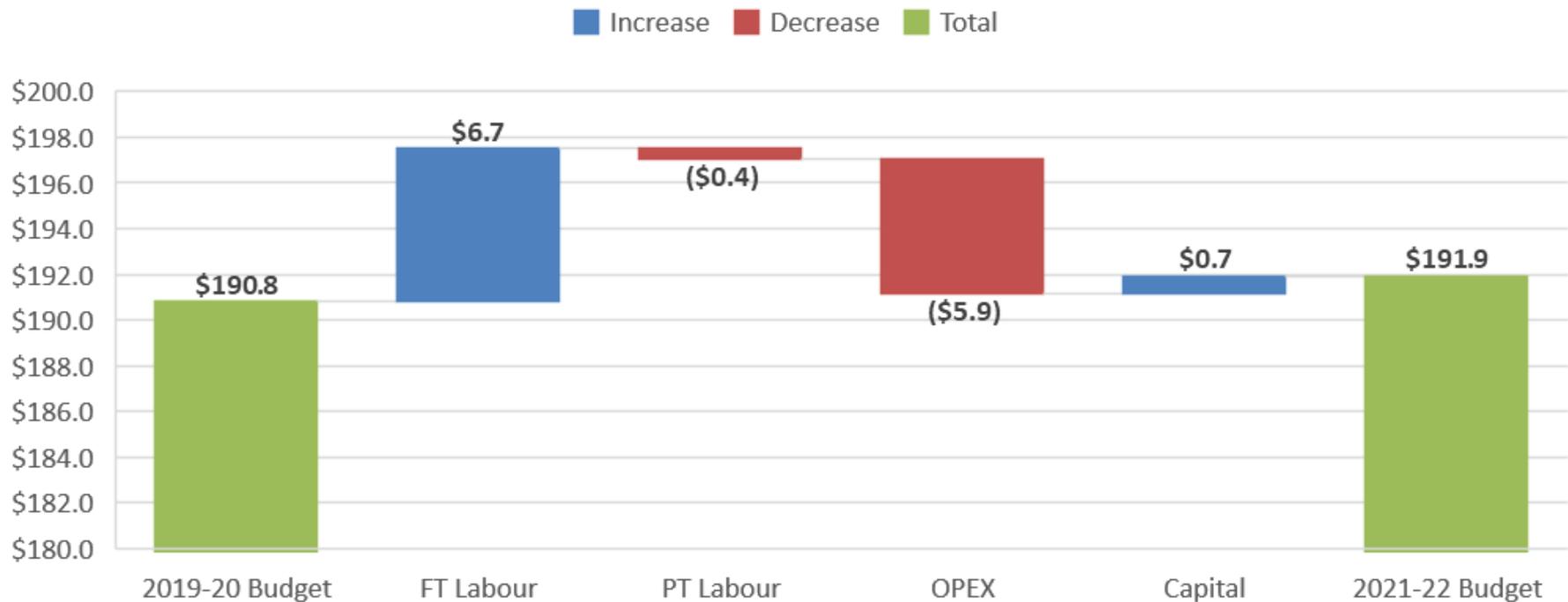
Total Revenue Trending: FY19-20 v FY21-22

■ Increase ■ Decrease ■ Total



2021 – 2022 Budget Summary - Expense

Total Expense Trending: FY19-20 v FY21-22



Total Expenses by Functional Area

Expense Summary	2019-20 Budget	2020-21 Budget	2021-22 Budget	Budget Variance 2021-22 v 2019-20	Budget Variance 2021-22 v 2020-21
	\$'000's	\$'000's	\$'000's	\$'000's	\$'000's
Academic	75,803	74,575	79,398	3,595	4,823
Academic Support	37,894	34,597	38,808	914	4,210
Administration	50,802	43,368	46,825	(3,977)	3,456
Ancillary/Commercial	9,810	9,008	10,371	561	1,363
Debenture	16,501	16,501	16,501	0	0
Total Expenses	\$190,810	\$178,051	\$191,903	\$1,093	\$13,853

Strategic Risk / Risk Mitigation

Stakeholder Relations/ Campus Experience/ Culture	Strong participation of students in the design and delivery of programming aimed at promoting skills development Increased funds for PD focused on internal offerings Learning reimaged discussions – building on \$2.4M eCampus grant
Campus Wellbeing	Priority funding for EDI & Indigenous plan implementations, step care approach for students, focus funding for return to campus & work from home ~500k
Research/ Innovation	Focus on seed funding: early research award support, phasing in ~\$750K for research based graduate student support, virtual learning internal grant
Brand	Focus on earned “main stream” media strategies and funded digital media ~400K
Physical/ Virtual Infrastructure	Created a long term deferred maintenance and 2030 space management plan. Delay normal maintenance but contingency in place
Virtual Infrastructure	Piloting projects for streaming capability for Fall 2021. Hire new director for Cyber-security

MOTION for CONSIDERATION

WHEREAS the budget has been prepared based on a forecast using the best information available at this time;

WHEREAS the COVID-19 pandemic necessitated the effective closure of most of the university's physical operations in 2020-2021 and we are working on numerous scenarios for 2021-2022; and

WHEREAS there is additional risk to the budget this year because of the economic uncertainty precipitated by the COVID-19 pandemic (i.e. international travel) and the expenses required to offer safe partial return to campus in compliance with safety protocols;

NOW THEREFORE, pursuant to the recommendation of the Audit and Finance Committee, the Board of Governors hereby approves the 2021-2022 balanced budget of \$191,903 million, as presented.