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Operating Budget

**For the Fiscal Years**

**2024/25, 2025/26 and 2026/27**

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# Key Considerations

Please provide **3 to 5 bullet points** highlighting the major issues in the envelope to provide context and awareness to readers. **Specifically identify positive and negative factors affecting your current financial outlook including cost pressures.** Maximum 500 words**.**

# Mission

Please provide the envelope’s mission statement or a brief statement of the envelope’s long-term vision.

# Enrolment TRends

The projected operating allocation is based on the below enrolment projections.

**Charts to be provided by IRA**

* Chart 1 UG (split by level 1 and upper years)
* Chart 2 UG entering averages
* Chart 3 Grad (split by Masters and PhD)
* Chart 4 Percentage International (split by UG/Grad)

Please discuss these trends. If enrolment is decreasing is this a short term blip or part of a broader trend (e.g. seen also at other universities). Also discuss any changes you envision to these numbers in the future (more detail can be provided in items 4 or 5 below, if applicable)

# Alignment with University Strategy

Please complete the table below **IN BULLET FORM ONLY** with a highlights list of completed or ongoing as well as major new initiatives/ goals for 2023/24 to 2025/26 for the Consolidated Budget document**. List your top 1 to 3 per Strategy pillar ONLY**. Limit the content to 1 page maximum.

**Note**: It is not expected that all lines will be completed.

|  | Completed/ Ongoing  2021/22– 2022/23 | New Initiatives/ Goals  2023/24 – 2025/26 |
| --- | --- | --- |
| Inclusive Excellence |  |  |
| Teaching and Learning |  |  |
| Research and Scholarship |  |  |
| Engaging Local, National, Indigenous and Global Communities |  |  |
| Operational Excellence |  |  |

# Staffing

## Academic positions

Please complete the table and outline hiring plans and justifications for any changes to Academic FTEs.

|  | Actual | | | Projected | | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
| Tenure track |  |  |  |  |  |  |  |
| Teaching track |  |  |  |  |  |  |  |
| CLA |  |  |  |  |  |  |  |
| CAWAR |  |  |  |  |  |  |  |
| **Total** |  |  |  |  |  |  |  |

## Staff Positions

Please complete the table with staff complement as of year-end for each year. Outline hiring plans and justifications for any changes to support staff FTEs.

|  | Actual | | | Projected | | | |
| --- | --- | --- | --- | --- | --- | --- | --- |
| 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | 2025/26 | 2026/27 |
| Support staff |  |  |  |  |  |  |  |
| Support staff - cost recovery |  |  |  |  |  |  |  |
| Support staff - spec funded 45 |  |  |  |  |  |  |  |
| Total |  |  |  |  |  |  |  |
| Part-time/casual/student |  |  |  |  |  |  |  |

***Definitions***

***Support staff: S****taff paid from this envelope, not including those reported in the categories below.*

***Support staff-cost recovery:*** *Staff paid from this envelope but cost recovered either directly or indirectly. (eg. Faculty career office is funded by co-op fees and should be reported on this line)*

***Support staff - spec funded 45****: Staff paid on Fund 45*

***FTE*** *= Full time equivalent. Refers to the number of employees, prorated by either their regularly scheduled hours (eg. hired for 4 out of 5 days a week equals 0.8 FTE), or if a shared position, by the percentage paid by this envelope. Please note that the FTE data calculated by Hyperion which shows on the financial submission further prorates FTE by the number of hours actually worked in the year (i.e. takes into account time of year position was vacated or replaced and leaves of absence, etc.). The difference in the two numbers should give you a good idea of historical employment gapping.*

# Plans for use of appropriations

Describe how you will use any surplus appropriation balance. **Where an envelope has existing structural deficits and/or accumulated debt please describe the plan to eradicate this along with the timeline.**

# Capacity Constraints and Capital Budget Plans

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# Major Opportunities and Key Risks to Your Operational Plan

List, describe and if possible, quantify

# Internal Benchmarks and Indicators of Performance

Items to include where available:

- student , staff, and faculty surveys, or faculty reviews

- KPIs

- Customer satisfaction surveys - may also include student, staff, and faculty surveys.

- Most recent employee engagement results (top and bottom three areas if in summary form)

- Census summary

- No. of Employment Equity Facilitators

# Non-priority activities or programs reduced/eliminated

With limited funding available it is necessary to review all existing activities to ensure they continue to make positive contributions to strategy. Please list any activities that may be cut back or eliminated.

# Other Major Assumptions

Please detail any assumptions that differ from or are in addition to the budget guidelines and are not included elsewhere in this document.

# Narrative of Envelope Highlights

All Units are assumed to have budgets aligned with the University’s strategic plan and vision. Please provide a summary of your area’s highlights including priorities and objectives for the budget period which may be included in the published consolidated budget document. **Please write as if for an external reader (i.e. avoid the use of “we” and “our”) since this section is used in the published Consolidated Budget document** – maximum 150 words.

|  |
| --- |
| *Envelope highlights go here* |

# Appendix A – Organizational Chart

Please append the most recent organizational chart

# Appendix B – External Benchmarks

**Optional:** If you wish to include any external benchmark information, insert other data as relevant, such as benchmarking survey results of activities with other universities across Ontario, G6 , and U15 .